

DIOCESE OF PHOENIX GRANTS TOOLS

Overview

The Office of Stewardship offers several Grants Training Workshops during the year to support the funding efforts of parishes and schools. The sessions are offered free of charge. Individuals who are interested in developing skills researching funding resources and grants writing may wish to attend.

The Grants Workshops were developed as part of the *Parish Tool Box* resources, and the sessions cover the following topics:

- **Grant Application Tips & Template**
- **Grants Identification Resources** – Just Grants AZ Database - offers nearly 1,800 private foundations and corporations that make grants in Arizona. This resource is a subscription offered through the Office of Stewardship and is free to parishes and schools in the Diocese of Phoenix.
- **A Grant Training with Just Grants AZ** – this training session focuses on grant development as well as use of the research database.
- **Workgroup Support for Individual Grants Development** - following the Grants Workshop opportunities are available for groups developing grants to work together in applying the grants training.

Because the workshops are training sessions, there are a limited number of participant opportunities. If you have any questions or interest in a future workshop, please contact Katie McLaughlin, Director, Office of Stewardship at kmclaughlin@diocesephoenix.org or call 602-354-2216.

GRANTS PROPOSAL TIPS

Courtesy of JustGrantsAZ

Simplicity Counts: A strong proposal is a simple proposal. Don't waste words. Funders are looking for a project that will succeed - and they have hundreds of proposals to wade through. So keep things clear, concise, concrete and *compelling*.

The 12-12-12 Rule: Imagine that a reviewer is about to sit down to work on reading proposals. She's already put in a 12-hour workday. It's now 12 midnight. And your proposal is the 12th one in the stack before her. Question: What does your proposal need to be, have, do, say and look like in order not only to keep this reader awake, but to engage her interest, enthusiasm and excitement - in other words, to help her fall in love with your proposal?

Managing Proposal Deadlines: Responsible for developing a team or partnership proposal against a tight deadline? Set an internal deadline at least a week before the actual submission date -- then let all the team members know that *this* is the drop-dead date for having the proposal assembled and ready to go.

Go for It -- With Gusto: According to *Grant Making Basics: A Field Guide for Funders*, an exemplary proposal "bristles with enthusiasm, urgency, passion. It suggests a group of people who can barely contain their eagerness to begin working. As a reader, you find yourself inspired and excited by their plans." So let your passion speak out!

Federal Grants for Public Agencies: If you work with a county or municipal agency and you're interested in Federal funding opportunities, be sure to check out the Public Administrators Grants Network website at www.pagnet.info. Among the services: A daily posting of Federal notices pertinent to county and municipal grantseekers -- sometimes even before they're posted at the Federal websites!

About Philanthropic Mission: Never make the mistake of thinking that a grantmaker's philanthropic mission is to give away money. *Mission* is always about creating change in the world -- providing opportunities for at-risk youth, protecting the environment, etc. Making grants to agencies with the know-how to create that change is simply the *strategy* the grantmaker uses to fulfill its philanthropic mission.

MORE GRANTS RESEARCH ON THE WEB: What Doesn't Work --Trying to search for prospective grantmakers using a generic search engine (Yahoo, Excite, etc.) and plugging in something like "grants for youth in Arizona." ***What Does Work*** -- Subscribing to a credible, high-quality on-line funder database to search for appropriate private grantmakers -- then using the Web to learn more about those grantmakers you identify as a potential good match.

GRANTS RESEARCH ON THE WEB: What doesn't work -- Thinking of the Web as a magic wand that will instantly resolve all your grants-research issues, resulting in enormous awards with little or no effort on your part. ***What does work*** -- Thinking of the Web as another research tool that can be very valuable when applied appropriately in the context of common sense and good people skills.

Do Your Homework! Research potential funders *thoroughly*. A quick look through a foundation guide isn't good enough. Call or write for guidelines, samples, and other publications. Check the funder's website. And check out recent tax filings at [GuideStar](#) or [GrantSmart](#). Then apply what you've learned. Don't ignore or distort a funder's guidelines in hopes of forcing your proposal into their niche.

Look for Person-to-Person Connections: Corporations in particular are interested in supporting agencies with which they have a personal connection. Who do you know who knows somebody who . . .? Look to your board members, your volunteers, your staff and other constituents for linkages between your organization and the funder you'd like to approach.

Keep Key Documents Handy: Plan ahead to save stress! Create a file with standard attachments -- such as organization charts, job descriptions, board member lists, and so on -- and keep it updated. Now when a deadline looms you can simply pull out the documents you need to submit with that proposal, rather than scrambling to locate a key document at the last minute.

The Five-Finger Rule: Imagine that your hand represents all the time you spend putting together a winning proposal. The four fingers -- fully 80% -- is time you should spend on various *planning activities*. Only 20% is actual writing -- but that 20% is the thumb, the part that makes all the rest work!

Want State Dollars?: To qualify for grants and contracts from most State of Arizona offices, you must register as a vendor with the State Procurement Office. Call (602) 542-5511, for application and a list of current contract offerings.

Funder Tax Filings: Did you know that private grantmakers are required to make their annual federal tax filings public? Two free websites where you can check out recent 990-PFs for thousands of foundations: [GrantSmart](#) and [GuideStar](#).

Making Your Case: What's a "case statement"? A one-piece, written document telling your organization's story -- past, present, and future -- the way you and your stakeholders want it told. Why do you need one? Because you'll use the language every time a grantmaker's application materials ask: "Who are you? What are you all about? And how do we know we can trust you?"

How to Ask for Feedback: Yes, ask for feedback if your proposal is turned down. But don't ask why it was rejected -- often, the dynamics of the decision process make it difficult to say. Instead, politely ask whether any suggestions or comments came up during the review that could help you strengthen or improve your proposal.

Valuing Volunteers: When putting together a project or program budget, be sure you include the fair-market value of all the time your volunteers will contribute. "Fair-market value" means exactly what it says: What you'd have to pay someone to perform the same work your volunteers are providing for free.

GRANTS WORKSHEETS

Courtesy of JustGrantsAZ

One of the most challenging parts of successful grantsmanship is keeping track of information so you can find what you need, when you need it, where you expect to find it.

Without a good information management system, you're likely to find yourself spending endless hours worrying about what might have slipped through the cracks.

And in the world of grantsmanship, even the smallest "slip" - a missing document, one too many pages of narrative, a staple where the funder asked for no binding - can knock a top proposal right out of contention for funding.

In this section are a selection of blank worksheets or templates that can help you manage the details of your funding research and proposal planning. Each worksheet comes with a brief description of its purpose as well as tips for making the worksheet work for you.

Project Profile/Planning Worksheet: *Purpose:*

The "Project Profile/Planning Worksheet" is designed to help you develop and keep track of good ideas for fundable projects, even before you begin your funding research. In effect, you create an "inventory" of fundable project ideas. This inventory serves three important purposes:

- First, it helps you target your funding research more effectively by allowing you to plan in advance what kinds of projects you'll be researching for funding.
- Second, if done properly, it can give you a head start on actually developing a final proposal by providing important basic information about the project idea.
- Finally, project profiles can serve as mini-proposals for potential funders who would like to "shop" for a project to fund with your agency. (It does happen, really!)

Using the Worksheet:

Think through each section, and complete the requested information as concisely and clearly as possible. For example, you should be able to describe your project (question 1) in one sentence of no more than 50 words. You may need to do a little homework for some of the sections. Be sure to think through and list "Resources Required" as well as your best-guess estimate of the funding that will be necessary. Remember, this is preliminary information; complete details will be filled in later, when you're developing a full proposal plan.

Potential Partners: This section is designed especially to get you thinking very early on about how a partnership structure could enhance your project. More and more funders are requiring that proposals reflect an interagency collaboration; even if partnership isn't an out-and-out requirement, it often wins your proposal extra points in the evaluation.

Prepared By: Ideally, the "Project Profile/Planning Worksheet" will be completed and submitted by the person in the organization who came up with the project idea in the first place. Larger organizations especially will often have one staff person assigned as "development director" or "grants coordinator," and many, many program people who are constantly coming up with great ideas for new projects or services for which funding is necessary. The next time one of your colleagues comes to you with a great idea, hand him or her a copy of the "Project Profile/Planning Worksheet" and say: "Sounds terrific! Can you flesh that idea out a little bit, so I can do some funding research for you?"

PROJECT PROFILE/PLANNING WORKSHEET

IN ONE SENTENCE describe your project idea: What will you do? Where? With whom? And MOST IMPORTANT: why?	
What broad categories of issues or opportunities does your project address? <i>(Use key-word phrases; for instance, "Adult literacy"; "Juvenile crime prevention"; etc.)</i>	_____ _____ _____
Describe the specific need or issue in your community that your project will address. What does it look like right now? Why is it significant?	In our community, the current situation is this:
What specific changes do you expect to make in your community or among your clients as a result of this project? What will be different? What are your "success indicators"?	The three to five key success indicators for our project or effort are:
What are the major steps you will need to take to make these changes happen?	
What resources will you need to accomplish these steps? <i>(People, equipment, training, materials, supplies, services, etc.)</i>	
Approximate total cost:	\$ _____
Who else has a vested interest in working with you as partners on this problem or opportunity?	
What information, tools, data, etc. will you use to decide whether your project succeeded?	
Prepared by:	Phone:
Date:	

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FUNDING RESEARCH AND PROPOSAL PLANNING WORKSHEETS

Funding Contact Information Form & Tracking Sheet: Purpose

The "Funding Contact Information Form and Tracking Sheet" helps you keep track of the telephone conversations, in-person visits or other contacts you have with program officers at the corporations or foundations with which you're working.

Using the Worksheet:

You'll want to begin a new tracking sheet each time you contact a potential funder for the first time. Then simply keep a record of your future contacts on that same sheet. Some people like to staple a copy of the tracking sheet to the front of a file folder, then use the folder to hold additional materials about that particular funder. Others prefer to keep their tracking sheets in a big notebook, organized alphabetically for quick reference.

Purpose of Contact: Filling this section out before you make a call or visit forces you to be very clear about what you are looking for through the contact. Corporate and foundation program staff are very busy people. They will appreciate the fact that you know exactly why you're calling and can communicate your needs clearly and quickly.

Results/Outcome/Decisions: What was said? What's going to happen next? What did you find out? Keep a record of these details in this section for your ready reference.

Action Needed: Is there something you need to do to follow up on or as a result of this contact? Do you need to make another phone call? Write a letter? Talk to a colleague? Get more information? Schedule an item for your board agenda? This section will help you track the specific steps, actions or communications you need to take next.

Funding Contact Information Form and Tracking Sheet

Funder:			
Address:			
Contact:			
Title:			
Phone:			
Date:	<input type="checkbox"/> By phone <input type="checkbox"/> In person	By: _____ With: _____	Immediate followup? <input type="checkbox"/> Yes <input type="checkbox"/> No
Purpose of Contact:	Results/Outcome/Decisions:		
	Action Needed:		
Date:	<input type="checkbox"/> By phone <input type="checkbox"/> In person	By: _____ With: _____	Immediate followup? <input type="checkbox"/> Yes <input type="checkbox"/> No
Purpose of Contact:	Results/Outcome/Decisions:		
	Action Needed:		

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Proposal Planning Guides: Purpose

This section consists of three separate but related worksheets. Together, these three tools help you map out the myriad details of developing a proposal to respond to a specific funding opportunity.

Using the Worksheets:

Background/Reference. The first worksheet serves as a kind of "cover page" of critical information you'll be referring to over and over again during the process of developing your proposal. On this sheet you'll record the funder's requirements for the format of your submission; for instance, the number of pages allowed, the number of copies required, shipping/delivery information, and soon.

Pay special attention to the "Deadline" information, and whether the deadline is the date by which the proposal must be postmarked or received by the funder.

The two bottom sections are available for notes on issues that need to be addressed as planning proceeds or that are going to require followup.

Development, Review and Clearance. The second worksheet helps you manage the "people" aspects of proposal development. Here, you can plan out and track major planning meetings; timelines for actually writing and reviewing the proposal; and any special clearances or approvals you might need (for instance, the concurrence of a citizens' commission, board approval, etc.). Use the "N/A" column to indicate an activity that is "not applicable" to this particular process. In the last three columns, indicate to whom each step is assigned, its due date, and its actual date of completion.

Proposal Components. On this worksheet, you can map out the pieces that go into the actual finished, written proposal package. If you will be developing the proposal through a team process, you can also indicate to whom each component is assigned, its due date, and the date it is actually completed. You may want to use this worksheet as a rough guide only, developing a more detailed worksheet of your own that covers all the key proposal components for your specific funding opportunity.

Proposal Planning Guide: Background/Reference

PROJECT INFORMATION

Project Title:		I.D. #:	
Contact Person:		Phone:	
Brief Description:			
Funding Source:			
Contact Person:		Phone:	
Deadline:		<input type="checkbox"/> Postmark <input type="checkbox"/> Receipt	Notes:
Ship/Deliver To:			Special Instructions:
Grant Size/Range:			
Project Period:		From: _____	Through: _____
# Pages Allowed:			
Copies Required:	For funder: ___ For program: _____ Other: _____		

PLANNING ISSUES/CONCERNS:

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ISSUES REQUIRING ADDITIONAL FOLLOWUP:

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Proposal Planning Guide: Development, Review and Clearance

ACTIVITY	N/A	ASSIGNED TO:	DATE DUE	DATE DONE
DEVELOPMENT/REVIEW PROCEDURES				
1. Major planning meetings:				
A. Staff				
B. Interagency				
C. Other:				
2. Concept paper developed:				
3. Supportive research (describe):				
4. First draft ready for review				
5. Interim draft ready for review				
6. Final draft ready for review				
7. Signatures obtained				
8. Proposal complete				
9. Proposal submitted				
10. Copies distributed				
11. Additional requirements/notes:				
CLEARANCES/APPROVALS REQUIRED:				

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Proposal Planning Guide: Proposal Components

COMPONENT		N/A	ASSIGNED TO	DATE DUE	DATE DONE
1.	Cover/transmittal letter/face sheet				
2.	Table of contents				
3.	Abstract/proposal summary				
4.	Required forms:				
	A.				
	B.				
	C.				
5.	Budget:				
	A. Forms/detail				
	B. Narrative/justification				
6.	Narrative, by section:				
	A.				
	B.				
	C.				
	D.				
	E.				
7.	Supportive documents/appendices:				
8.	Other components:				

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Proposal Checklist and Review Worksheet: Purpose

The "Proposal Checklist and Review Worksheet" serves two very important purposes in planning and preparing your funding proposal.

- First, you can use it as a guide or outline in writing the proposal, to make sure you're including all the key components and in a logical order.
- Second, you can use it to do a self-review once you've drafted the proposal, to make sure you've addressed all the major questions and written the proposal in a clear, interesting manner.

Using the Worksheet:

The contents of the "Proposal Checklist and Review Worksheet" are self-explanatory, covering the eight major sections of a typical proposal:

- Proposal Summary
- About the Applicant
- Issue Statement
- Targets and Outcomes
- Methods/Strategies
- Evaluation
- Future or Continuation Funding
- Budget

In using the checklist, you can either simply check "yes" or "no" in response to each item; or, if appropriate, you can give each item a numerical rating from 1 to 5 to indicate how well or poorly the proposal addresses that particular issue.

This worksheet is especially effective in team reviews. Ask a colleague whose opinion you respect, but who is not involved in the proposal process with you, to use the worksheet to rate your proposal. Ask for specific feedback, then use that feedback to fine-tune your proposal before submitting it to your prospective funder.

Proposal Checklist and Review Worksheet

*YES/NO answers indicate whether a specific element is included or a criterion has been met.
Use the numerical rating (1 = lowest, 5 = highest) where appropriate.*

PROPOSAL SUMMARY	YES	NO	1-5	COMMENTS:
1. Appears at the beginning of the proposal				
2. Identifies the grant applicant				
3. Includes at least one sentence on credibility				
4. Includes at least one sentence describing the problem				
5. Includes at least one sentence on objectives				
6. Includes at least one sentence on methods				
7. Includes total cost, funds already obtained and amount requested in this proposal				
8. Is brief, clear and interesting				
ABOUT THE APPLICANT	YES	NO	1-5	COMMENTS:
1. Clearly establishes who is applying for funds				
2. Describes applicant's purpose and goals				
3. Describes applicant's programs/activities				
4. Describes applicant's clients/constituents				
5. Provides evidence of applicant's major accomplishments				
6. Offers statistics to support accomplishments				
7. Offers quotes/endorsements to support accomplishments				
8. Shows qualification to undertake the specific funded activity (research, training, etc.)				
9. Leads logically into the problem statement				
10. Is brief, interesting and free of jargon				

ISSUE STATEMENT	YES	NO	1-5	COMMENTS:
1. Relates to applicant's purpose/goals				
2. Is of reasonable scope				
3. Is supported by statistical evidence				
4. Is supported by statements from authorities				
5. Is stated in terms of the clients' needs and problems, not the applicant's				
6. Includes input from clients and beneficiaries				
7. Is not described as the "lack of a solution" or "lack of a program"				
8. Makes no unsupported assumptions				
9. Answers the question, "Why is this a problem?"				
10. Is free of jargon				
11. Is interesting to read				
12. Is concisely written				
13. Makes a compelling case				
TARGETS AND OUTCOMES	YES	NO	1-5	COMMENTS:
1. Includes at least one target for each problem or need cited in the problem statement				
2. Targets are stated as outcomes, not processes or methods				
3. Describes the population that will benefit				
4. Follow the SMART formula by being:				
S Specific				
M Measurable				
A Ambitious				
R Reachable				
T Time-limited				

Master Budget Planning Checklist & Worksheet: Purpose

The Master Budget Planning Checklist & Worksheet serves two important purposes:

- First, it is a planning and management tool to guide you in developing and ultimately implementing a successful grant-funded project or program; and
- Second, it becomes a source document that you will draw from over and over again as you prepare budget forms for specific grant applications.

A program budget should reflect the total value of all the resources required to successfully achieve your intended outcomes – in other words, to do what you say you want to do. The Master Budget Planning Checklist & Worksheet helps you build your project budget from the bottom up, making sure you include the value of all necessary resources and aren't overlooking any key items.

Using the Worksheet

The Master Budget should be as detailed as you can make it. Later, you'll be pulling selected information from it for your specific grant applications, in accordance with the guidelines of your funders. To work with this form, simply go through the Checklist & Worksheet line by line and ask yourself: "Is this item a necessary resource for achieving our intended outcomes?" If the answer is "no," then cross the item off – you won't include it. If the answer is "yes," then fill in the blanks across the worksheet.

- *Item and Description/Calculations*: Self-explanatory.
- *Match*: Enter the dollar value that reflects the actual cash value or fair-market value of all resources that are already committed to your project. This includes volunteers; donated equipment and materials; cash from other sources; partner resources; furniture you already own; etc.
- *Grant Funds*: This reflects the value of resources (cash or non-cash) that you don't yet have committed to the project – in other words, that you are seeking through grants and other fundraising.
- *Total Resources*: This column shows the total of "Match" and "Grant Funds" – in other words, the total value of each resource.

Master Proposal Budget Summary

Use this sheet to carry forward summary information from your detailed budget, and also to capture information about anticipated sources of funds to support your program or project.

MASTER BUDGET PLANNING CHECKLIST & WORKSHEET

Item	Description/Calculations	SOURCES		TOTAL REQUIRED
		MATCH	GRANT FUNDS	
PERSONNEL				
A. SALARIES				
Executive Director	FTE ____ x \$_____ =			
Program/Project Manager	FTE ____ x \$_____ =			
Program staff	FTE ____ x \$_____ =			
Clerical/support staff	FTE ____ x \$_____ =			
Volunteers	FTE ____ x \$_____ =			
Other	FTE ____ x \$_____ =			
TOTAL SALARIES:				
B. EMPLOYEE-RELATED EXPENSES (ERE's)				
FICA				
State unemployment insurance				
Health insurance				
Workers' compensation				
Disability insurance				
Vacation				
Sick leave				
Other				
TOTAL EMPLOYEE-RELATED EXPENSES (ERE's):				

Item	Description/Calculations	SOURCES		TOTAL REQUIRED
		MATCH	GRANT FUNDS	
C. CONTRACTUAL SERVICES				
Evaluation				
Independent audit				
Other				
TOTAL CONTRACTUAL SERVICES:				
TOTAL PERSONNEL:				

Item	Description/Calculations	SOURCES		TOTAL REQUIRED
		MATCH	GRANT FUNDS	
NON-PERSONNEL				
A. SPACE COSTS				
Office rent	___ sq. ft. X \$____/sq. ft./yr.			
Other space				
Custodial/maintenance				
Utilities				
Donated space				
Renovations				
Other				
TOTAL SPACE COSTS:				
B. EQUIPMENT RENTAL, LEASE OR PURCHASE				
<i>(NOTE: Existing furniture and equipment can be applied to your project budget by attaching a statement of equivalent rental value.)</i>				
Office furniture (list):				
Office equipment (list):				
Other furnishings and/or equipment (list):				
TOTAL EQUIPMENT RENTAL, LEASE OR PURCHASE:				

Item	Description/Calculations	SOURCES		TOTAL REQUIRED
		MATCH	GRANT FUNDS	
C. SUPPLIES AND MATERIALS				
Desk-top supplies				
Copying supplies				
Program-related supplies				
Program-related materials				
Other				
TOTAL SUPPLIES AND MATERIALS:				
D. TRAVEL				
Local mileage for staff	_____¢ per mile x _____ miles			
Out-of-area travel: Transportation, lodging, meals, etc.				
Other travel				
TOTAL TRAVEL:				
E. BUILDING COSTS				
NOTE: Attach detailed construction planning budget.				
Land				
Materials				
Construction, renovation, etc.				
Other				
TOTAL BUILDING COSTS:				

Item	Description/Calculations	SOURCES		TOTAL REQUIRED
		MATCH	GRANT FUNDS	
F. OTHER PROGRAM-RELATED EXPENSES				
Telephone-related expenses (installation, monthly service, long distance, etc.)				
Postage				
Fire, theft, liability insurance				
Dues for professional associations				
Printing/copying costs				
Subscriptions				
Publications, books, tapes, etc.				
Training expenses				
Advertising and marketing costs				
Other				
TOTAL OTHER PROGRAM-RELATED EXPENSES:				
TOTAL NON-PERSONNEL:				

DIRECT COSTS: Total of Personnel + Non-Personnel			
INDIRECT COSTS: Itemized or via cost allocation ratio			
TOTAL PROJECT OR PROGRAM-RELATED COSTS:			

MASTER PROPOSAL BUDGET SUMMARY

PROGRAM-RELATED COSTS			
PERSONNEL:			
A. Salaries			
B. Employee-Related Expenses	+		
C. Contractual Services	+		
TOTAL PERSONNEL:	=	→	
NON-PERSONNEL:			
A. Space Costs			
B. Equipment Rental, Lease or Purchase	+		
C. Supplies and Materials	+		
D. Travel	+		
E. Building Costs	+		
F. Other Program-Related Expenses	+		
TOTAL NON-PERSONNEL:	=	→	+
DIRECT COSTS (total of Personnel and Non-Personnel):		=	→
INDIRECT COSTS:			+
TOTAL COSTS: Direct + Indirect			=

ANTICIPATED SOURCES OF FUNDS			
A. Match:			
• Cash			
• Non-Cash (in-kind)			
B. Program-Related Revenues (attach detailed description)	+		
C. Grants Sources	+		
D. Other Fund-Raising Activities	+		
TOTAL SOURCES: (should match "Total Costs")	=	→	

GRANTS LINKS

Courtesy of JustGrantsAZ

These are just a few examples of the extensive links available on the JustGrants website (<http://www.azgrants.com>). In addition to the grants research available on the site itself with the subscription for Diocese of Phoenix parishes and schools made available through the Office of Stewardship, these links offer other resources for grants education and research. Visit the JustGrants website and click on the links to review the detailed information.

Good Grantsmanship: These sites offer articles, tips, and advice on the process of effective grantseeking -- from researching and developing relationships with potential funders, to building a solid program model, to creating and submitting the finished written proposal.

GrantStation - Lots of information, features, tools and tips related to grantseeking -- some free, some available to members only. Worth a look!

Free Grants Tracking and Management Software - One of the questions that comes up most frequently when JGA is out and about is: "Where can I find a software program that will help me manage and track all my fundraising and grantseeking activity?" BasicFunder may very well fill the bill for most nonprofits looking for a no-frills system -- and best of all, it doesn't cost a dime! BasicFunder is a user-friendly, relational database that can hold an unlimited number of records so you can maintain all of your lists (donors, volunteers, grantmakers, applications pending, etc.) in one location. BasicFunder also provides you pre-set and customizable reports to analyze your fundraising activities. It can also quickly create your mailing list labels and, if required, issue acknowledgement letters and official tax receipts to donors. It costs nothing to download and use -- its creators, Jellyware Corporation, earn their income through optional pay-as-you-go support services. Download, sample, and tutorial at: <http://www.basicfunder.com>.

A Guide to Proposal Planning and Writing - A tutorial by Jeremy T. Miner and Lynn E. Miner. These grant-seeking tips represent a condensed version of information presented in another Oryx publication, Proposal Planning and Writing, 2nd edition by Lynn E. Miner, Jeremy T. Miner, and Jerry Griffith (Oryx Press, 1998, 2nd edition).

Grants Glossary -- Polaris - An alphabetical listing of hundreds of common (and not-so-common) grant-related words and phrases.

"Getting Your First Grant" - Targeted to first-year liberal arts faculty, this site offers down-to-earth, step-by-step guidance that can be helpful to anyone new to the grants process. What we especially like: The focus is on mission-driven *planning and partnering*, rather than chasing dollars and pumping out proposals. (Added 3/22/02)

Proposal Works - Definitely worth a bookmark! Set up as a "one-stop resource center for proposal writers and evaluators." Includes a fully searchable, indexed library of best practices, evaluation guidelines, and actual winning proposals. You can also subscribe to a free email newsletter, "Proposal Writing Tips and Techniques."

Writing a Successful Proposal - Part of an extensive and very helpful website maintained by the Minnesota Council on Foundations, this online "tutorial" walks you through the basics of what grantmakers look for in your proposals for funding.

Esthetics and Technicalities for Grant Writers - An interesting and useful collection of information by Elizabeth Brunner. You can browse advice and clear suggestions for letters of inquiry, full proposals, researching funders . . . and even a section entitled "Hundreds of Tips."

Developing and Writing Federal Grant Proposals - Produced by the folks who bring you the Federal Catalog of Domestic Assistance. Offers a good overview of the key strategies for effective Federal grantsmanship.

A Proposal-Writing Short Course - From the Foundation Center, in two parts.

Guide to Proposal Planning and Writing - Excerpts from a book published by Oryx Press, by authors Jeremy T. Miner and Lynn E. Miller.

10-Point Plan for Standard Grant Funding Proposals - Offered by LR Resources, this site includes a sample inquiry letter, private and public grant applications, budget, cover letter, and more.

Program and Project Planning: These sites offer a variety of tools and strategies to help you build a solid planning framework for your program or project funding proposals.

Strategic Planning Guidance - "Simply put, strategic planning determines where an organization is going over the next year or more, how it's going to get there and how it'll know if it got there or not. Far more important than the strategic plan document, is the planning process itself. There are a variety of perspectives about strategic planning and a variety of approaches used in the strategic planning processes. This topic in the library provides an overview of many of those perspectives and approaches and also includes guidelines for the readers to carry out planning according to the nature and needs of their organization."

U.S. Census Statistics, by City or Town - More than one person has said, "This is the coolest site I've ever seen!" If you ever need demographic data about your city or town to support your case in a grant proposal, check here first. Just fill in the city/town/state, and up pops a wealth of Census statistics (from 2003 if available; otherwise from 2000), all organized by topic, issue or population group.

Grantmaker Information: The free sites in this category are great for digging up additional information about a grantmaker in which you're interested. The by-subscription or pay-as-you-go sites can also help you find potential funders in the first place. Just be aware that a grantmaker database with a national scope may not give you the best return for your investment if your program is local or regional only.

Current Foundation RFPs - **FREE.** Philanthropy News Digest Foundation Center provides a list of current foundation RFPs by category (arts, education, etc.).

GrantsNet - GrantsNet is a searchable, continuously updated, database of funding opportunities in biomedical research and science education. It contains programs that offer training and research funding for graduate and medical students, postdoctoral fellows, and junior faculty, as well as programs in science, math, engineering, and technology for undergraduate faculty and students. You need to register to use the site, but there is no charge.

Foundation Finder - A free, searchable "look-up" tool providing contact information and basic fiscal profiles for 65,000 U.S. private and community foundations. You have to search using all or part of the foundation's name -- so this is good only if you already have a specific foundation in mind and simply need to find out how to reach them or what their most recent top-level financials look like.

Association of Small Foundations - Offers help in researching many of the nation's smaller foundations.

GrantSmart - FREE. "Informational and interactive resource center for and about the nonprofit community." The core is the database of information on private foundations that can be searched by name, location or assets. From the search results, you can download a foundation's most recent PF-990 (Federal tax filing) for more information about who they are and what they fund. Most helpful if you already have the name of a foundation and want to find out more about it.

GuideStar: The Donor's Guide to the Charitable Universe - FREE. GuideStar offers a database of more than 700,000 U.S. nonprofit organizations, which includes some 60,000 private foundations. Useful for finding potential partners, as you can do a search by keyword (for instance, "literacy") and state (AZ), as well as other factors. If you're looking for information on a specific funder, you can find basic address and financials here, then link to downloadable PF-990s (Federal tax filings) for more detail.

The Foundation Center - "Your gateway to philanthropy on the World Wide Web." You can use the FREE Foundation Finder to search by name for basic contact and financial information on more than 10,000 largest foundations. Or for about \$20 a month you can subscribe to Foundation Center Online, which gives access to the complete searchable foundation database. The site offers lots of other valuable information features at no cost.

The Grantsmanship Center - Key feature: The daily posting of new grant announcements from the Federal Register. The site primarily provides information about The Grantsmanship Center's own products and services. It also links to key sites for Federal and state governments, community foundations and international funders.

GrantSelect - A private, for-profit publication from Oryx Press, you can sign up for a free 30-day trial of a database containing more than 10,000 funding opportunities.

GrantScape Online - You can subscribe to GrantScape's funder database. The larger "Nonprofit Universe" of which this site is a part also offers a nice assortment of tools for nonprofits.

Funding Alert Services: When you sign up for a funding alert service, you let the service know what kinds of funding you're interested in. Then, when an opportunity comes open in your area of interest, you receive an e-mail announcement. Some are free; others are fee-based. None have been reviewed by JUST GRANTS! Arizona.

- **EdInfo -- U.S. Dept. of Education**
- **Philanthropy News Network Online**
- **ScienceWise (FEDIX)**
- **National Science Foundation**
- **National Institutes of Health**
- **U.S. Dept. of Labor -- Employment & Training**
- **Community of Science**
- **GrantSelect**
- **Philanthropy News Network Online**
- **Public Administrator's Grants Network** - This valuable site is designed for public-sector agencies looking for grants from government and private resources. Includes a daily listing of Federal grant opportunities for public agencies, as well as a free daily email alert service for both private and public grant opportunities for government programs.
- **University of Massachusetts** - This link will take you to a listing of a variety of funding alert services that keep you apprised of various funding opportunities. This website, maintained by the University of Massachusetts provides a listing of government agencies as well as the old favorites, The Foundation Center and Grants Net. With interactive links, you can click and sign up to receive these free alerts!
- **Comprehensive List of Free Grants Email Alerts** - The University of Massachusetts maintains this comprehensive listing of funding alert services that you can subscribe to for free. As an example, we already subscribe to the Foundation Center's weekly email alert service. Most email services are complimentary and you can join and leave these services at anytime.

Education Grants: These links provide specific grants-related information for schools, colleges, and other educational institutions.

- **Classroom Teacher Grant Opportunities** - A favorite for grant opportunities specifically geared toward teacher and classroom-level projects.
- **SchoolGrants** - SchoolGrants shares grant information with educators pre-K through 12th grade. The site provides online resources and a variety of opportunities available to public and private nonprofit elementary and secondary schools and districts. It also provides examples of successful grant proposals.
- **Education Week** - This online bulletin highlights education issues and topics, including grant updates. Access the grants by clicking on "Teacher Magazine" at the top of the home page. You'll see a link for grants on the right side.
- **National Education Association** - The National Education Association is committed to advancing the cause of public education. This site provides information on education-related grants, among other topics. To locate grant and funding information, type "grants" or "funding" in the search box in the top right corner.
- **Public Education Network** - Public Education Network is committed to providing quality public education for all children. This website includes information on education grants. An email newsletter is available at www.publiceducation.org/subscribe.
- **U.S. Department of Education** - The U.S. Department of Education website provides information about available grants, as well as a host of other information topics for teachers, educators and administrators.
- **Federal Education Grants Calendar** - This site provides a calendar of the upcoming discretionary grants available through the U.S. Department of Education.
- **Arizona Department of Education Grant Opportunities** - This site offers grant opportunities available through the Arizona Department of Education. These are typically district wide or school wide initiatives.
- **After School Funding** - Looking for funding for your after-school program? This site offers searchable databases that focus in this area -- most grants listed are from Federal agencies.