

Fund Raising

Fund Raising, Donations, and Grants

Attracting donations of money and/or property can greatly supplement operating funds for CAP units. The keys to these programs are CAP's federal tax exempt status and the public's awareness of CAP's volunteer public service.

Tax Exempt Status

An important part of soliciting donations or conducting fund raising activities is Cap's federal tax exempt status. The IRS has ruled that CAP and its subordinate units are exempt from federal income tax under Section 501(c) (3) of the Internal Revenue Code. This makes donations to CAP eligible for deductions from income by donors as charitable contributions. For verification of Cap's tax exempt status, refer to the IRS's annual edition of publication 78 or download a current letter of exemption by visiting www.cap.gov and clicking on "Members" then "General Counsel."

Fund-Raising Regulation

Before launching any fund-raising effort, become thoroughly familiar with CAPR 173-4, *Fund Raising/Donations*. This regulation provides a brief overview of acceptable fund-raising practices and policies within CAP.

Prerequisite for Raising Money

Raising money from the local community is not difficult if you have done your job in the public relations area. People will give to an organization whose good deeds are continually published in the newspaper and seen on television. However, if you have to tell them who you are and what your missions are, you're probably wasting your time asking for money. Good positive public relations and fund raising are very closely related.

The American people are very generous. Each year in the United States more than \$150 billion is given to charitable organizations. More than 80 percent of this comes from individual donations from people like you and your neighbors. When asked why they have not given to a specific charity, most people respond with the same answer, Because I wasn't asked. Therefore, once you have established a good public relations program in the community, you must get out and ask for the donation..

Gift Sources

All philanthropic funds originate in general areas of the economy referred to as gift sources or markets. The five gift sources for fund-raising activities are individuals, corporations, foundations, associations, and government. To some extent, each organization has potential supporters among these markets. To tap these sources, you must first identify those most likely to respond to an appeal from your unit.

This will require you to properly plan your fund-raising effort. The information in the next chapter on writing a grant, gives you some fundamentals on developing a plan. These fundamentals can be applied to grant writing, direct mail, telemarketing, or any other medium you may choose to use to raise money. The secret is developing the plan, then working the plan. A very important facet of your plan is identifying your gift sources. Who will you ask for the donations? This will require some research to establish. You must understand the preferences and perceptions of the gift source and what they may require in the manner of a value exchange. What are their philanthropic interests? You need to establish the source's interests, ability and willingness to give. This is where the L-A-I principle of donor prospect identification comes to play. You must first separate your donor suspects from donor prospect Fund-raising professionals agree that seldom, if ever, will you secure a donation from a suspect.

What is the L-A-I principle and what is its function in both fund-raising research and donor development? It is basically wisdom passed down through the ages from veteran fund-raising practitioners:

L: Linkage. A linkage relates to a contact, a bridge, or an access through a peer to the potential donor. If there is access to the gift source, then this link to the prospect makes it possible to arrange an appointment to discuss the potential of a gift. Or if the linkage is strong enough, it can sometimes be done through the mail or over the telephone.

A: Ability. Through research, it can be determined that the potential gift source has sufficient discretionary funds to justify a gift solicitation at the appropriate asking level.

I: Interest. If the potential contributor has no interest in the organization or little knowledge about its work, then the person will be prone to make a small gift or none at all. Interest in the organization and an understanding of its mission and accomplishments are imperative in the identification of valid donor prospects.

Most experts agree that all three L-A-I principles must apply when separating prospects from suspects during the evaluation of gift potential. The elimination of just one of the three principles will invalidate the process and reduce the gift candidate from prospect to suspect.

Combined Federal Campaign, United Way

Since Civil Air Patrol is a federally tax exempt 501 (c) (3) organization, in most cases your unit would qualify for funding from these sources. Contact your local Combined Federal Campaign or United Way chairmen and find out what you need to do to get your unit registered as a recipient.

Other Fund-Raising Activities

Make sure you are completely familiar with CAPR 173-4 before commencing any fund-raising activity. Also, check local laws and ordinances to make sure you are not in violation. Some possible activities might include the following:

Operation of concession booths at air shows, state fairs, sporting events, or other activities.

Sale of advertising in your unit newsletter.

Car and aircraft washes.

Bake sales.

Sale of items with a portion of the proceeds going to the unit. For example, Christmas items or tickets to a local event.

Corporate and foundation grants. How to write a grant is covered more fully in the next chapter.

There are a number of ways that every squadron can use to secure donations, i.e., cadet activities, equipment needs, buildings, general operating expenses. Four sample solicitation letters are included in this chapter to assist you in crafting a request for funds. You will note that each letter is personal and specific information about the squadron is given. In every case, you will also note that a specific amount is requested. *Never* solicit a donation without telling the person how much you want and how you will use the donation.

Type your letters according to CAPR 10-1.

Remember the public is very generous and they are going to give their discretionary income to some worthy organization and it might as well be your squadron. But you have to ask for it to receive it.

Sample fund-raising letter #1 Event Sponsorship

(Use squadron or wing letterhead)

January 20, 2000

Mr. Lewis P. Smith, President
Smith Office Supplies
123 North Main Street
Daleville CA 45678

Dear Mr. Smith

I am writing to request your participation as a sponsor of our upcoming Emergency Services Training. The Daleville Composite Squadron of Civil Air Patrol will be conducting this annual event on April 14 - 16, 2000 at Bankhead National Forest. We would like for Smith Office Supplies to become a partner with Civil Air Patrol and show your support for our youth and the local community by agreeing to underwrite the program expenses associated with this important training opportunity. Your tax-deductible contribution of \$500 will go directly to cover the costs of training materials and emergency services equipment needed in conducting the training.

Approximately 30 Civil Air Patrol members from throughout the metro area will attend. They will learn the latest methods and techniques associated with air and ground search and rescue of missing persons and downed aircraft. They will study communications and first aid and they will learn mobilization skills for effective disaster relief. In coordination with law enforcement agencies, the American Red Cross, FEMA, the United States Air Force and others, Civil Air Patrol is called on to perform hundreds of missions each year. Truly every American citizen benefits from the work of Civil Air Patrol. When the Daleville Composite Squadron is called on to assist city, county, state and federal agencies with any local emergency service, we want to be ready. That is why your \$500 sponsorship is so important. It will help prepare our volunteer members to meet the future emergency service needs of this community and state.

I will call your office next Thursday, January 27, for an appointment to visit with you. At your convenience, I would like to discuss your sponsorship. In the meantime, please feel free to call me if you have any questions at (234) 567-8901. I look forward to meeting with you and discussing the benefits of your participation.

Sincerely
Milton A. Turner, 2Lt, CAP
Emergency Services Officer

Sample fund-raising letter #2 Specific Needs (such as uniforms)

(Use squadron or wing letterhead)

January 10, 2000

Ms. Alice S. Strong
Director, Community Relations
Auto Locks, Inc.
#3 Industrial Parkway
Gladville IL 67890

Dear Ms. Strong

The City of Gladville is very fortunate to have an outstanding Civil Air Patrol Cadet Squadron with over 40 active members. You may have noticed a recent newspaper article (*see enclosed*) about our color guard that has won numerous competitions and was selected to lead the city™s 1999 Christmas parade. All of the young men and women that make up our cadet squadron are proud to be members and they are a joy to work with.

The Civil Air Patrol is a uniformed organization and our uniform instills respect and pride in everyone who wears it. The uniform also helps a young person develop their self-esteem. Most of our cadets, however, come from low-income families and simply cannot afford to purchase CAP uniforms. Therefore, I am writing to request financial assistance from your company so that every member of the Gladville Cadet Squadron can proudly wear our distinctive uniform. It will cost \$125 to purchase a basic uniform for each cadet and we have 18 cadets who come from low-income families (*household income below the poverty level*). Since Auto Locks, Inc. is one of the largest employers in our city, I am respectfully requesting that your company make a tax-deductible contribution of \$2,000 toward the purchase of these needed CAP uniforms. You might be interested in knowing that the cadets conducted a car wash this past October to raise money for uniforms and made over \$100. Also, the parents of some of our cadets who could afford to help out have donated another \$200 to our uniform fund. To date we have raised \$312 but we are a long way from the \$2,250 needed.

I will call your office next Tuesday, January 18, for an appointment to visit with you. At your convenience, I would like to discuss your contribution. In the meantime, please feel free to call me if you have any questions at (440) 220-1110. I look forward to meeting with you and telling you about the difference that CAP can make in the lives of young men and women.

Sincerely
Harrison G. Fox, 1Lt, CAP
Squadron Commander

Sample fund-raising letter #3 Corporate Sponsor 1

(Use squadron or wing letterhead)

January 31, 2000

Lt Col John Q. Longworth, USAF (Ret)
Plant Manager
Orion Technologies, Inc.
1400 Falcon Road
Alexander FL 23456

Dear Mr. Longworth

Thank you for attending our Civil Air Patrol squadron meeting this past Monday. All of our members enjoyed hearing about your years as a CAP cadet in this squadron during the 1960s and how that led to a distinguished 21-year career in the United States Air Force. Your presentation on Orion Technologies, Inc. was extremely impressive and I want to congratulate you on the phenomenal growth the company has experienced under your leadership.

Following your presentation on Monday night, I shared with you that our squadron needed a corporate sponsor to help cover some of our annual operating expenses. You suggested that your company might be interested in serving as our corporate sponsor and that I should submit a written request so you could present the proposal to your company president. I have enclosed a copy of a three-page Sponsorship Proposal calling for an annual tax-deductible contribution of \$5,000. The proposal details how the annual sponsorship would be used to purchase much needed training materials, communications and emergency services equipment, uniforms for underprivileged cadets, routine operating expenses and maintenance of our squadron building, and etc. The proposal also includes several ways which our squadron can publicly recognize Orion Technologies, Inc. as our official sponsor. Please review the proposal and let me know if I need to make revisions prior to you presenting it to your company president.

Over the 40-year history of our local CAP squadron, local, state and national agencies have called on us numerous times to perform air and ground search and rescue missions, conduct counterdrug flights and even provide disaster relief manpower as well as aerial reconnaissance following two hurricanes. Truly every citizen of central Florida has benefited from the volunteer service and missions of our local CAP squadron. With Orion Technologies Inc. as our corporate sponsor, the Alexander Composite Squadron will always be prepared to meet the future emergency service needs of this community and state.

Please feel free to call me if you have any questions at (313) 125-9900. I look forward to hearing from you.

Sincerely
Steven C. Turner, Maj, CAP
Squadron Commander

Sample fund-raising letter #3 Corporate Sponsor 2

(Use squadron or wing letterhead)

February 5, 2000

Mr. Peter L. Floyd, President
Global Transportation Services, Inc.
2830 Rocky Mountain Drive
Longview CO 24080

Dear Mr Floyd

As the Public Affairs Officer for the Rocky Mountain Senior Squadron of Civil Air Patrol, I have been asked by my Squadron Commander to extend a very special membership offer to you and your company. We would like for Global Transportation Services, Inc. to become a partner with Civil Air Patrol and show your support for our volunteer members and the local community by becoming a Business Member of our local squadron. In consideration of the many humanitarian services performed by Civil Air Patrol, your company can apply for Business Membership in one of the following categories:

Full Business Membership \$5,000	Friend of CAP \$1,000
Associate Membership \$2,500	Contributor to CAP \$ 500

In coordination with law enforcement agencies, the American Red Cross, FEMA, the United States Air Force and others, Civil Air Patrol is called on to perform hundreds of missions each year. Truly every American citizen benefits from the work of Civil Air Patrol. When the Rocky Mountain Senior Squadron is called on to assist city, county, state and federal agencies with any local emergency service, we want to be ready. That is why your company's Business Membership is so important. It will provide the funds needed in preparing our members to meet the future emergency service needs of this community and state. I have enclosed a Business Membership application for you to complete. Once the application is processed your company will receive a beautiful 11- by 14-inch framed certificate from the Civil Air Patrol National Headquarters. Also, our local squadron will publicly recognize Global Transportation Services, Inc. in all our press releases and public appearances.

I will call your office next Tuesday, February 15, for an appointment to visit with you. At your convenience, I would like to discuss your Business Membership in Civil Air Patrol. In the meantime, please feel free to call me if you have any questions at (301) 455-0140. I look forward to meeting with you.

Sincerely
Cathy F. Jones, Capt, CAP
Public Affairs Officer

Successful Grant Writing

Anyone can learn to write a successful grant with the appropriate tools and a basic knowledge of grant writing. Writing competitive grants means being a little better than the rest in researching, formatting, and writing your proposal. If you're willing to invest the time and energy necessary in learning how to do it right and follow the tips provided in this pamphlet, you'll find that your grant proposals will almost always be read. Not always awarded, but at least you'll know they were read and that alone will put you one step ahead of most of the competition.

There is no way every aspect of creating a grant proposal can be covered in a single chapter. The information presented in this chapter is designed as a guide and as a reference tool for novice grant writers.

Successful Grant Writing

What Is a Grant?

A very simple definition is a grant is a source of funds that an organization or corporation wishes to donate for a worthy cause. Most grants are awarded for specific programs, activities, or projects.

Funding organizations are much more likely to fund small grants \$ \$3,000 to \$5,000 than large ones. However, grant awards can and do go into the millions of dollars. One important point to remember as you begin your fund-raising activities into the area of grants is don't get greedy.

There are a number of types of grant proposals one may submit. The requirements for each may differ somewhat.

« **Program proposal.** To provide one or more services to individuals, families, groups, or communities.

« **Research proposal.** To study a problem, group of people or organization, or to evaluate a service or program.

« **Training proposal.** To offer training and educational programs to individuals, groups, organizations, or communities.

« **Planning proposal.** To provide planning, coordination, and networking in connection with a problem or among a group of organizations or programs.

« **Technical assistance proposal.** To provide assistance to groups, agencies, and organizations in developing, implementing, and managing programs, studies, or other activities.

« **Capital improvement proposal.** To build or remodel buildings and acquire equipment. There are other types of grant proposals. However, these six are the major types.

Sources for Grants

Government. Total funding available: \$100 billion annually.

Foundations. Approximately 22,000 funding sources.

- « Newsletters are available from 200 of these funding sources.
- « Annual reports are available from 300 of these funding sources.
- « A handful have guidelines for writing proposals.
- « Industry only 35 percent of 2.3 million corporations give away anything.
- « Of the 35 percent, only 6-10 percent give away more than \$500.
- « Corporations give 40.8 percent to the education sector, 30.2 percent to the health/welfare sector, 12 percent to the civil sector, and 11 percent to the culture sector.
- « Corporations only give funding to projects which can help them directly or indirectly to improve profit, to assist in making them better corporate citizens, to help in product development, to help in worker support, to better understand main philosophy.

Where To Begin

#1 Decide What You Want Funded

Perhaps you need funding for:

Training programs.

Cadet scholarships.

A building for your squadron.

Few funding bodies grant monies for general operating expenses. Be specific. Identify a specific need.

#2 Visit the Foundation Center at Your Public Library

There you should be able to find large volumes listing foundations and the type of activities funded.

Locate foundations in your general area (or state) that traditionally fund activities similar to yours. Always pick four or five sources (at the very least) to apply for funding. To only pick one would drastically reduce your chances of securing funding. Submitting grants to several sources is better than having one grant go to only one source and be rejected. The odds are in your favor. However, do not inundate the foundation/corporate world with dozens of different proposals. Pick a specific need and stick with it until you get funded.

CLUE: It may be a while before you hear any response, but DO NOT call them, they'll notify you one way or the other.

The listings in The Foundation Center will provide you with all the information you should need to prepare an effective grant proposal. Most sources will list:

Name of the foundation.

Areas of interest.

Type of projects funded.

Eligibility requirements.

Geographic restrictions.

Award amounts.

Projects previously funded.

Application procedure.

Contact name and position.*

Dates to submit application.

*It is always a good idea before submitting your grant proposal to call the foundation office and confirm the name and position of the contact person and the address.

Before You Begin

You should know that a grant proposal serves four main functions: A program plan, a request, a promise, and instrument of persuasion.

A Program Plan

A written statement that represents a particular program or project an organization would like to undertake. For you, it represents a set of guidelines for implementing the program. To the fund administrator, it is an indication of your program planning ability. Therefore, its important that the proposal clearly indicate all of the major activities that will be carried out and how they will be organized and implemented.

A Request

The second function of a proposal is that it represents a request for the allocations of financial resources from the funding source, which means that the proposal should clearly indicate the exact amount of money being requested, what specific items the money will be spent for, and a justification of the need for each major item.

A Promise

The third part of your proposal is a promise. You will make a commitment to the fund administrator that certain things will be done during a specified time period at a specific cost.

Persuasion

The fourth function of a proposal is that it is an instrument of persuasion. Through the proposal you will seek to persuade some person or organization to support the proposed activity by allocating funds to it. In addition to providing money, the funding source normally lends its name to the project, helping to legitimize the project. Money and legitimation are not easily disbursed, so the fund administrators need to be convinced that their support should be granted.

Writing Your Proposal

The average person's span of attention when reading is 10 minutes. After that he will begin to scan the document, picking up key words, and may miss an important point. You must grab the reader's attention if you want your message to get across. What can you do to make sure that your writing captures and keeps your reader's attention?

Use boldface, UPPERCASE, underlined, or *italicized* type for key words, phrases, or sections

Use double spacing and wide margins on all sides.

Use bullets to list key points.

Use graphics lots of them.

Paper

Color can create a more conducive mood for reading. Does the funding source appear to be conservative or liberal? Make this determination by the previous types of projects they have funded.

Conservative sources

Only use white, gray, or buff colors.

Regional preferences

Great Lakes region blue or green shades.

Eastern seaboard (or any of the top 10 foundations in the nation) white or gray.

Rest of the U.S. 5 pastel shades, harvest gold, wheat, buff, peach, light brown.

NEVER USE COLORED PAPER WITH STATE OR FEDERAL GOVERNMENT GRANTS

Organization & Components

Select a Name for the Project

A tried and true fact: the project name will serve as a driving force to help you in writing your grant proposal. It should be brief, suggestive of purpose, and memorable.

Two Orders for Organizing

Your proposal will have two orders:

Writing order.

Final project order.

The Writing Order

- | | |
|----------------------------|---------------------------------|
| 1. Introduction | 8. Bibliography (if applicable) |
| 2. Statement of Need | 9. Definitions |
| 3. Plan of Operation | 10. Abstract (Summary) |
| 4. Evaluation | 11. Table of Contents |
| 5. Key Personnel | 12. Cover Page |
| 6. Commitment and Capacity | 13. Cover Letter |
| 7. Budget | |

Final Project Order

1. **Cover Letter** (loose, not attached to the proposal).
2. **Cover Page** (also known as the title page).
3. **Table of Contents** (preferably if your proposal is over 10 pages total).
4. **Abstract** or summary (again, this is if your proposal is over ten pages long).
5. **Definitions** (only if you use a lot of jargon or abbreviations).
6. **Introduction** (the who, what and where).
7. **Statement of Need** (What is the problem?).
8. **Plan of Operation** (detailed solution).
9. **Evaluation** (How will you measure effectiveness).
10. **Key Personnel** (Team members responsible for the project).
11. **Commitment and Capacity** (What resources are already available to you?).
12. **Budget** (Try to tie each dollar requested to an objective. Ask, does the money match the request?).
13. **Endnotes** (Use endnotes, rather than footnotes).
14. **Attachments** (letters of support, audit statement, IRS nonprofit status letter, and other supplementary documentation).

Use the **writing order** when composing your grant proposal. Use the **Final Project Order** when organizing your grant proposal.

Tips: When writing a government grant proposal you will have numerous forms to fill out, as well as a detailed proposal narrative. Specific guidelines will be required. They can be quite long. A length of 40 pages is not unusual.

However, most foundations do not provide specific guidelines. You will be expected as an experienced grant writer to demonstrate how thorough you can be in as few words as possible. LESS is always better.

Format for Foundations

Three primary elements:

Cover Letter

Introduction

Additional Materials

The Cover Letter

Your cover letter will determine if your grant proposal will be read by the funding body. It will be your primary motivator in determining if you are indeed better than the competition. So follow the following points closely. It could determine success or rejection. Your letter should....

- be brief (one page).
- proclaim the urgency of the problem you propose to address.
- say something different.
- cite dramatic need or unique quality.
- highlight outstanding endorsements.
- name linkage persons.
- offer to provide additional information/clarification/answers to questions.

Finally, show evidence of organizational commitment to your proposal through the cover letter. Commitment by the board of directors is required by some funding sources. In most cases the letter should be signed by a top authoritative figure within the organization.

The Proposal

Introduction

Be different. Make your proposal stand out from the rest.

Your introduction is the who, what, and where of CAP and your squadron/wing....a mental trip through Civil Air Patrol. Your introduction should be no more than two double spaced pages. Use factual information in describing your organization.

Introduce the organization.

State where is the organization located.

Tell the purpose of the organization.

Use legal name of organization.

Include address, city, and state of your location.

Note interesting information about your area

Demographics (unemployment, average income, population, etc.), what is unique about your county, city, squadron, etc.

Date the organization was founded.

Circumstances leading up to the organization's establishment (CAP has an interesting and exciting beginning *Be excited about it.*)

Your organization's **mission**.

Population you serve type and size.

Unique qualities of your squadron/wing.

Niche. State organization's/squadron's/wing's niche or area of expertise, awards, or recognition.

Statement of Need

ALWAYS provide a transition statement from one section of your proposal to the next.

Example: At the end of the Introduction. you might write, The purpose of this request is to enlist (garner, elicit, encourage, seek) your support for Project (name of project).le

Use a Thesaurus. Everyone doesn't have the vocabulary of *Webster*. Your introduction will establish your credibility. Your Statement of Need will demonstrate your ability to plan a good program. NEVER, NEVER list a lack of money as the need! Everyone understands you are asking for money. It is a given.

In this section, only describe and document the situation that will be dealt with if you are awarded the grant funding. DO NOT go into the method you will use to deal with the situation save that for later.

In this section you should

- use the most impacting language in your entire grant.
- use factual terms supported by statistics.

- use quotes from authorities.
- make a case for the problem/project on a local level.
- use hard hitting language and information.
- provide heart-wrenching picture of your need if possible.

CLUE: Only identify the need in this section. To do this you must understand the difference between problems and needs and the methods of solving problems or satisfying needs which you'll cover later in your proposal.

Four Rules for Writing Your Statement of Need

1. Make a logical connection between the organization's background and the problems and/or needs with which you propose to work.
2. Clearly define the problem(s), need(s) with which you intend to work. Make sure that what you propose is workable that it can be done within a reasonable time, by your organization/ squadron/wing and with a reasonable amount of money.
3. Support the existence of the problem/need by evidence. Statistics, statements from groups in the community concerned about the problem/need, from individuals involved with similar or related situations, and from other organizations working in your community and from professionals in the area.
4. Be realistic don't try and solve all the problems of the world in the next 6 months.

CLUE: Give careful consideration to your presentation in this section. This is not the area to project hope or a solution – repeat - that will come later. Avoid using the phrase “a lack of” anything. To do so denotes a lack of method, also.

Plan of Operation: (or methods and procedures)

Now you will tell how you plan to accomplish the goals you set in your proposal. Your Plan of Operation is your vision, in detail, of a solution to your problem.

Necessary components of your Plan of Operation are:

1. A **clear statement of the purpose** of your project (the opening paragraph), and
2. **Attainable goals**, listed in rank order, with objectives following each goal. Think each goal through carefully. Make certain it is measurable and fits the definition listed below:
Goals § Outcomes. What you want your project to accomplish by the end of the funding period.

Objectives § Measurable steps your project will take to achieve the related goal and address the problem introduced in the Needs Statement.

A **timetable** should be included to indicate when you intend to accomplish the project objectives. Don't underestimate the time it will take to accomplish your goals, just because you think it sounds good in your proposal. Do not use specific dates in this section. You do not know when funds will be awarded. Use *month 1, month 2*.

A **flowchart** tracking the flow of each activity (objective) is helpful, but takes more time to develop. Various software programs can lessen preparation time.

Include your methods to accomplish the objectives. The methods should flow from the objectives. Make them understandable and include a detailed explanation.

Always include alternative methods, if applicable, for reaching the objectives. Often you can incorporate methods used by other organizations in this section.

This is not the section to skimp on. The "keep it short and simple" rule does not apply in your Plan of Operation. Unless the guidelines provided by the foundation state a "one page" Plan of Operation. Always follow the guidelines provided.

Evaluation

The evaluation portion of your proposal will have two components:

- the **outcome evaluation**
- the **process evaluation**.

Outcome evaluation measures the results of your program. Did the program (1) achieve its

stated objectives and (2) show how this accomplishment can be attributed to the program. **Process evaluation** determines whether it has been conducted in a manner consistent with the proposal's plan, and the relationship and impact that other CAP programs had on the project's success.

If you do not include an evaluation plan, the foundation will use its own plan and it may be much more critical of the program than if you provide your own plan.

Provide a brief paragraph stating who will conduct the evaluation. Sometimes an outside evaluator will do the evaluation. You can provide for the cost of the evaluation in your budget.

Identify what you hope to learn from the results of the project evaluation – for example, problem areas, areas of strength, areas to improve, and ways to redirect your efforts.

A sample evaluation plan is included at the end of this chapter.

Key Personnel

Identify your key personnel: Project director, administrators overseeing the project, and any others who will be involved in your project.

List the following:

Educational background.

Current educational pursuits (if applicable).

Detailed professional experience (as it relates to the project area).

Indicate what percentage of each individual's time will be devoted to the project.

Include the organization's equal opportunity statement at the end of your key personnel section.

If you are not sure who will direct the project, include a job description instead.

Commitment and Capacity

What is the capacity of CAP (or your squadron) to implement and manage this project?

What assurances can you give the funding source?

If the project is part of CAP's long-range strategic plan, then discuss the plan and how this project fits in.

If "partnership" organizations will be working with you in a collaborative effort, include their names and roles in the project.

If the organization will be providing in-house support, list it in this section. In-house support could include personnel time, space for the project staff, utilities, maintenance, duplication, clerical support, and any other resources that will be made available by CAP or your staff to the project at no cost. Assign an estimated amount (value of services) to this Commitment Statement.

Some, but not all, of the following areas can be addressed in this section:

Commitment to the proposed project.

Fiscal capacity.

Program capacity.

Future intention of responsibility for the program after funding period is over.

Adequacy of budget.

Effective management plan.

Budget

Make sure the budget you submit is a well thought-out, well-researched estimate of what your project will cost.

Offer a detailed narrative on each final line item in your budget. Include specifics on personnel costs, fringe benefits, travel costs, equipment, supplies, contracted services, construction, and other expenses.

You may want to break out your budget into categories:

Personnel costs.

Non-personnel costs.

Indirect costs.

Personnel costs will include a listing of all full and part-time staff in the proposed program.

Even if the staff is a volunteer staff, show the time the volunteer(s) will be spending and assign a value to that. Funding bodies often require the organization to "donate" 20 percent to 25 percent of the grant amount. Volunteer time can account for this.

Non-personnel costs will include space costs (facilities), rental, lease or purchase of equipment, supplies, travel, and other costs. Other costs include items like dues, printing, tuition, etc.

Indirect costs are defined by the federal government as "those costs of an institution which are not readily identifiable with a particular project or activity, but nevertheless are necessary to the general operation of the institution and the conduct of the activities it performs." This could include operating and maintaining buildings and equipment, depreciation, general telephone expenses, etc.

Checklist for Grant Writers

These tips are invaluable. Read them before you begin your writing and again when you feel you have finished.

Be clear. Before starting the application process, be clear about what you want to accomplish. Draw up a long-range plan that projects goals at least 5 years ahead.

Research potential funds thoroughly. A cursory look through a foundation directory isn't good enough. Then apply what you've learned. Don't ignore a fund administrator's guidelines in the hopes of "fitting" your proposal into their niche.

Preview successful applications from grant-seekers whose projects are similar to yours.

You'll not only get some good ideas, but an understanding of the competition, too.

Verify available funding, divide your efforts into three further phases: writing the proposal, marketing, and management

Gauge your time. Writing the proposal should take only about 40 percent of your time. Try to get program officials to review a 3-5 page summary of your plan first, to make sure you're on the right track.

Basic rules of proposal writing. Don't ask for more than you need; take your time writing the proposal; never lie; never use the same application twice; be upfront about asking for money; and don't waste time getting to the point.

Don't overlook marketing. It should take at least 10 percent of your time. Make sure your organization will appeal to a potential fund giver. Be professional and involve key community figures where possible.

Management is vital. You must be able to demonstrate that you have the management skills and experience that can deliver success.

Know the fund administrator. Your chances of success improve by as much as 300 percent when you make contact with the fund administrator before and during the proposal-writing process. Don't ask for hidden agendas, but do find out about general trends or new ideas the fund administrator is currently interested in.

Stick to your timetable. Make sure you have enough time to complete the application so it meets the fund administrator's deadlines. If you don't have time to do it properly, don't compete for the grant at all.

Consider cooperation. Many fund administrators, particularly federal agencies, like applications where more than one organization is involved. If you submit a cooperative proposal, remember to make sure that there is both a formal and informal relationship between grantees. When dealing with any fund administrator, but especially federal agencies, remember to read the instructions before applying. It sounds simple, but federal institutions live by two rules:

1. The agency is always right, and
2. When in doubt, refer to rule 1.

Provide proof. Don't just tell the fund administrator about the existence of the problem you

intend to solve; prove it with statistics, case studies, testimony, and any other measurable data. **Know your budget.** It's probably the first thing a fund administrator will look at in your proposal. It needs to be realistic and give credibility to your entire proposal. Present the budget separately from the rest of the application, make sure the figures are correct, and that the budget accurately reflects your needs. Keep a record of how you arrived at your costs.

Writing Tips

1. Avoid filling your proposal with jargon.
 2. Begin each section with a strong, clear sentence.
 3. Don't go overboard, but do try to make your proposal interesting to read.
 4. Check with the fund administrator to see if there is a desired format, type style, etc.
- If your proposal doesn't win support, keep calm. Never berate funding officials or grant reviewers. Try to get more information and ask whether it would be worth resubmitting your proposal.

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Evaluation Plan - Foundation

GOAL 1: To increase learning options for children and youth at-risk in Orange and San Marcos counties.

Objectives

At-risk and other elementary students in Orange and San Marcos counties will show significant gains in achievement, motivation, and performance of basic skills in participating classrooms.

At-risk and other elementary students will show significant gains in self-esteem, communication, and other important social skills in participating elementary classrooms.

Measurement

As measured by teacher and parent observation and standardized tests used in the participating districts.

As measured by teacher and parent observation and our self-concept assessment.

Inventory and other selected effective measurement devices as per requirements of participating districts.

GOAL 2: To increase wellness opinions for children and youth at-risk in Orange and San Marcos counties.

Objectives

At-risk and other elementary students will show significant improvement in knowledge, attitude and skills, allowing them to choose healthier life-styles in regard to nutrition, physical fitness, substance abuse, and stress management.

At-risk and other elementary students will show significant gains in participation in activities that enhance healthy lifelong habits in the areas of nutrition, physical fitness, substance abuse, and stress management.

Measurement

As measured by the pre/post screening using surveys from the statewide Health in Education Project, the Ohio State Youth Fitness Test, and teacher parent observation.

As measured by project logs showing participation levels on support groups.

GOAL 3: To support and model health behavior and increase the effectiveness of parents and community members who work with at-risk children and youth in the Orange and San Marcos counties.

Objectives

Parents and community members who work with at-risk and other children and youth will increase model health behaviors through project activities.

Parent and community members who work with at-risk and other children and youth will increase their effectiveness through project activities.

Measurement

As measured by pre/post surveys of parents/community members involved in project activities.

As measured by project logs and parent/community member evaluations as part of project activities.

GOAL 4: To support model health behavior and increase the effectiveness of middle and high school youth who work with at-risk children in Orange and San Marcos counties.

Objectives

Middle and high school students who work with at-risk and other elementary students will increase model health behaviors through project activities.

Middle and high school students who work with at-risk and other elementary students who work with at-risk and other elementary students will increase their effectiveness through project activities.

Measurement

As measured by pre/post surveys of middle and high school youth involved in project activities.

As measured by project logs and middle/high school youth evaluations as part of project activities.

Interpretation of Findings

When young people who are educationally and socially at-risk are introduced to learning and wellness options, their life-style changes to a more positive mode, thus the beginning of generational life-style changes.