



GUIDE TO GRANT WRITING

Introduction

By furnishing grant writers with the know-how and resources to express their ideas clearly and persuasively, the path towards securing financial support not only becomes attainable but also a liberating journey. Given support and access to resources, anyone has the potential to improve their chances of success in today's competitive environment.

Understanding the Basics of Grant Writing

Writing funding proposals is a way to understand how to write grants in order to seek financial support from a variety of entities such as government bodies and charitable organizations. Doing more than just asking for money, the art of proposal writing involves understanding how to write grants that clearly articulate the requirements of a project and its potential positive impact on society. To position yourself it's crucial to understand concepts like:

[Six Components of a Grant Proposal](https://www.librarystrategiesconsulting.org/2017/04/6-components-of-a-grant-proposal/) Opens in new window

<https://www.librarystrategiesconsulting.org/2017/04/6-components-of-a-grant-proposal/>

This website, provided by Library Strategies, lists the six most common components of a grant proposal.

Most grant proposals can be broken down into the following sections:

1) Organization information. This can be up to one page in which you brag about your organization. Everyone has an idea of what a library is and does, but you cannot assume people know what happens in a library today. It is insufficient to say you have x locations open y hours per week. Use this section to talk about things you do that will not come up later in the proposal. What happens because you exist? How many students are able to complete their homework because you have an after-school help program? How many questions and requests for help do you answer? What kinds of awards have you received? You should also highlight your key program partners. In a general operating request, you may want to list the organizations you work with to provide services both in and outside library facilities.

2) Need or situation. Here you should state the need you want to address, and present statistics or anecdotes that demonstrate the need. There is some sort of data out there to support everything you do. Use the Web to locate the most recent studies on the need or effectiveness of the kind of program for which you are seeking support. If possible, use information relevant to your service area. Using demographic information, school testing results, or scholarly studies validates the need. If you cannot find an impartial source, look for information that may have come from a community focus group, or other libraries' best practices.

If you are seeking general operating or program support for something you already do, at the minimum you should reference current usage statistics. Also, use any feedback you have collected regarding the programs you already conduct, especially as they relate to results or impact. For instance, you might include a quote such as, "My second grade son reads more during the summer because we are at the library for the summer reading program."

3) Solution or activities. This is often the largest part of the proposal, where you describe what specific activities you plan to accomplish and how those activities will lead to change. If you have a history of offering the activity, highlight your previous successes and relate what you have learned through your prior efforts. Also be sure to include

- **Goals and objectives.** In many proposals you will include your goals and objectives as part of the activities section, but as they are a critical point for funders, they can also be presented separately. You should state one to three overarching goals that relate to your library's community. An example of a goal statement is, "to increase the recreational reading of at-risk teenagers during the summer months." Each goal can have one or many objectives, which outline the methods used to achieve the goal. For instance, an objective related to the example goal is to "partner with community agencies that serve at-risk teenagers." Activities are the specific actions that you will do to make each objective occur, for example, "Create and implement a plan to deliver materials to public summer school locations."
- **Timeline.** A timeline is a compelling tool that shows the potential funder you have thought through how and when the activities will be accomplished. It can be as simple as a spreadsheet with one axis representing a month and the other axis representing a key goal.
- **Personnel.** In applications where the funder does not ask for personnel information separately, be sure to highlight the skills and experience of the key project person or persons, as they relate to their role in this proposal. In

particular, if a person has engaged in similar activities, these should be emphasized.

4) Measurement and evaluation. There are entire books available on program evaluation, and they all support the same point: if you receive grant money, you must report to your funder what difference the money made. If you have a program or initiative already in existence, start doing some measurement of its impact! Attendance figures are not enough in the information age—you must have some evidence that indicates attending had a positive effect. (The good news is that many funders are willing to pay for you to hire an outside expert to help with this.) The challenge is that your proposal will need to provide at least an outline of how you plan to measure your success.

Common evaluation tools used by libraries are surveys, focus groups, and interviews. Surveys of participants can be as straightforward as asking “Was it helpful?” and “How do you know it was helpful?” You can conduct these without worrying about breaching any confidentiality standards, stating in your proposal that you will only provide cumulative data and any individual responses will be collected anonymously. The purpose of the evaluation section of a proposal is to prove to the potential funder that

- You have thought about how you will measure impact
- You will report back to the funder
- If you are successful, other organizations can replicate what you have done

5) Budget and budget narrative. The purpose of the budget is to demonstrate to the potential funder that you know what financial resources will be needed for success and that you have a plan for securing them. No funder wants to give money, and then have the grantee come back saying, “We couldn’t get the project done because we didn’t realize we would need x.” Most funders also have clear rules about what they will not support—for example, the salary of a person who already works full-time. The expense budget allows them to look closely at what you see as the components critical to success. The income budget allows them to see what portion they are being asked to fund, what you will provide, and whether other funders will be sharing their risk. For general operating proposals, you can simply include your organization’s annual budget. For project or program grants, you must also provide a project or program budget that includes the items you’ve included in your “Grant Project Concept Worksheet,” but in significantly more detail.

6) Attachments. Finally, there are a number of additional pieces of information a funder may request. Most will not accept media of any kind (such as a DVD that highlights your library or explains a program), but it is common to be asked to provide a website address. The following are attachments you may see requested:

- Cover letter—this is a one- to three-paragraph summary of your proposal that includes the dollar amount you are requesting, the reason you feel you are a good fit with the funder, a snapshot of the proposal, and your contact information. Compose your cover letter with care. It is often a funder’s first introduction to you.
- Cover sheet—a specific form the funder has developed that you must complete. A funder may have a specific form for you to complete. The cover sheet should be located between the cover letter and the actual proposal.
- Financial statements, preferably audited, or IRS Form 990
- List of additional funders, including those from the previous year, or funders that have already committed to the current project request
- List of your board members and their affiliations
- IRS determination letter (proof of nonprofit status)
- If a fiscal agent is being used, confirmation letter of fiscal agent, if required
- Other information as requested

The grant application process may seem like a lot of work—and it is. That is why it is essential to leverage all your relationships to help your proposal receive serious consideration. Use the information you find through research to choose the circumstances under which it is most worth your time to apply. However, remember that once you have written a proposal from scratch, you can often copy a great deal of the information into additional requests to other funding organizations.

With all of your submissions, but especially if you are reusing information from a previous proposal, you must double- and triple-check the requirements. Be sure you are also clear about who should receive the application, and when. What is the maximum number of pages per section or for the entire proposal? Does the funder request certain font and margin sizes in the document you submit? Page numbers? Does the funder want multiple copies of the proposal narrative and budget, but only one copy of the list of additional funders? If the funder does not accept a common grant application form, have you provided all of the information asked for? Make it easy for your reviewer to find the information. Use headers that correspond to each item requested.

Tip: *A great way to quickly develop grant-writing skills is to volunteer to serve as a reviewer for a funding organization. You will not only read other proposals, but also have the opportunity to sit in on a grant review session that can give you insight into what a funder considers important and fundable. For example, most states have review panels for LSTA (Library Services and Technology Act) grants funded by IMLS. These are useful grant panels on which to serve and could directly lead to your own successful LSTA application.*

Step-by-Step Guide to Crafting a Grant Proposal

Start by researching the organization or individual providing your funding to understand their interests and objectives better. This is essential for enhancing your chances of success with your submission! It's widely accepted that understanding how to write grants through a researched plan not only showcases your dedication but also makes it more appealing to potential funders.

Be sure to define your project by stating its goals and objectives and detailing the specific requirements it aims to fulfill. This clear explanation will not only assist the funder in grasping your vision but also present your project as a practical solution to an urgent problem.

1. Craft an in-depth budget plan:

Put together a detailed budget that clearly maps out how the funds will be used. This level of specificity not only helps build trust but also demonstrates your responsibility in effectively managing the resources.

Prepare your submission by drafting it concisely while understanding how to write grants according to the guidelines established by the funding source.

Before submitting your document for review and revision, seeking feedback from peers or mentors can be beneficial as it allows for insights that can help refine your work to better connect with the intended funder.

Turn in Your Proposal”:

Lastly, make sure to adhere to the submission instructions and meet all deadlines. Double-check all paperwork and adhere to the prescribed submission procedure. This significantly helps in ensuring a seamless application process and verifying receipt of your proposal. Keep in mind that paying close attention to detail at this stage can determine whether you succeed or experience a setback.

Searching for Grants

A Boolean search is a way to organize your search using a combination of keywords and one or more of the three main Boolean operators to produce more accurate and relevant results for your search.

Adding quotation marks tells the search engine that you want weblinks that contain all the words exactly in the order as they are noted within the quotation marks, which helps narrow your search by finding unique phrases.

The Foundation Directory Online (FDO) offers low cost subscriptions to a newsletter for weekly RFP announcements from local, regional, and national foundation grantmakers.

Identifying Funding Opportunities and Requirements

When you're aiming to obtain financial support, begin by exploring specialized databases and online platforms such as Grants.gov and OpenGrants. Grants.gov is the go-to portal for submitting grant requests in the United States, while OpenGrants provides a wider selection of over 5,000 grants from various sources including state, local, private organizations, and international bodies. By using these tools, you can pinpoint funders who align with your organization's goals.

When you're compiling your list of sponsors or backers for your project or cause, it's important to carefully review their criteria for eligibility to receive financial support, the maximum amount they typically provide, and the deadlines for submitting applications.

By having a grasp of these aspects and making use of resources such as Grants.gov and OpenGrants, you not only save valuable time but also significantly enhance your chances of securing financial support.

Key Components of a Successful Grant Proposal

Understanding how to write grants involves crafting a proposal that integrates key elements to present a strong argument for receiving funding support. These key components consist of:

What is the need?

NYS has approximately 2,000 Battle Flags from the War of 1812 and the American Civil War. The collection started in 1863 and is one of the largest collections in the United States.

Starting in 2000 conservators started to save the collection of 2,000 battle flags that have been neglected and deteriorating for over 140 years. Only 500 have been preserved to date.

The continuation of the flags deteriorating will lead to the loss of valuable historical artifacts. If the flags are not conserved the link to our history will be lost forever.

When was the need identified?

In 1997 approximately 2,000 NYS Battle Flags were discovered to be in bad need of preservation and care. The conservation of the battle flags will take years to complete.

How was the need identified?

The NYS Military Museum and Veterans Research Center conducted an internal survey which identified the need for a long-term program to preserve and care for the historical artifacts.

Who is in need of change?

NYS Office of Parks, Recreation, and Historical Preservation, NYS Military Museum, NYS Division of Military Affairs, the Friends of the NYS Military Museum, and the Sons of Union Veterans of the Civil War require considerable funding to conserve approximately 1,500 badly deteriorating battle flags. It is estimated that \$12 million will be required to save these precious artifacts.

Where the change is needed?

The NYS Military Museum are located in Albany, NY in the State Capital and Saratoga Springs, NY where the badly deteriorated battle flags are being stored.

Why change is needed?

If there is no increased funding to preserve the existing 1,500 badly deteriorated NYS Battle Flags; the historical artifacts condition will worsen to the point of crumbling to dust. If that occurs then part of our historical artifacts will be lost forever.

Common Mistakes and Best Practices in Grant Writing

In the world of seeking grants and understanding how to **write grants effectively**, it's vital to be mindful of errors that could impact your chances of success. Here are a few missteps to be cautious about:

1. **Disregarding Guidelines;** Adhering to the instructions provided by grantors is key as deviating from them may result in immediate disqualification.
2. **Unclear Objectives;** Having defined and measurable targets is crucial—for instance, non-profit organizations should strive to enhance literacy levels by 20% among participants in a year. This shows a dedication to results. To strengthen these goals further, clearly defining how outcomes will be assessed using surveys or other evaluation tools can enhance the credibility of the suggestions.

Issues with Budget Justification; Providing explanations for each budget item is crucial to demonstrate its importance and highlight financial accountability and transparency.

Implementing practices can greatly enhance the effect of your suggestion:

1. **Reviewing;** Thoroughly reviewing your work is crucial to avoid typos and grammar mistakes that could harm your credibility and detract from your message.
2. **Seeking Input;** It's beneficial to gather feedback from colleagues before finalizing your submission as it can help identify areas for enhancement that you may have missed.
3. **Maintaining Organization;** Stay on top of deadlines and project requirements to avoid stress closer to the due date.

The case study titled "Ensuring Accuracy and Consistency" emphasizes the importance of adhering to guidelines and improving the precision of proposals to illustrate how these techniques can elevate the quality of funding requests, particularly in learning how to write grants. By incorporating these techniques, you cannot just steer clear of errors but also reinforce your applications, which is essential when learning how to write grants to make them more attractive to potential supporters.

Conclusion

To tap into funding for impactful projects through grant writing requires grasping the basics first and foremost. Getting a handle on principles like spotting funding prospects and creating persuasive proposals can really boost your odds of success. It's all diving deep into research while clearly laying out project objectives and having a solid budget ready to roll – showcasing a dedicated approach to managing funds responsibly.

Furthermore, being mindful of traps like overlooking instructions or outlining unclear goals can help avoid obstacles that impede advancement. Highlighting the significance of being clear, well organized, and receptive to feedback during the proposal phase guarantees that submissions are refined and convincing. Making use of existing tools, such as databases and guidance from professionals can also simplify the journey to obtaining funding.

When equipped with the resources and tactics and adopting a confident and diligent mindset towards grant writing, it can turn from a challenging chore into an empowering experience to create real change that matters.

SOURCES FOR GUIDE and COURSES ONLINE

1. Source for grant writing on URL <https://opengrants.io/how-to-write-grants-a-step-by-step-guide-for-beginners/>
2. Additional source for grant writing URL <https://www.librarystrategiesconsulting.org/2017/04/6-components-of-a-grant-proposal/>
3. Source from Jefferson Community College, Watertown, NY
4. List of Grant Writing Courses and Certificates URL <https://technicalwriterhq.com/training/grant-writing-classes/>
5. Jefferson Community College A-Z Grant Writing Course <https://sunyjefferson.edu/academics/programs/grant-writing.php>

Go/No-Go Assessment

For Foundation and
Federal Grant Applications

Ranking of criteria: 0-4 points

- 0 - We don't fit at all or dealbreaker
- 1 - This would be a stretch for us
- 2 - We could do this with a little outside help or internal support
- 3 - Right up our alley
- 4 - We were made for this, or the funder asked/invited us to apply

Foundations	Rank	Government	Comments
Grant applicant eligibility		Grant applicant eligibility	
Project intent vs. funding priorities		Project intent vs. funding priorities	
Funder mission and focus		Funder mission and focus	
Collaboration requirement		Collaboration requirement	
Monetary: Funding level; match; payout timeline; allowable focus and expenses; appropriate ask level		Monetary: Funding level; match; payout timeline; allowable focus and expenses; appropriate ask level	
Management capability: deadline vs staff time and resources to complete; implementation process; staff capacity; reporting/evaluation requirements and costs; history on similar projects		Management capability: deadline vs staff time and resources to complete; implementation process; staff capacity; reporting/evaluation requirements and costs; history on similar projects	
Feasibility of getting award: # grants to be awarded; # of prior awards in your region; local or regional competition		Feasibility of getting award: # grants to be awarded; # of prior awards in your region; local or regional competition	
Agency strengths: Sustainability plan; Compelling case for this agency to get this funding; Agency connections with grantor decision makers		Agency strengths: Sustainability plan; Compelling case for this agency to get this funding; Agency connections with grantor decision makers	
Potential obstacles: Uncommon requirements of proposal or implementation; collaborative process; online technical issues; grant delivery details		Potential obstacles: Uncommon requirements of proposal or implementation; collaborative process; online technical issues; grant delivery details	
Total Points available for foundations: 36		Number of times this specific funding opportunity has been awarded in your Congressional district over the past five years	
Suggested point levels-Foundations: 30-36: Go for it 25-29: Address the issues and proceed 20-24: Build a fabulous narrative to compensate Below 20: Do a search for better fits		Project in need of funding is documented as a priority in local and state plans related to government Single Point of Contact (SPOC) approval	
		Congressional composition-Favorable	
Suggested point levels-Federal: 44-52: Go for it 38-43: Address the issues and proceed 30-37: Build a fabulous narrative to compensate Below 30: Do a search for better fits		Congressional advocacy history for previously requested grants and funded projects	
		Total Points available for federal: 52	

GRANT TRACKING DATABASE

Application Priority	Grantmaker Name	Giving Areas of Interest	Grant Deadline	Grant Range	Organization Website	Contact Name	Contact Number	Contact Email	Okay to Contact?	Contacted On Date?	Notes
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GRANT TRACKING DATABASE

Grantmaker Name	Funding Area	Grant Submitted Date	Projected Response Date	Amount Requested	Organization Website	Contact Name	Contact Number	Contact Email	Okay to Follow Up?	Follow Up Dates	Notes
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GRANT TRACKING DATABASE

Grantmaker Name	Funding Area	Grant Submitted Date	Response Date	Funding Approved?	Amount Awarded	Organization Website	Contact Name	Contact Number	Contact Email	Okay to Follow Up?	Follow Up Dates	Notes
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GRANT TRACKING DATABASE

Grantmaker Name	Giving Areas of Interest	Grant Deadline	Grant Range	Organization Website	Contact Name	Contact Number	Contact Email	Okay to Contact?	Contacted On Date?	Notes
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Peer Review Rubric for Statement of Need

The statement of need must contain answers to the questions in the criteria listed below. To use this form as your peer review feedback, enter a score between 0 to 3 for each criterion and add your feedback for the strengths and weaknesses.

Criteria	Ratings				Score
<p><i>What is the need?</i> What problems does the planning team see or know about? What will happen if the need is not met or the problem is not eliminated?</p>	It is missing or incomplete. 0 points	Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported. 1 point	Identified but some support may be lacking. Demonstrates adequate understanding of the material. 2 points	Comprehensive, accurate and complete. 3 points	
<p><i>When was the need identified?</i> What year? Is this an emerging need or a chronic need?</p>	It is missing or incomplete. 0 points	Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported. 1 point	Identified but some support may be lacking. Demonstrates adequate understanding of the material. 2 points	Comprehensive, accurate and complete. 3 points	
<p><i>How was the need identified?</i> What agencies, studies, or other evidence-based documents validate the need?</p>	It is missing or incomplete. 0 points	Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported. 1 point	Identified but some support may be lacking. Demonstrates adequate understanding of the material. 2 points	Comprehensive, accurate and complete. 3 points	
<p><i>Who is in need of change?</i> What is the target population and how were they identified as being in need?</p>	It is missing or incomplete. 0 points	Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported. 1 point	Identified but some support may be lacking. Demonstrates adequate understanding of the material. 2 points	Comprehensive, accurate and complete. 3 points	

<p><i>Where the change is needed?</i> What country, state, county, city, town, village, census tract, or zip code, or specific community?</p>	<p>It is missing or incomplete.</p> <p>0 points</p>	<p>Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported.</p> <p>1 point</p>	<p>Identified but some support may be lacking. Demonstrates adequate understanding of the material.</p> <p>2 points</p>	<p>Comprehensive, accurate and complete.</p> <p>3 points</p>	
<p><i>Why change is needed?</i> What will happen is the problem or need persists and no intervention methodologies are funded? How bad will the problem become?</p>	<p>It is missing or incomplete.</p> <p>0 points</p>	<p>Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported.</p> <p>1 point</p>	<p>Identified but some support may be lacking. Demonstrates adequate understanding of the material.</p> <p>2 points</p>	<p>Comprehensive, accurate and complete.</p> <p>3 points</p>	

<p>Narrative Strengths <i>What elements of narrative meet the critical requirements for the statement of need?</i></p>
<p>Narrative Weaknesses <i>What elements of the narrative fail to meet the critical requirements for the statement of need?</i></p>

Peer Review Rubric for Project Goals and Measurable Objectives

The Project Goals and Measurable Objectives narrative must contain three traditional project goals and one SMART project objective for each of the three goals. **Remember, the project's goals should not include how or when the goal will be attained!** Each goal and objective must include the critical elements listed in the criteria below. To use this form as your peer review feedback, enter a score between 0 to 3 for each criterion and add your feedback for the strengths and weaknesses.

Criteria	Ratings				Score
The project goals contain an action-directed statement beginning with a verb.	It is missing or incomplete. 0 points	Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported. 1 point	Identified but some support may be lacking. Demonstrates adequate understanding of the material. 2 points	Comprehensive, accurate and complete. 3 points	
The project goals are written in a future-focused viewpoint.	It is missing or incomplete. 0 points	Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported. 1 point	Identified but some support may be lacking. Demonstrates adequate understanding of the material. 2 points	Comprehensive, accurate and complete. 3 points	
The project goals include who (specific target population) or what will be impacted when the project is funded.	It is missing or incomplete. 0 points	Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported. 1 point	Identified but some support may be lacking. Demonstrates adequate understanding of the material. 2 points	Comprehensive, accurate and complete. 3 points	

Criteria	Ratings				Score
The project goals contain a specific location, city, county, state, region, or country so that potential funders know where their funds will create an impact.	It is missing or incomplete. 0 points	Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported. 1 point	Identified but some support may be lacking. Demonstrates adequate understanding of the material. 2 points	Comprehensive, accurate and complete. 3 points	
Project's SMART objective includes: Specific (What will the project do?)	It is missing or incomplete. 0 points	Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported. 1 point	Identified but some support may be lacking. Demonstrates adequate understanding of the material. 2 points	Comprehensive, accurate and complete. 3 points	
Project's SMART objective includes: Measurable (How will you know when you've reached the objective?)	It is missing or incomplete. 0 points	Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported. 1 point	Identified but some support may be lacking. Demonstrates adequate understanding of the material. 2 points	Comprehensive, accurate and complete. 3 points	
Project's SMART objective includes: Attainable (Can it be accomplished in the given timeframe?)	It is missing or incomplete. 0 points	Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported. 1 point	Identified but some support may be lacking. Demonstrates adequate understanding of the material. 2 points	Comprehensive, accurate and complete. 3 points	

Criteria	Ratings				Score
Project's SMART objective includes: Realistic (Can it be realistically achieved?)	It is missing or incomplete. 0 points	Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported. 1 point	Identified but some support may be lacking. Demonstrates adequate understanding of the material. 2 points	Comprehensive, accurate and complete. 3 points	
Project's SMART objective includes: Time-based (When exactly will the SMART objective be accomplished?)	It is missing or incomplete. 0 points	Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported. 1 point	Identified but some support may be lacking. Demonstrates adequate understanding of the material. 2 points	Comprehensive, accurate and complete. 3 points	

<p>Narrative Strengths <i>What elements of the narrative meet the requirements for the traditional project goals and SMART objectives?</i></p>
<p>Narrative Weaknesses <i>What elements of the narrative fail to meet the requirements for the traditional project goals and SMART objectives?</i></p>

PROJECT BUDGET NARRATIVE

Organization Name:	Sons of Union Veterans of the Civil War
Name of Proposed Project:	Conservation of the NYS Battle Flags Project
Note Number	Narrative <i>Please provide a detailed explanation for each line-item expense</i>
1	Salaries & Wages: \$98,139 for curator
2	Payroll Taxes & Fringe Benefits:\$49,069
3	Consultants & Professional Fees: \$3,000 for fundraising Consultant
4	Equipment: \$1750 computer and printer
5	Fundraising Events/Projects: Rally Aroundf the Flag on-line fundraising
6	Occupancy: \$810 office space rental
7	Postage & Delivery: \$350 for stamps,envelopes, and fedex
8	Printing & Copying: \$300 at Staples
9	Professional Development & Training:
10	Supplies:\$600 for Paper, printer cartridges
11	Telephone/Fax/Internet: \$200
12	Travel: \$750
13	Other (specify): \$0
14	Indirect Costs Rationale: N/A
Indirect Costs Rationale	\$0
Percent of Total Project Expenses Requested from Foundation	\$154,968
Additional Narrative Use this space for any general notes or comments not included in the notes above, referencing specific budget lines.	Salary and payroll taxes are third party doing the conservation. The rest are In Kind costs.

Peer Review Rubric for Implementation Narrative

The Theory of Change Grant Project Planning worksheet's implementation narrative must contain elements listed in the criteria below. To use this form as your peer review feedback, enter a score between 0 to 3 for each criterion and add your feedback for the strengths and weaknesses.

Criteria	Ratings				Score
Contains strategies to address eliminating or reducing the target population's needs.	It is missing or incomplete. 0 points	Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported. 1 point	Identified but some support may be lacking. Demonstrates adequate understanding of the material. 2 points	Comprehensive, accurate and complete. 3 points	
Incorporates solutions based on best-practice models that are nationally and internationally recognized as valid and replicable.	It is missing or incomplete. 0 points	Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported. 1 point	Identified but some support may be lacking. Demonstrates adequate understanding of the material. 2 points	Comprehensive, accurate and complete. 3 points	
Cites research sources to support best-practice models.	It is missing or incomplete. 0 points	Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported. 1 point	Identified but some support may be lacking. Demonstrates adequate understanding of the material. 2 points	Comprehensive, accurate and complete. 3 points	
Includes research that is not older than five years for every citation.	It is missing or incomplete. 0 points	Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported. 1 point	Identified but some support may be lacking. Demonstrates adequate understanding of the material. 2 points	Comprehensive, accurate and complete. 3 points	

Criteria	Ratings				Score
Contains a timeline narrative or table for each implementation strategy.	It is missing or incomplete. 0 points	Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported. 1 point	Identified but some support may be lacking. Demonstrates adequate understanding of the material. 2 points	Comprehensive, accurate and complete. 3 points	

<p>Narrative Strengths <i>What elements of the narrative's implementation strategies writing meet the requirements for this section of the theory of change?</i></p>
<p>Narrative Weaknesses <i>What elements of the narrative's implementation strategies writing fail to meet the instructor's requirements for this section of the theory of change?</i></p>

Peer Review Rubric for Outcomes Narrative

The outcomes narrative must contain the elements listed in the criteria below. To use this form as your peer review feedback, enter a score between 0 to 3 for each criterion and add your feedback for the strengths and weaknesses.

Criteria	Ratings				Score
Describes what kinds of changes (outcomes) that will come about as a direct effect of the project's funding.	It is missing or incomplete.	Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported.	Identified but some support may be lacking. Demonstrates adequate understanding of the material.	Comprehensive, accurate and complete.	
	0 points	1 point	2 points	3 points	
Describes how the project success will be evaluated.	It is missing or incomplete.	Not comprehensive or completely stated. Some key points are addressed but not all or the key points are not well supported.	Identified but some support may be lacking. Demonstrates adequate understanding of the material.	Comprehensive, accurate and complete.	
	0 points	1 point	2 points	3 points	

Narrative Strengths *What elements of the narrative meet the critical requirements for this section of the Theory of Change?*

Narrative Weaknesses *What elements of the narrative fail to meet the critical requirements for this section for the Theory of Change?*