Fundamentals for the Twenty-first Century Grant Seeker

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Agenda:

• **Building Relationships:** Funder Profiles and Motivations

• **Making the Ask:** Crafting a Strong Grant Proposal

• **Thoughtful Stewarding:** Got a Grant? Congrats! *Now What?*

• **Understanding Grant Requirements:** Some Best Practices for Evaluation

• **Raising the Stakes:** Community-focused and other Collaborative Partnerships
1. Private Foundations
2. Corporate Giving Programs
3. Grantmaking Public Charities
Corporate Giving

Usually part of the company’s annual budget:

*Profits and state of the economy may influence grant budget*

Marketing needs sometimes influence funding choices:

*Grant guidelines may reflect corporate interests*
Private Foundations

Usually endowed; 5% minimum payout:

*Stock market may influence budget*

Multiple funding areas (most foundations):

*Grant opportunities may not include animal welfare…*

…*Barrier or opportunity?*

Look for synergies with human service providers…
Include them in a broader community partnership…
Demonstrate to the funder how *helping pets helps people*
Grantmaking Public Charities

Part of the organization’s annual budget:

*Charity’s fundraising directly impacts grantmaking budget*

Funding areas influenced by organizational strategic initiatives:

*Grant guidelines reflect the organization’s mission and programmatic objectives*
Building Relationships: Know Your Funder

So what’s the take-away for you, the grantseeker?

Adapt the content of your application to your audience
Demonstrate how your proposal meets the funder’s guidelines
Identify and articulate the link between your project and the funder’s goals

You are engaging in a partnership with your funder.
Grant Programs and Requests for Proposals (RFPs)

Most funders post programs and RFPs on their websites, including:

- Eligibility
- Programmatic guidelines
- Reporting expectations
- Process
Grant Programs and Requests for Proposals (RFPs)

Grants

The ASPCA awards grants to support lifesaving programs across the country. U.S.-based animal welfare organizations, governmental agencies and other nonprofits may be eligible to apply for grants, sponsorships and training scholarships.

IN THIS SECTION

www.aspcapro.org/grants
Grant Programs and Requests for Proposals (RFPs)

Solicited vs. Unsolicited (a.k.a. “invited” vs. “open application”)

- Unsolicited/open application = any eligible applicant may apply
  - may be ongoing, periodic or one-off RFPs

- Solicited/invited = funder asks you to submit a proposal and/or guides you on your proposal submission
  - may or may not be associated with an RFP

Check the Guidelines Before You Apply
Making the Ask: the Grant Proposal

**Preliminary Steps:**

Familiarize yourself with the funder’s procedures and the RFP guidelines

Be clear about your eligibility before applying

Be prepared to provide shelter stats and supporting documentation
Making the Ask: the Grant Proposal

Funders need details to evaluate your request.

*Detailed, but concise project description:*

- **What** do you need the grant funding for?
- **Who** will benefit?
- **Why** are you doing it?
- **How and where** will you do it?
- **When** and for **how long**?
- **How much** will it cost and how much are you asking for?
- **How** will you measure impact, success or outcomes of the grant?
Making the Ask: the Grant Proposal

Prepare and present a solid budget for your request

- Make sure the amount you’re requesting isn’t too high or too low
- Provide a detailed breakdown of project costs
- Provide a clear explanation/justification for each line item
- Be prepared to list cash grants & in-kind donations from other funders
Making the Ask: the Grant Proposal

Be compelling

- Link your project to a demonstrable need
- Provide context for the “ask” – include relevant statistics
- Describe how the requested funding could impact the larger community
Describe how you will evaluate your grant-funded project

- What **goals** or **outcomes** are you trying to achieve with your project?
- What **quantitative** and **qualitative data** can you collect?
- How will you **collect** and **analyze** the data and **what tools** will you use?
- What **benchmarks, milestones** or other **indicators** will help you gauge the progress or overall success of the project?
Primary resource for most grant information: online

Process questions?

• Generally contact the grants management or administrative department before contacting your grant or program officer

Programmatic questions?

• Contact your grant or program officer for guidance!
You got the grant. Now what?

Read the Grant Contract Carefully!

- Project Title/Purpose, Description, and Amount
- Duration (the “grant term”)
- Payment Schedule and Contingencies
- Reports/Requirements/Deliverables
- Due dates and deadlines
  - TIP: Set up reminders well in advance.
  - TIP: Submit reports sooner rather than later.
  - TIP: Review special reporting forms now.
  - TIP: Loop in your colleagues as needed.
You got the grant. Now what?

Additional Key Components of the Grant Contract

- **Is there instruction on record-keeping** (receipts, invoices, photographs, etc.)?

- **Who are your contacts for administrative and programmatic questions?**

- **Are there guidelines for recognition and publicity** (use of logos, press release approval, etc.)?

- **Is there mention of continued support** (renewal funding)?

- **Are there policies, special clauses, or restrictions?**

- **Are there special forms or data that you will be asked to submit?** At the end of the grant term or at various times throughout?

*Don’t hesitate to request clarification or modifications (as appropriate)!*
You got the grant. Now what?

Get in touch with the funder periodically:

- When you need guidance
- If you need more time – get an extension
- When there is big news to report – outcomes, progress, media exposure
- Encourage site visits – invite your funder!

Promote the grant and recognize the funder – website, press releases, events, other publicity
Evaluation and Grant Requirements

Due during the grant term

- Online Acknowledgment or Signed Contract
- Progress Report
- Interim Financial Report/Receipts
Evaluation and Grant Requirements

*Due at the end of the grant term*

- **Final Report** (usually required)
- **Financial Report/Receipts** (usually required)
- **Press Information** (links, uploads/attachments; *may be optional*)
- **Photographs** (proof/evidence; “happy tails” or other photos that demonstrate impact; *may be optional*)
Evaluation and Grant Requirements

Think about **data** and **deliverables** to report

**High volume spay/neuter grant?**
- Surgeries performed, species, date, cost per animal, areas targeted

**Cruelty seizure grant?**
- # animals rescued, species, type and cost of care, outcomes for animals, update or report on legal proceedings

**Transport Vehicle Grant?**
- # animals transported or relocated, description of various uses (s/n appointments, transfers, adoption events, disaster response, etc.)
Evaluation and Grant Requirements

Deliverables could be **qualitative**, too!

*Equipment/Capital Enhancement Grants* – how has the equipment or facility upgrades **increased your capacity** to serve more animals or improve their quality of care?

*Payroll Support/General Operating Grants* – how has the addition of personnel **impacted your operations** and your ability to carry out your mission? Did the grant help you leverage additional grants or donations?

*Other qualitative questions for any type of grant* –
- What were the **residual benefits** or lessons learned?
- What were your **challenges** and how did you deal with them?
- Did you **innovate** or try a new approach? What were the implications?
Why Funders Need Reports

- verify compliance with grant terms
- assess impact or outcomes and return on investment (ROI)
- inform strategies for future grantmaking and programmatic work
- promote and share your work
- maintain accountability to their donors or constituents
- historical reference
Final Thoughts on Reporting

**Be clear** about the project’s **outcomes** and how they were achieved

**Be honest** about what worked and what didn’t

*Did you learn anything new? Share your experience!*

*Failure is not a 4-letter word*

**Return unspent grant funds** or ask the funder for permission to repurpose

**Share results with stakeholders** – ACOs, kennel staff, volunteers, board members, city council, etc.
Collaboration – Not Just a Buzz Word

A 21st Century Grant Seeking Strategy

Grantees working together

Maximizing efficiencies: make use of strengths, avoid unnecessarily duplicative or competitive initiatives

Filling gaps: identify needs, strategize together and share responsibility

Making community-wide impact: implement a sensible plan with defined roles and mutually accepted standards
Chattaneuter

Spay/Neuter and Wellness Community Impact Grant

• Serve the general public with low-cost spay/neuter

• Provide spay/neuter to animals adopted or rescued from local shelters

• Collaborate with local shelters to increase RTO for unaltered animals – in exchange for (free) spay/neuter, vaccinations, microchips, ID tags and collars – reclaim fees waived or reduced
Collaboration – Not Just a Buzz Word

Grantees and funders working together:

Learning from each other

Developing new models

Co-branding – promoting initiatives as partners
ASPCA-NYPD Partnership

• NYPD takes the lead role in responding to animal cruelty complaints in New York City

• ASPCA expands direct care for victims
  ▪ Forensic evaluations
  ▪ Medical treatment
  ▪ Behavior assessments
  ▪ Housing/Rehoming
  ▪ Backup legal support

• ASPCA provides grants for training and equipment
Collaboration – Not Just a Buzz Word

Funders working with other funders

Co-funding among funders to expand impact

Sharing knowledge and facilitating new relationships

Advocating to funders on behalf of grantees
Making the Case for Grant-funded Partnerships

**Accountability:** funder oversight encourages cooperation

**Sustainability:** grants fund short-term outcomes and long-term goals

**Capacity:** grants strengthen and expand partners’ operations and programs

**Visibility:** bigger grants and multiple players get attention

**VIABILITY:** a good way for municipal/county governments to get grants by getting around red tape
Factors for Collaboratives and Partnerships to Consider

How well do partners cooperate? Are relationships constructive?

Can they demonstrate prior achievements through joint work?

Are they honest about strengths and weaknesses as individual organizations and as partners?

Do they have a plan for working together strategically?

Can they demonstrate financial soundness to the funder?

Do they have the collective capacity to successfully carry out grant-supported work?