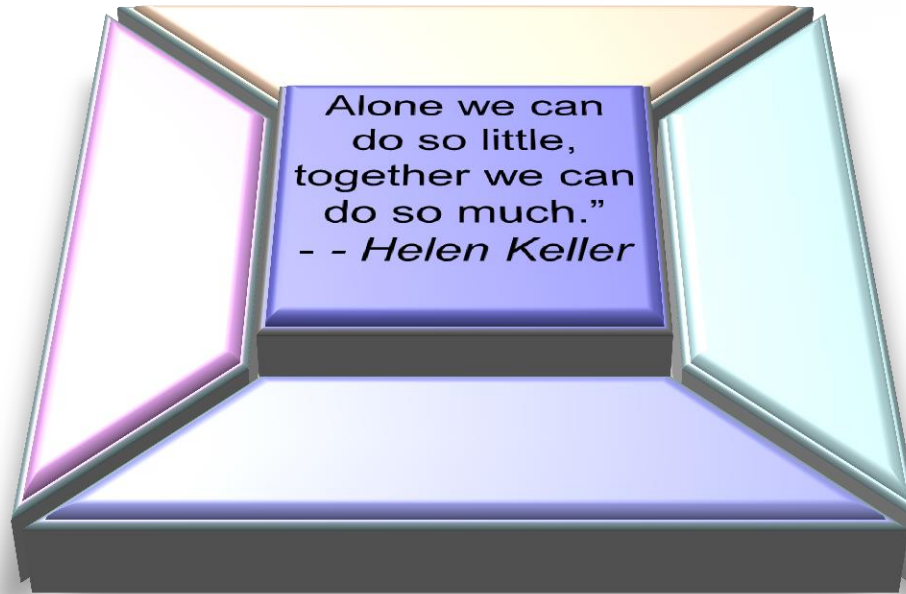Presented by
Cynthia M. Adams
CEO / GrantStation

Building a Stellar Grant Seeking Committee

After this webinar you should be able to . . .

Determine the value of establishing a committee.

Envision how you will sustain a working committee.

Alone we can do so little, together we can do so much."
- - Helen Keller

Pinpoint your specific needs.

Adopt a recruitment process.

Today's Agenda

"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results." *--Andrew Carnegie*

1 Craft the perfect committee

2 Develop & guide the process

3 Create a successful & sustainable program

Taking those first steps

1 Determine your objective(s)

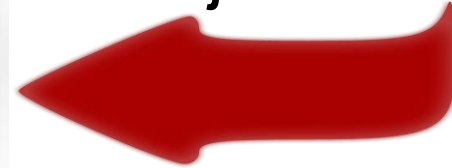**2** Adopt a recruitment process

3 Target skill sets

4 Find your committee members

Where should you start?

Always start by identifying your objectives.

This is a task you do before you begin recruitment!

How to set your objectives

Research what other organizations of like size and mission are able to raise via grants

Look at your budget and determine what percentage you need to receive as grants

Top Tips

You can refer to the *State of Grantseeking* Report to determine benchmarks! (public area)

Use Grants2020, an interactive tool, on GrantStation to help you determine the percentage of your budget that should be grant funded. (member area)

Diversity is key to sustained fund raising, so the grant program is just ONE of your revenue streams.

Identify specific benchmarks

APPLICATIONS VS. AWARDS

The correlation between applications submitted and awards can be seen in this chart.

| Number of Awards	Number of Applications						
	1	2	3 - 5	6 - 10	11 - 20	21 - 30	31 +
None	41	48	57	15	6	1	2
1	83	65	122	24	4	1	1
2	6	114	225	50	10	3	1
3-5	2	10	335	256	69	15	4
6-10	1	1	22	160	171	42	17
11-20	0	0	1	15	90	77	52
21-30	0	0	0	2	11	29	50
31+	1	0	0	1	4	6	54

93% of our respondents who submitted three or more grant applications received at least one award

Know the grant cycle

The grant cycle length—from proposal submission to award decision—for the largest grant award was between one and six months for 67% of respondents. A longer grant cycle of seven months or more was reported by 27% of respondents, while 6% reported a short grant cycle of less than a month.
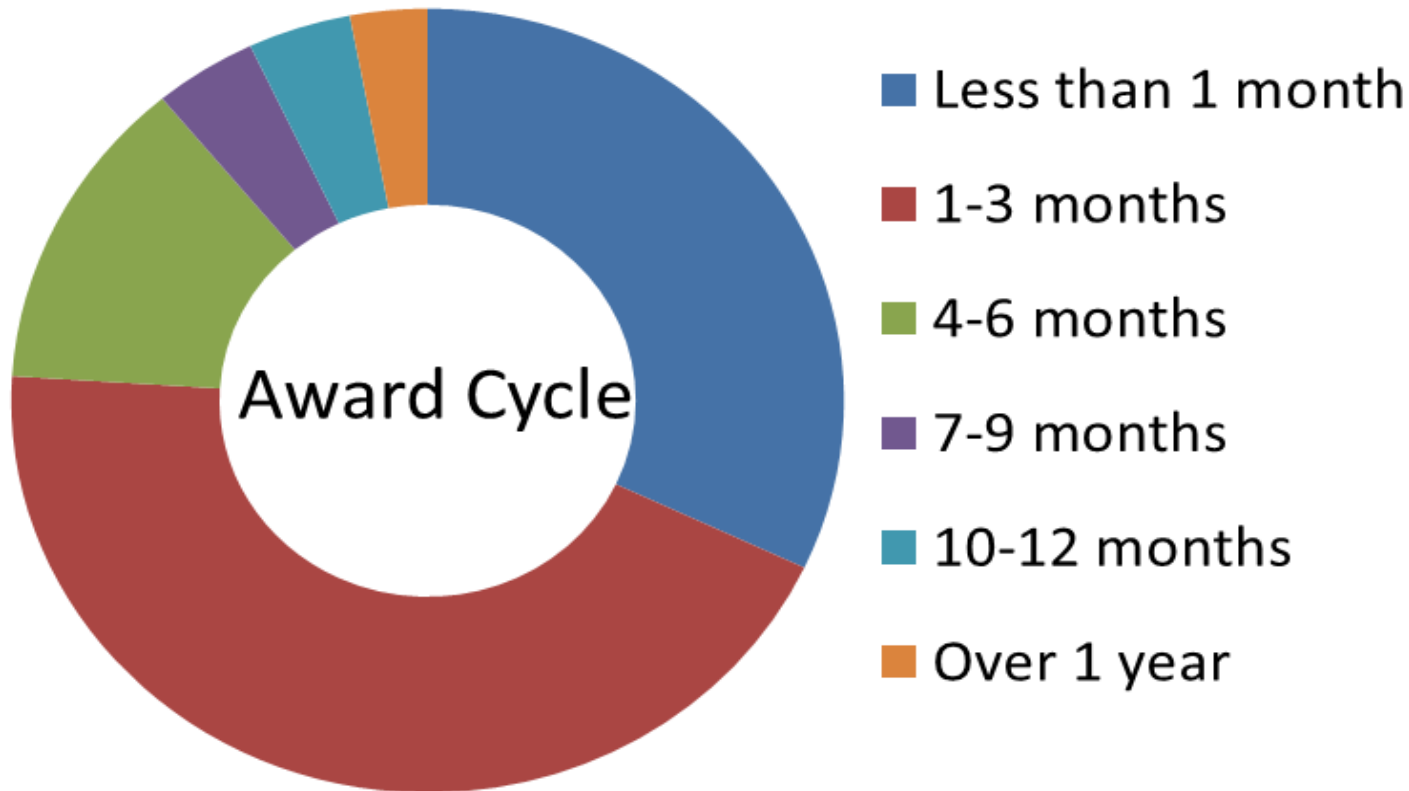

Grant Cycle

- Less than 1 month
- 1-3 months
- 4-6 months
- 7-9 months
- 10-12 months
- Over 1 year
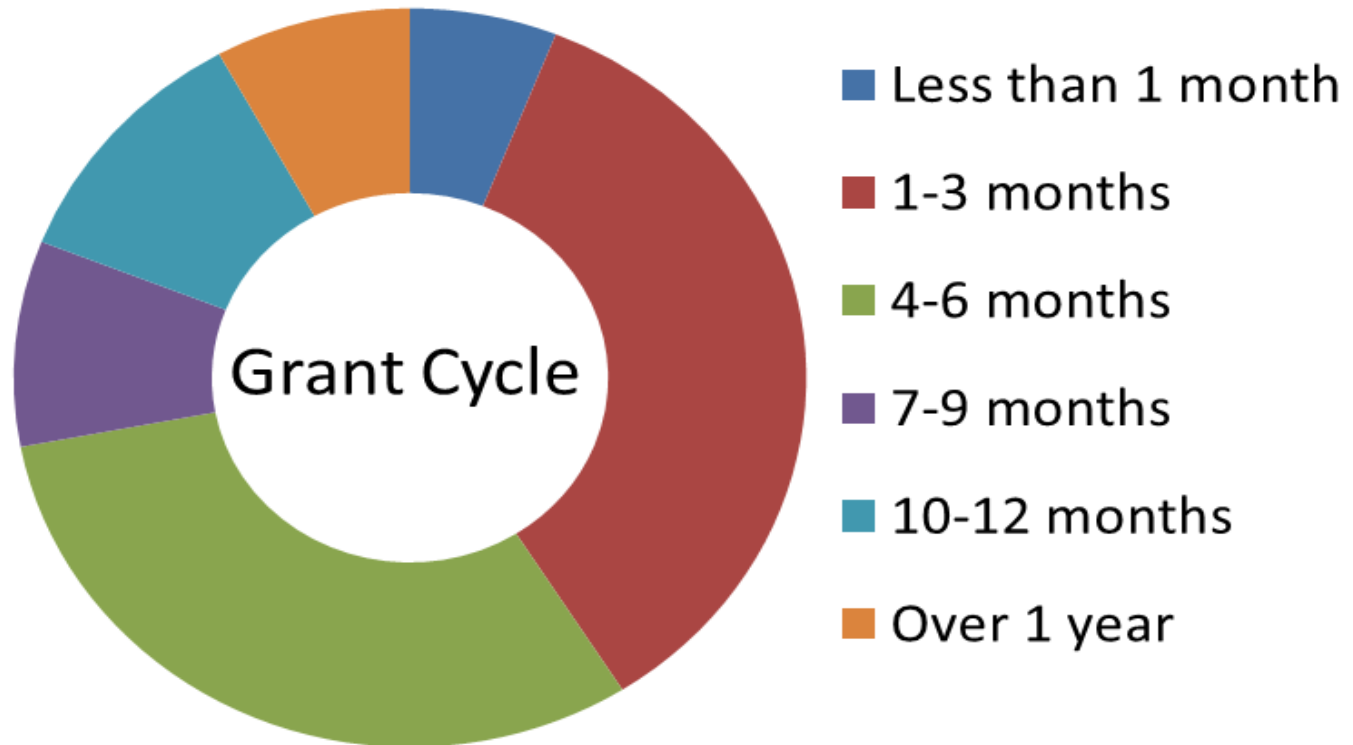
Understand the award cycle

Once an award decision had been determined, funders released the award monies quickly; 76% of respondents reported receiving the award within three months of notification.

Award Cycle

- Less than 1 month
- 1-3 months
- 4-6 months
- 7-9 months
- 10-12 months
- Over 1 year

What size award can you expect?

The median largest award was $50,000, the same as in the Fall 2015 Report, and the highest reported since the Spring 2013 Report. The average largest award increased to $968,962; this was due to four very large awards over $100,000,000.

Median Largest Award Size	Spring 2016	Fall 2015	Spring 2015	Fall 2014	Spring 2014
Lowest $	$40	$12	$60	$10	$35
Highest $	$290 Million	$250 Million	$20 Million	$40 Million	$80 Million
Median $	$50,000	$50,000	$43,800	$45,000	$47,000
Average $	$968,962	$656,412	$308,103	$389,797	$586,866
Median Largest Award Size	Fall 2013	Spring 2013	Fall 2012	Spring 2012	Fall 2011
Lowest $	$400	$40	$150	$50	$50
Highest $	$50 Million	$18 Million	$24 Million	$30 Million	$30 Million
Median $	$46,000	$50,000	$50,000	$45,000	$45,000
Average $	$531,322	$409,176	$441,152	$462,530	$462,539

A few rules of (my) thumb

No single source of grant awards, with the exception of government grants, should exceed 25% of an organization's annual grants income.

Government support should not make up more than 50% of your grants income unless it is for a one-time special project.

Reliance on only a few sources of grant funds will eventually backfire.

Diversification is the number one rule when it comes to establishing and maintaining a healthy grants program.
Grantmakers of all types are moving toward real-time collaborative ventures.

This is located in the Member area of GrantStation

GRANTS 2020

A few sample objectives

Objective 1   To submit a minimum of 11 applications within the 18 month period

Objective 2   To secure five grant awards within an 18 month period

Objective 3   To receive funding for three of the awards by December 2017

Objective 4   To secure a minimum of $100,000 in grant awards within 12 months
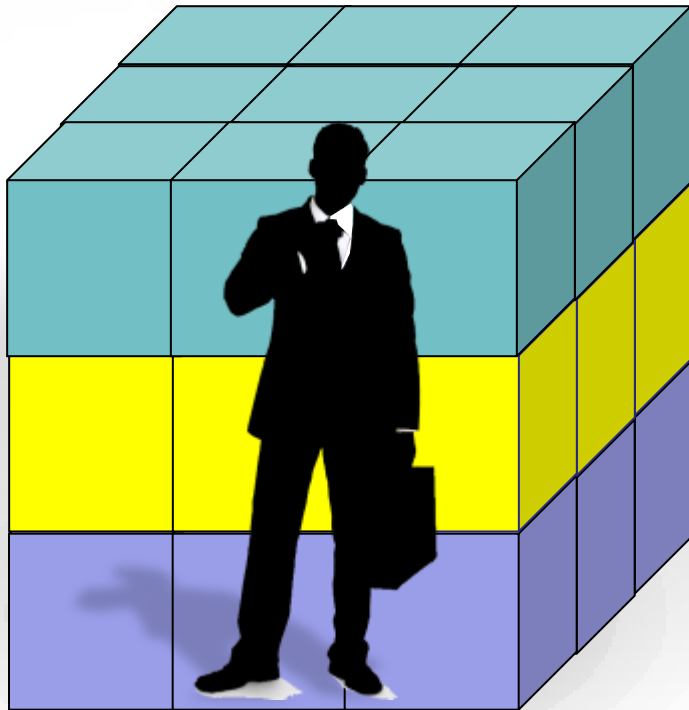
Importance of recruitment

Recruitment is the process of having the right person, in the right place, at the right time.

Select individuals based on their skills and knowledge and eagerness to learn!

Three layers of the recruitment process

1st Identify the jobs

2nd Invite the right people
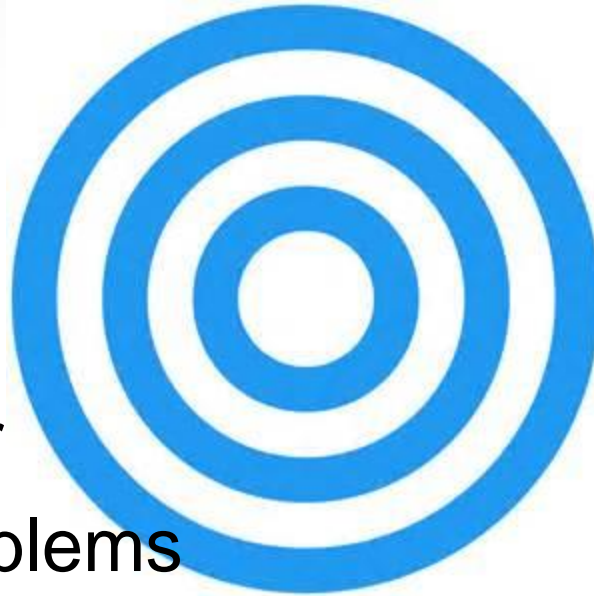
3rd Define each individuals responsibilities
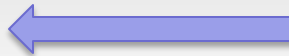
Typical volunteer recruitment

Concentric recruitment

This type of recruitment involves people who are already familiar with your organization and the problems you address, or who are connected through friends or staff members, and are committed to your mission.

Atypical volunteer recruitment

Targeted recruitment
Look for volunteers that have specific knowledge and skills.
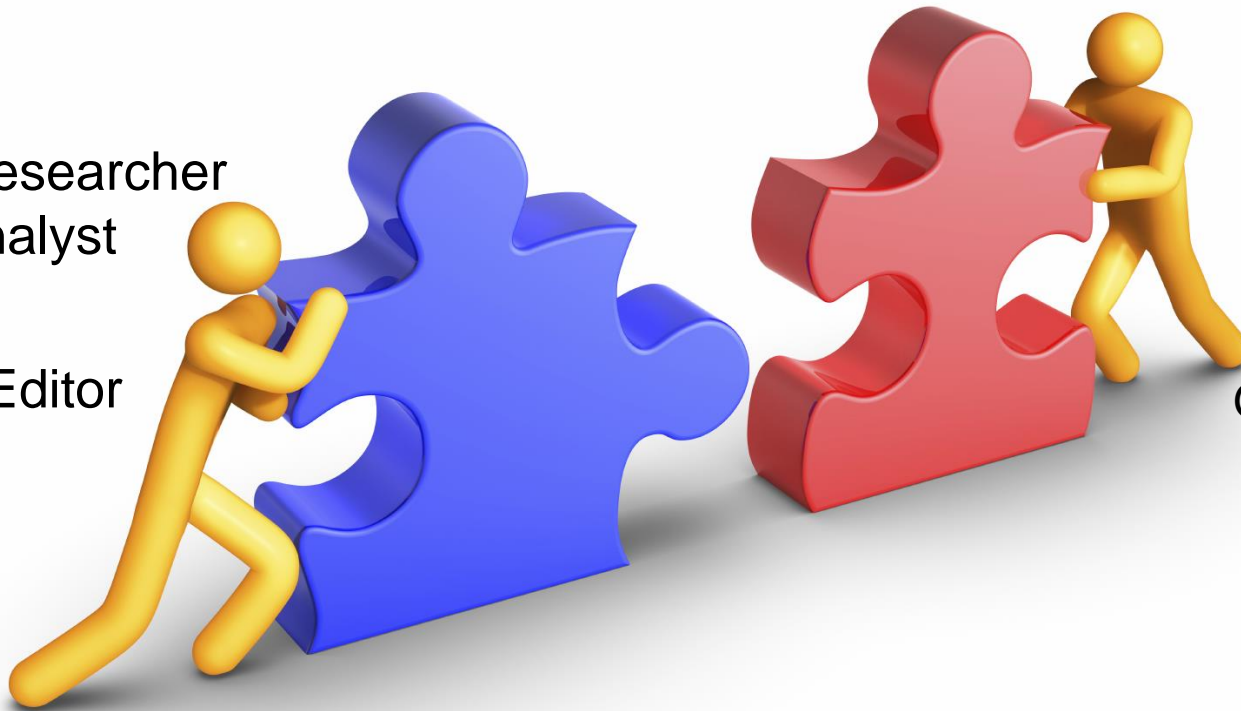
Consider these specific jobs

Researcher

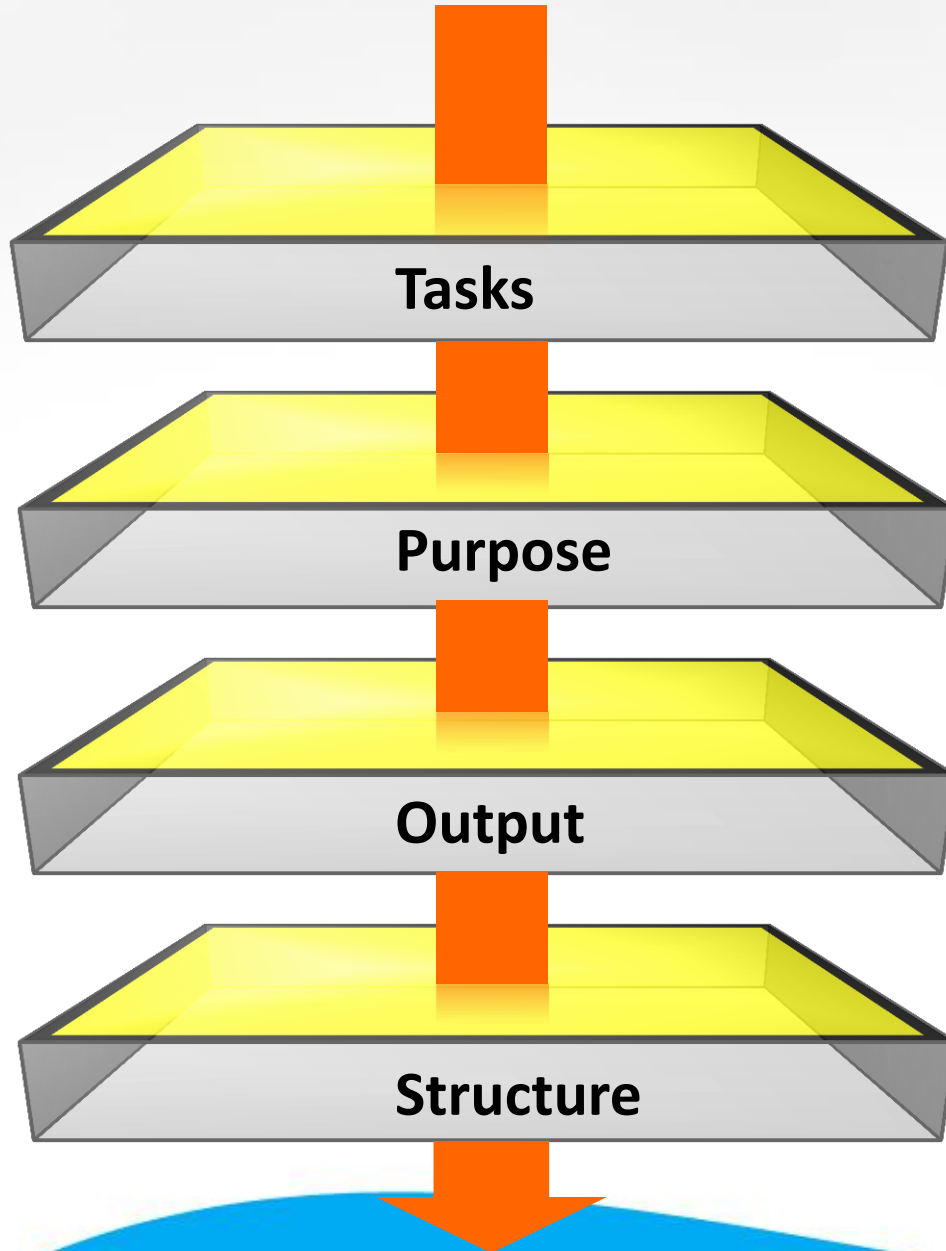Writer

Data researcher and analyst

Copy Editor

Accountant or bookkeeper

Graphic designer

Professional evaluator

Coordinator

Determine the nature of each job

Tasks

Purpose

Output

Structure

Build a filter!

It will help you determine what skill sets you will need in order to accomplish the tasks!

Major skills to unearth
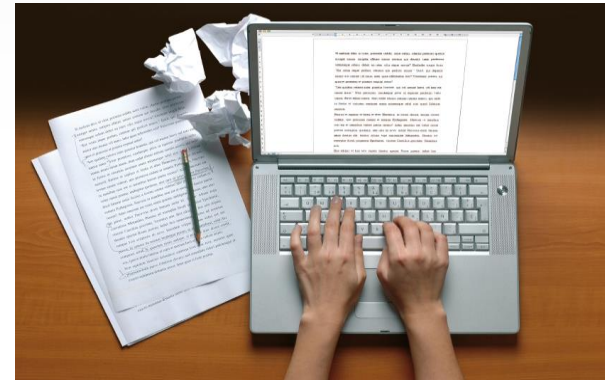
Researcher

Eye for detail

Able to spot trends

Well grounded in statistical research methodologies

Excellent communication skills

Ability to organize and present data

Writer

Writes clearly and informatively

Able to read and interpret written information

Ability to summarize

BS in English or Journalism / Communications

Major skills to unearth

Data researcher & analyst

Experience running data analysis

Ability to cull raw data and develop graphic models

Ability to predict the meaning of data

BS in Mathematics or Computer Science

Editor / Proof Reader

MA in English or Journalism

Attention to detail

Able to work with a team

Major skills to unearth

Accounting & budgeting

- Experience developing budgets
- Ability to write budget summary
- Detailed-oriented
- Knowledge of Quickbooks and Excel
- Works with CPA or IPA

Graphic designer

- Layout and design skills
- Works well under deadline
- Knowledge of desktop publishing tools, Excel and Word

Major skills to unearth

Evaluator

The ability to develop a review process to evaluate the effectiveness of a program.

Excellent communications skills

Strong writing skills

Interviewing skills and experience

Familiarity with current data gathering techniques and tools

Coordinator

Strong organizational skills

Knowledge of Word and Excel

Good written and verbal communication skills

Able to work well under deadline

Lessons learned

Ask, ask, and ask again until you unearth the right person for the job.

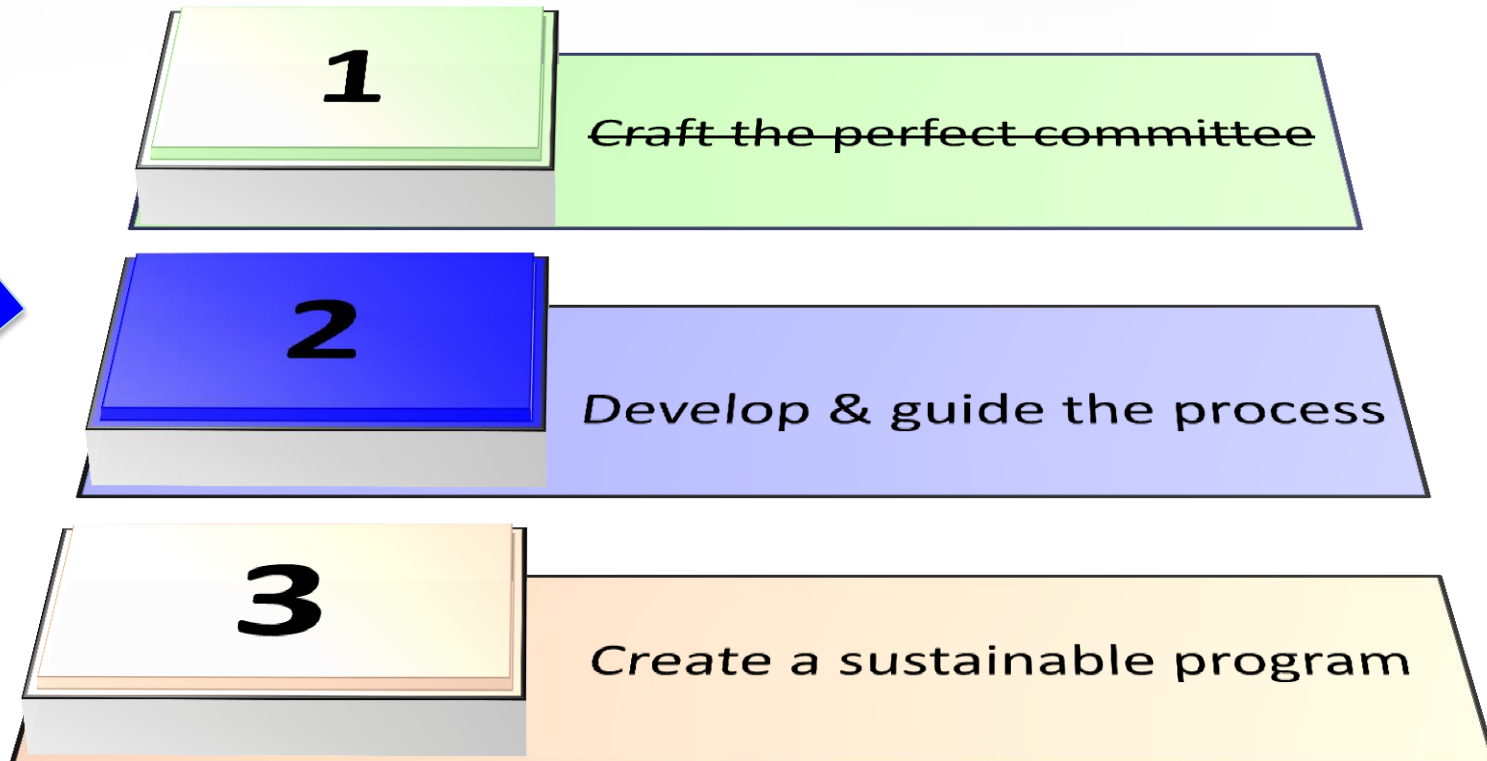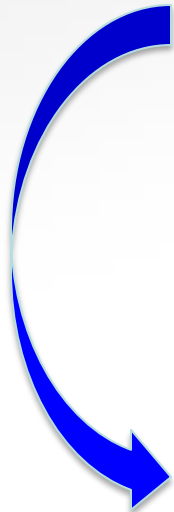I do! I do! I want to be Santa!

Be aware that asking someone who is just breaking into the field might be your best bet for a good volunteer.

Where are we?

"The strength of the team is each individual member. The strength of each member is the team."
                    -- Phil Jackson

1 ~~Craft the perfect committee~~

2 Develop & guide the process

3 Create a sustainable program

The first, and only, meeting!

"Coming together is a beginning. Keeping together is progress. Working together is success." *--Henry Ford*

12 Volunteers at the first meeting!

One researcher
Three writers
Two editors
One data developer
One budgeting / accounting person
One graphic designer
Two individuals with experience in evaluation
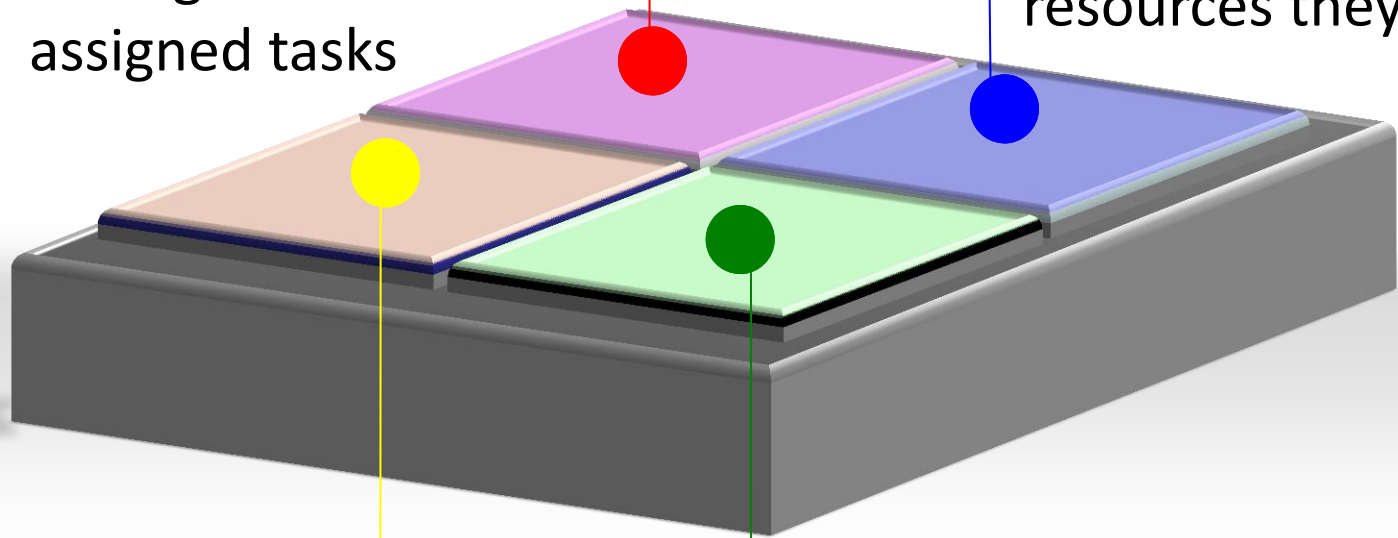Coordinator: One person to manage attachments

Share objectives and the reasoning behind each one!

Four keys to successful team management

Walk each person through their assigned tasks

Provide the information and resources they need

Communicate with them regularly

Set realistic deadlines that take into account their own schedules

Talk them through their assigned tasks

Always meet face to face or via a conference call

Always share the application guidelines with the volunteer regardless of their specific job

Always develop a detailed work plan

Always establish a time line with deliverables imbedded

Always discuss which skills they need to hone that can be addressed via this assignment
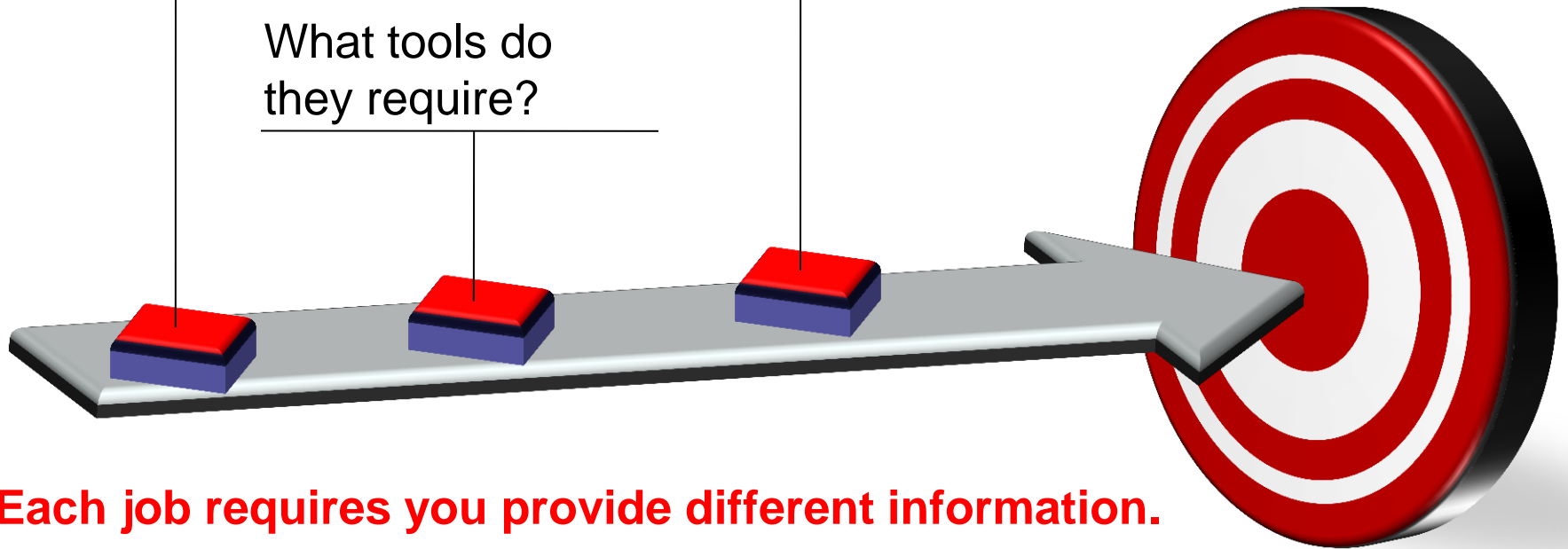
To ensure success

What information do they need?

Should I allocate a small budget?

What tools do they require?

Each job requires you provide different information.

For example

Researcher –
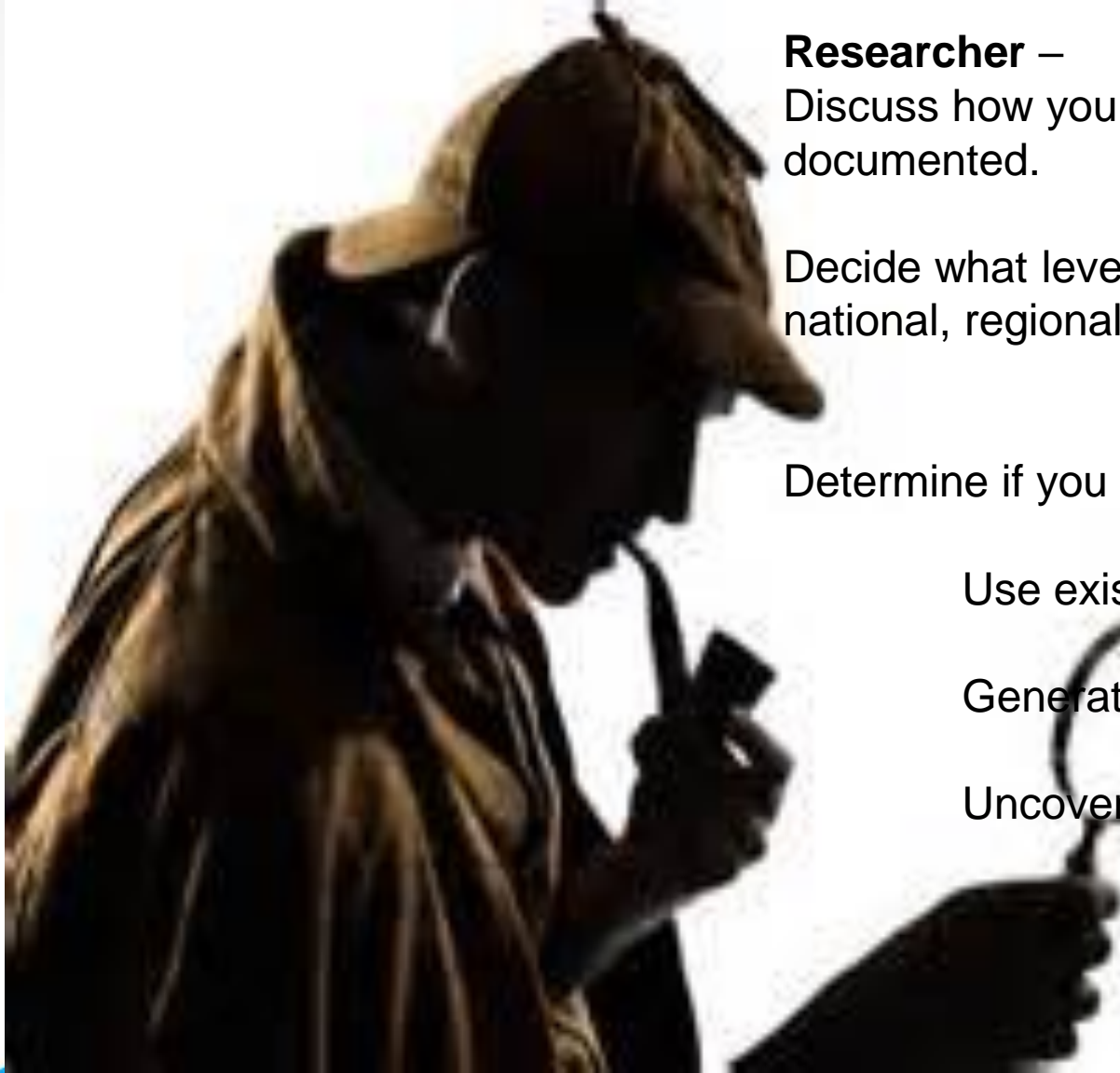Discuss how you want the case for support documented.

Decide what level you want to focus on: global, national, regional, or local

Determine if you need to:

Use existing documentation

Generate new documentation

Uncover existing documentation

For example

Writer –

Discuss how the statement of need will feed the project description.
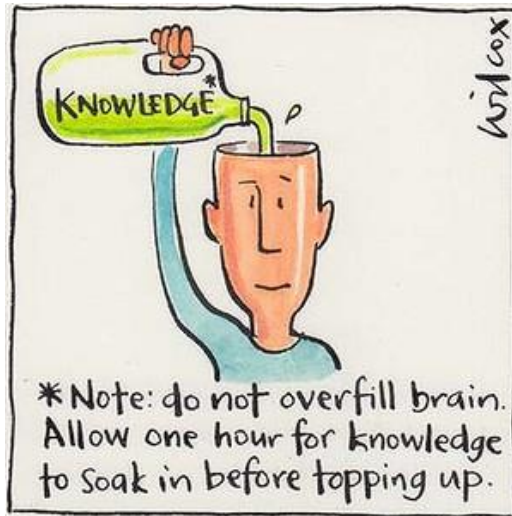
Develop a set of bullet points to guide the writer.

Determine the flow for the project description

For example, if this is a capacity
building project, the timeline, is
an important component for all of the tasks you will undertake such as:
  Replacing equipment
  Building a new website
  Board and staff training

Realistic deadlines

1. Break their assignment down into chewable bites

1. Ask the volunteer what other things might be going on in their life during this period

2. Determine if you need to rely on another volunteer successfully meeting their deadline

3. Schedule interim 'check ins'

4. Assume last minute issues and build them into YOUR schedule

Communicate regularly

...AND THAT IS WHY WE LIFT ON THREE...

COMMUNICATION

©DOLIGHAN.
dolighan.com

Communication among this team is key.
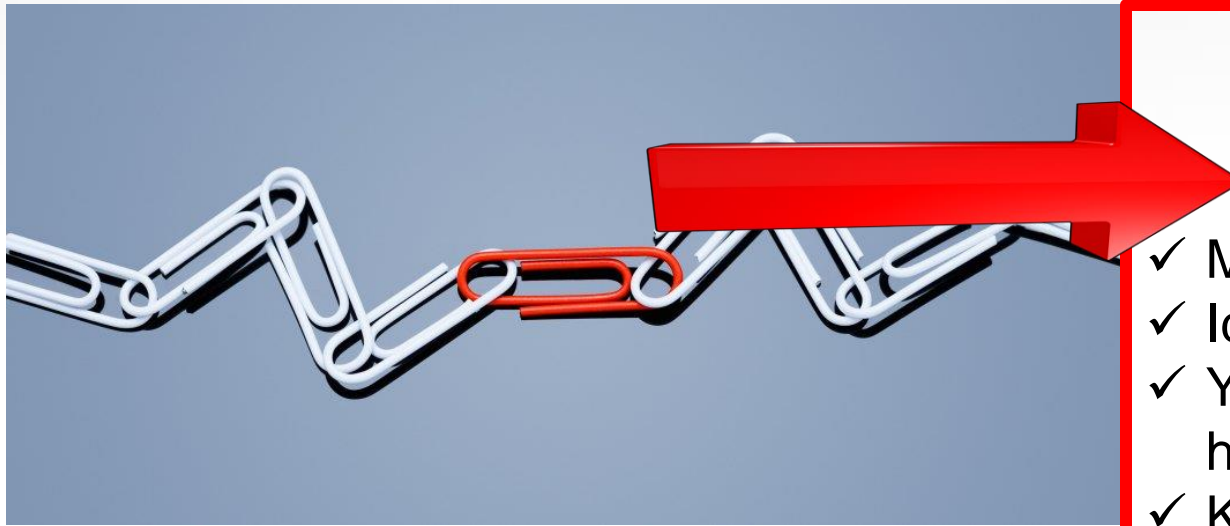
Schedule regular check-in phone calls

Set up a Dropbox account with all the necessary files

Lean on each other, remain accountable to each other and dig in!

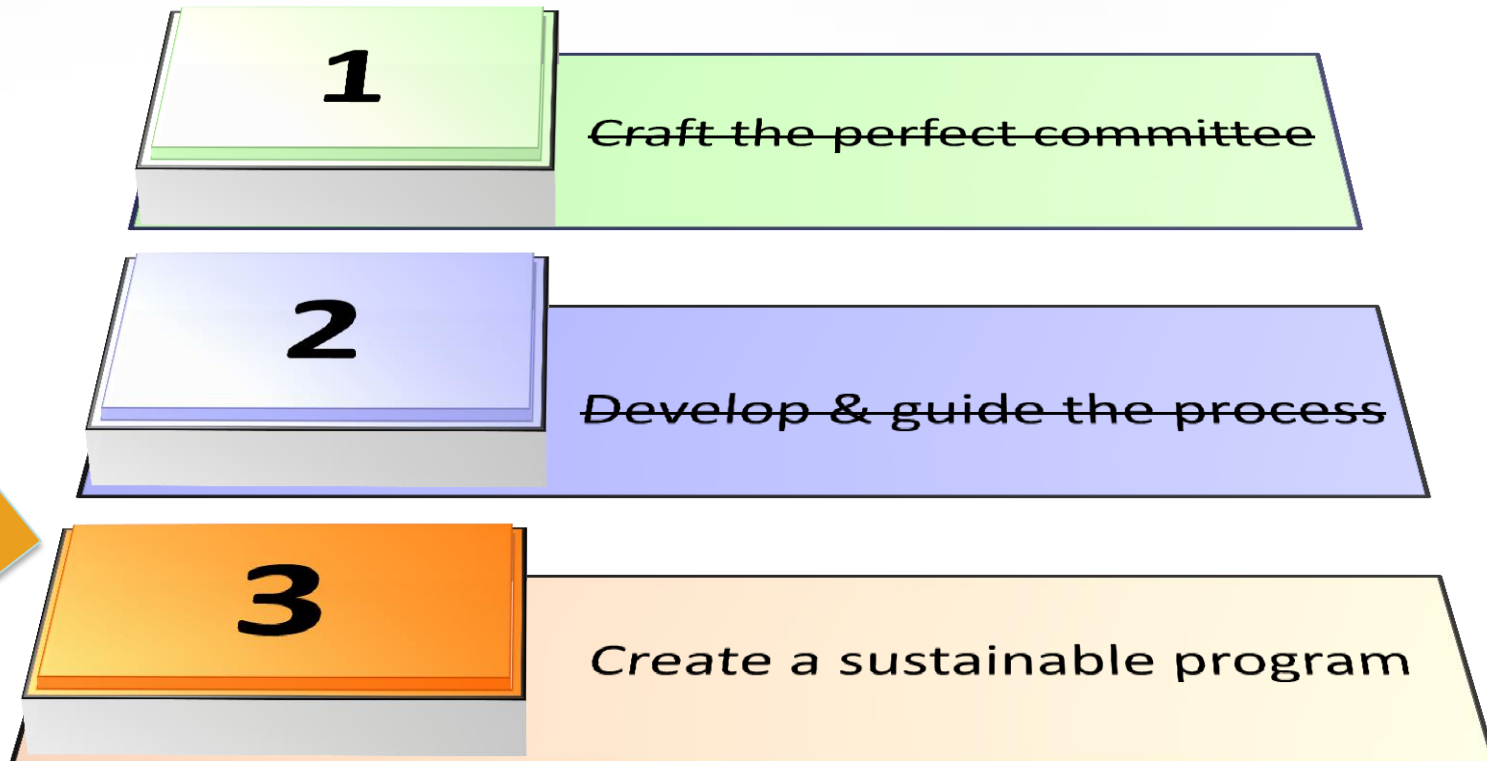**Many hands make light work.**

So, what is your job?

Find the holes and fill them!

- ✓ Monitor the work
- ✓ Identify holes
- ✓ YOU must fill those holes!
- ✓ Keep the process moving
- ✓ Encourage individuals and offer assistance
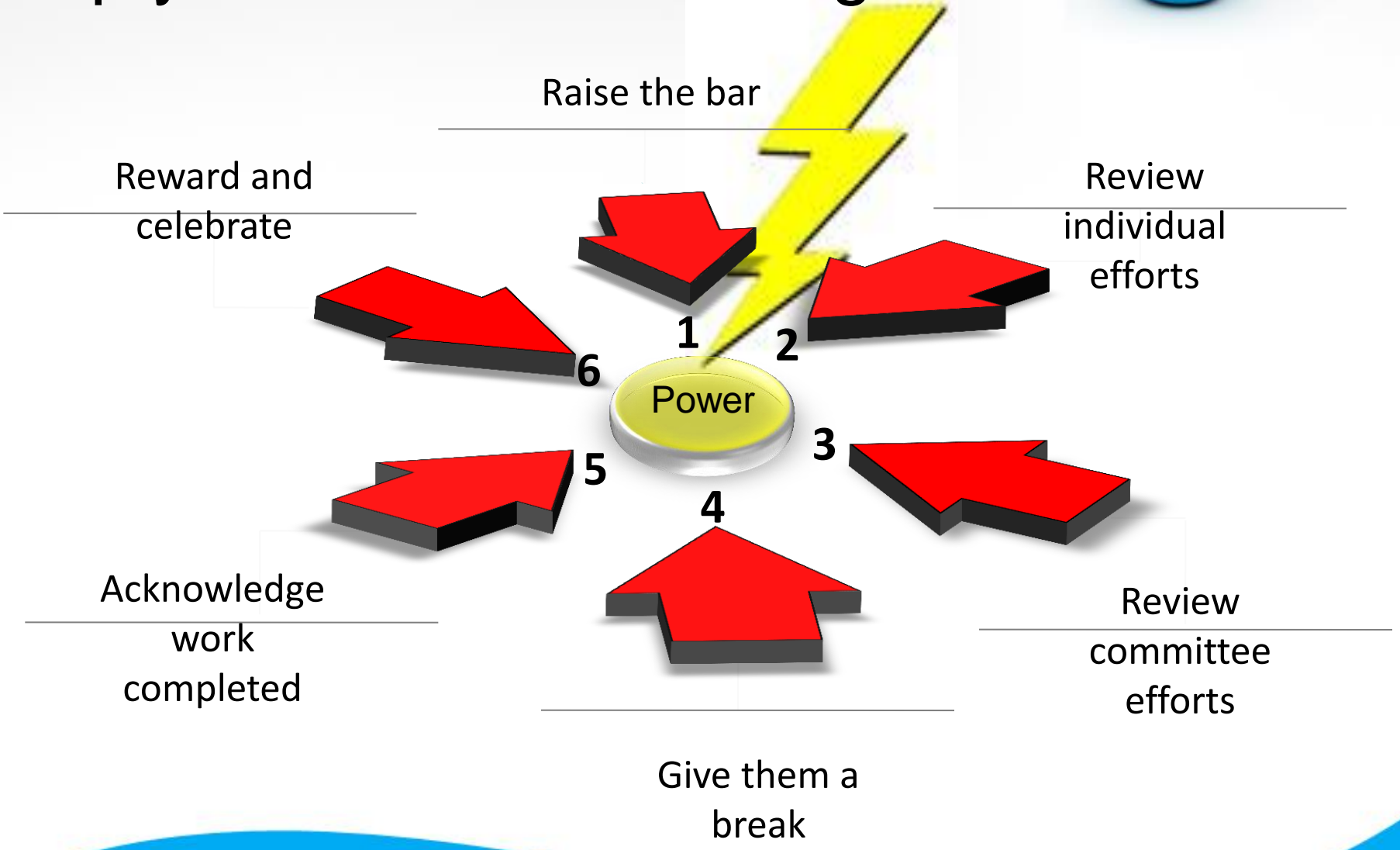- ✓ Call out problems or issues
- ✓ Keep the faith!

I look for what needs to be done. After all, that's how the universe designs itself.
- R. Buckminster Fuller

Where are we?

1 ~~Craft the perfect committee~~

2 ~~Develop & guide the process~~

3 Create a sustainable program

Keep your committee energized

Raise the bar

Reward and celebrate

Review individual efforts

1 **2**

Power

6

5 **3**

Acknowledge work completed

4

Review committee efforts

Give them a break

Are you meeting your objectives?

Top Tips

Add new objectives

Report on your teams progress

Note your initial objectives

"One way to keep momentum going is to have constantly greater goals."
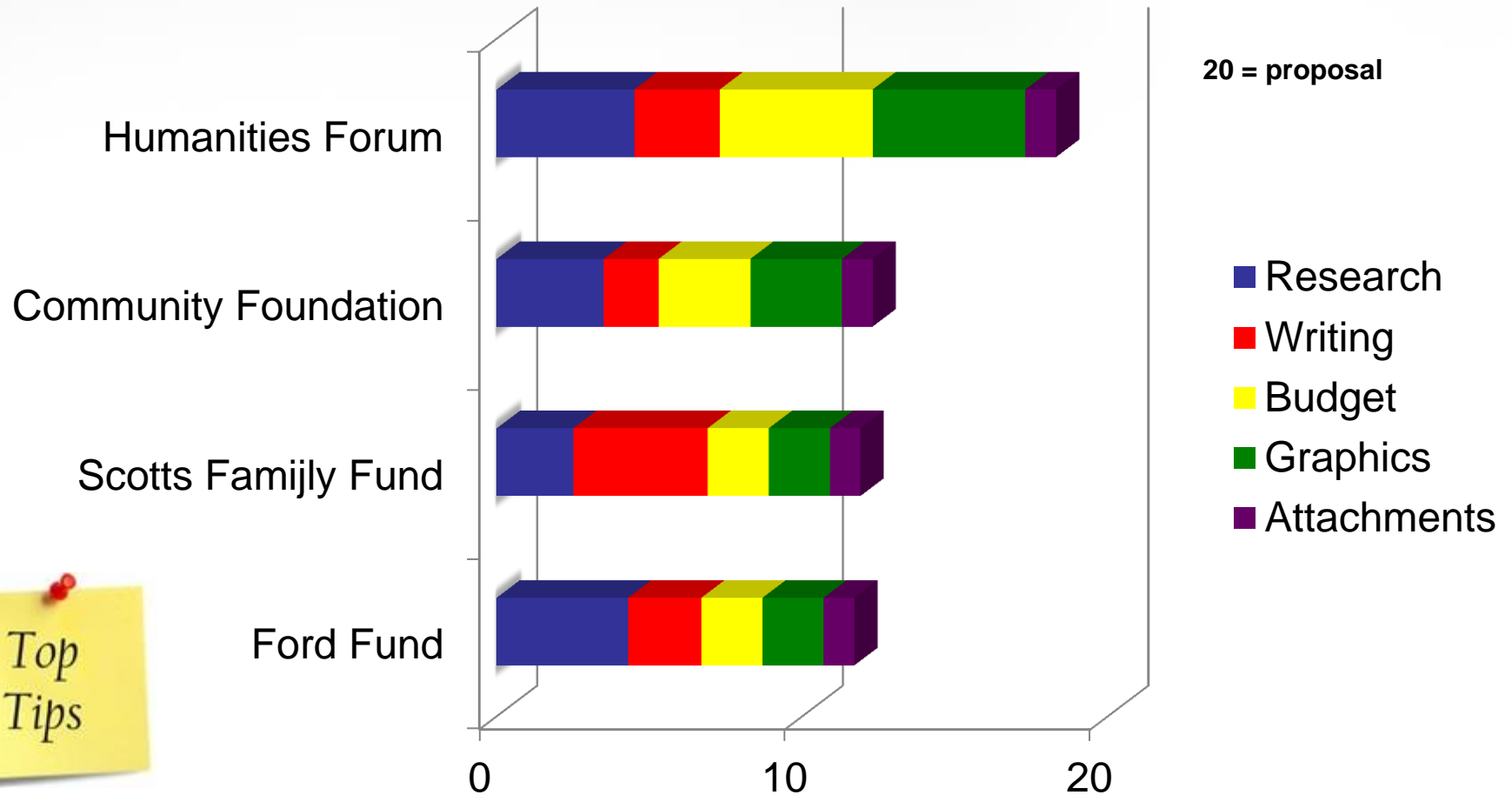- Michael Korda

How to review individual efforts

Track each person's time

How to demo committee efforts

Example of email notification

The proposal to the Scott Family Fund was submitted on Friday!

Request was for $15,000.

Expect decision by November 18, 2017.

Thank you all for your good work!

Give your volunteers a break

Acknowledge benchmarks

Every grant request submitted must be accompanied by congratulations to the team.

1 **Acknowledgment** of the achievement must be shared with all board, staff and volunteers

2 **Recognition** can be as simple as an email, or as elaborate as a inviting the team to a board meeting for introductions
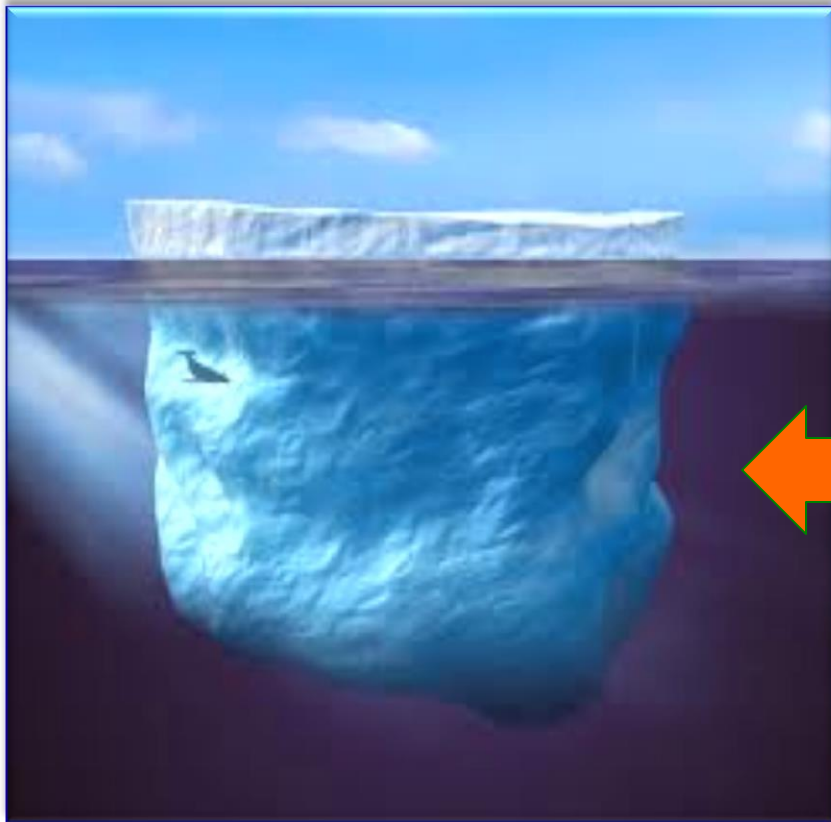
3 Always **note** the level of work and cooperation that was required

Acknowledge work well done

Emily, our graphics person, just came up with this clever way to demonstrate the homeless problem for our Ford Fund proposal. Check it out!

Each day more than 60,000 people -- including more than 22,000 children -- experience homelessness.

Each night thousands of unsheltered homeless people sleep on New York City streets, in the subway system, and in other public spaces, virtually hidden from society.

When you win . . . Celebrate!

A dream you dream alone is only a dream. A dream you dream together is reality.
                              - John Lennon

What is an appropriate celebration?

In person acknowledgement from Board, staff, and volunteers

Personal letter from the Board President to the Team

Create an Awards Board and post it online

Send a 'shout out' to the Team via your social media

Win or lose . . . always include a debrief

What questions should you be asking?

1. Was this the right grant maker to approach?
2. Do we have any information from the grant maker that helps us strengthen our next request?
3. Were there weaknesses in our statement of need?
4. Did we articulate our goals and objectives properly?
5. Did the budget mirror our narrative?

Losing committee members

❑Create a transition plan

❑Find a new volunteer

❑Ask the outgoing
person to mentor the
new recruit

Ways to thank a volunteer who is leaving the committee

Send a letter of thanks & recognition to the volunteers employer

Do something nice for the volunteers family

Share a gift of appreciation

Send a handwritten note of appreciation

Here's an example

Mike James – 4 years old – wanted to say 'thank you' for helping to get our new playground equipment. He is one happy little boy!
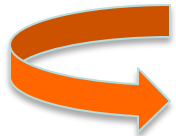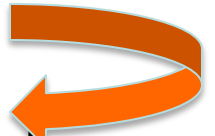
Important takeaways
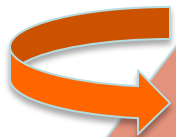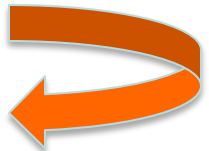
Set achievable objectives

Establish a recruitment process
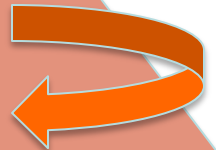
The proposal must always speak with one voice!

Keep your committee energized

Individual commitments = powerful committee

Communicate regularly – and transparently

Honor your committee members

There is a temptation to dive in!

But where to start?

Determine objectives

10%

Identify jobs

25%

Recruit

50%

Onboarding & Management

75%

Recognition & celebration

100%

Don't be a time manager, be a priority manager. Cut your major goals into bite-sized pieces. Each small priority or requirement on the way to ultimate goal become a mini goal in itself.

- Denis Waitley

Small bites!

Each of you will find your own way.

You will discover new paths for making your committee work well.

But perhaps you can use some of the information I shared with you today to make that path a little easier to follow.

Cynthia Adams
cynthia.adams@grantstation.com