



Civil Air Patrol

CAP Fundraising Made Easy!



Module #4 *Unit Guidelines & Procedures for Securing Funds*

**August 31, 2017
San Antonio, TX**



1 August 2017



Unit Guidelines & Procedures for Securing Funds



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HOW TO USE THIS GUIDE

This document is intended to be an *evolving, ever-changing guide*. When new or updated information is received and vetted by the HQ CAP Development Team, it will be added to this Guide. Periodic updates will be published and electronically updated on the HQ CAP DEVELOPMENT Website and distributed to the following:

- Members of the NHQ CAP Development Team
- WING Commanders, Deputy Commanders & Finance Officers
- Unit Commanders, Deputy Commanders & Unit Finance Officers
- Any other duty positions or Project Officers involved in possible fundraising

Fundraising at all levels is intended to be a team effort. Therefore, we strongly encourage the sharing of ideas among all CAP members. To that end, the HQ CAP Development Team will act as a clearinghouse for all fundraising ideas submitted to it for consideration and distribution in this document. The NHQ CAP Development Team will be responsible to analyze and vet suggested ideas in a timely manner. The NHQ CAP Development Team will then distribute the new or revised fundraising ideas to the CAP membership and it will be added to this Guide.



LOCAL, STATE, AND FEDERAL “CAMPAIGNS”

INTRODUCTION

The following “Campaigns” are those fundraising programs that are local, state or federal in nature and available during a certain time of the year. They can be initiated by individual unit effort, such as the local *Wreaths Across America* Campaign, or may be conducted Wing-wide, as done in the Combined Federal Campaign (CFC).

COMBINED FEDERAL CAMPAIGN

NOTE: As of 2017, CFC’s Federal Office of Personnel has changed their procedure where CAP and other charities are now required to pay a three-part fee to participate in the CFC Campaign with CAP’s cost to be approximately \$250 per unit. Due to these changing policies, it may not be cost effective for certain CAP echelons to participate in this fundraising program. To others, the revenues received could far exceed the cost.

NAME OF PROGRAM & FUNDING ENTITY

COMBINED FEDERAL CAMPAIGN (CFC)

U.S. Federal Government - Office of Personnel Management (OPM)

www.opm.gov

TYPE OF PROGRAM

Federal Campaign carried out World-wide.

PURPOSE OF FUNDING

The CFC is the official workplace giving campaign of the Federal government. The mission of the CFC is to promote and support philanthropy through a program that is employee focused, cost-efficient and effective in providing Federal employees the opportunity to improve the quality of life for all.

POTENTIAL RANGE OF FUNDING AMOUNT

Funding amount is unlimited depending on the participation of the organization.

TIME OF YEAR FOR APPLICATION

Applications begin in February, approval in March and the campaign running annually from October to December.



WREATHS ACROSS AMERICA™

NAME OF PROGRAM & FUNDING ENTITY

Wreaths Across America™
PO Box 249
Columbia Falls, ME 04623
<http://www.wreathscrossamerica.org/>

TYPE OF PROGRAM

This is a nationally recognized program that honors and remembers all deceased veterans.

PURPOSE OF FUNDING

While the primary purpose of the *Wreaths Across America™* campaign each holiday season is to honor and remember the service and sacrifice of all deceased veterans, it also has the potential of raising significant funds for any organization that assists the *Wreaths Across America™* organization in promoting wreath sponsorships. Therefore, this is an easy, honorable, and cost-effective method to raise funds to support the activities of local Regions/Wings/Groups/Squadrons/Flights. The funds are “unrestricted funds” for the Regions/Wings/Groups/Squadrons/Flights participating in the wreath sponsorship campaign. In other words, it is up to each Region/Wing/Group/Squadron/Flight to determine how they want to spend the \$5.00 per wreath stipend that they receive for each wreath sponsored by a donor.

POTENTIAL RANGE OF FUNDING AMOUNT

The potential funding amount is virtually unlimited. It depends on the success of the Region/Wing/Group/Squadron/Flight and their getting donors to sponsor wreaths.

Funds are collected by each participating Region/Wing/Group/Squadron/Flight. A stipend of \$5 is later disbursed to the participating Region/Wing/Group/Squadron/Flight for each \$15 sponsorship collected and sent in to *Wreaths Across America™*. These stipends are disbursed to the registered Region/Wing/Group/Squadron/Flight on a thirty (30) day reimbursement cycle.

TIME OF YEAR FOR APPLICATION

The program runs from the beginning of the calendar year and officially ends the day after the Thanksgiving holiday. However, any participating Unit can turn in additional wreath sponsorships after such time and those wreath sponsorships will be credited and



GRANTS

INTRODUCTION

Grants from company-sponsored foundations, private or independent foundations, local community foundations, and governmental sources are perhaps the least utilized method of fundraising in CAP. At the same time, grants are probably the most efficient method of generating funding to support CAP's Mission of "Citizens Serving Communities."

Grant funding is essentially an agreement wherein one nonprofit organization, such as a grantmaking foundation, agrees to provide another suitable nonprofit organization, such as CAP, with the funds to conduct a specific program over a specified period of time. This process is generally initiated by the organization that seeks to provide the proposed program by means of a grant proposal.

The typical grant proposal to a potential grantmaker will contain:

- Details about the organization proposing the program, including:
 - Proof of the organization's nonprofit status as a 501(c)3 or similar entity
 - The organization's Mission Statement
 - Financial data to prove the organization's financial ability to carry out the proposed project

- A description of the "target market" that the proposed program intends to serve. Frequently, the grantmaking organization will insist on a detailed set of demographics (gender, age distribution, ethnicity, etc.) regarding the "target market." There are many sources that can be used to obtain such information, including detailed census data, American Community Survey data, publically available school student counts and proficiency data, etc. The NHQ Development Section can provide any Region/Wing/Group/Squadron/Flight with assistance in learning how to extract such detailed data appropriate for any proposed grants.

- A detailed description of the problem to be addressed or the unmet need that the organization's proposed program intends to address.

- A detailed description of how the organization's proposed program intends to address the described problem or unmet need as identified. This includes a detailed budget of materials, staffing, and other resources needed to successfully carry out the proposed program. It is worthwhile noting that since CAP is an all-volunteer organization, it has a distinct advantage in this regard



SOME MAJOR GRANT SOURCES FOR WINGS, GROUPS, & SQUADRONS

The following table contains several MAJOR GRANT MAKERS that can fund local projects.

Detailed information regarding the grant-making activities and requirements for each of the Foundations below can be found in [APPENDIX-B Grant Sources for Wings / Squadrons / Flights.](#)

<u>GRANTMAKER NAME</u>	<u>GEOGRAPHIC AREAS FUNDED</u>
Walmart Foundation Local Facility Grants and Sam's Club Community Grants (See APPENDIX-B)	The Foundation serves organizations located in an area that is within the normal geographic service area of the Walmart Facility selected (i.e., approximately twenty-five miles.)
Best Buy Foundation Community Grants (See APPENDIX-B)	The Foundation serves organizations within fifty miles (50 Miles) of a Best Buy Store or other Best Buy Facilities.
The Costco Foundation (See APPENDIX-B)	The Foundation serves organizations located in an area served by a Costco Facility and the proposed program must serve residents in those same areas.
The Shopko Foundation (See APPENDIX-B)	The Foundation serves organizations located within twenty-five miles (25 Miles) of a Shopko facility and the proposed program should also serve that same community located within twenty-five miles (25 Miles) of a Shopko facility.
The Bank of America Foundation (See APPENDIX-B)	The Foundation serves organizations located in areas served by this company <i>and</i> which propose similarly located program(s) for funding.
Wells Fargo Bank (See APPENDIX-B)	The Company's grant making serves organizations located in communities that are served by one or more Wells Fargo Banks.



THE WALMART FOUNDATION

<p>1. Name of Program and Web Site (if Available)</p> <p style="text-align: center;">WALMART LOCAL FACILITY GIVING GRANTS http://foundation.walmart.com/apply-for-grants/local-giving</p> <p style="text-align: center;">SAM'S CLUB COMMUNITY GRANTS http://foundation.walmart.com/apply-for-grants/sams-club-giving-program</p>				
<p>2. Type of Program Grant Funding – Restricted Funds</p>				
<p>3. Purpose of Funding</p> <p>To fund local programs in Walmart Foundation's main focus areas, namely, <i>Hunger Relief & Healthy Eating, Sustainability, Women's Economic Empowerment and Career Opportunity.</i></p> <p>However, Walmart Foundation's Local Facility Giving Grants currently stated guidelines also clearly mention that they will also consider funding areas that are geared toward strengthening the local communities, for example:</p> <ul style="list-style-type: none"> ➤ local organizations providing health and dental screenings ➤ support for local police and fire departments ➤ local school-based initiatives <p>Additionally, Sam's Club Community Grants also include additional areas of local focus that may include:</p> <ul style="list-style-type: none"> ➤ Education ➤ Youth Success 				
<p>4. Potential Range of Funding Amount</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 5px;"> <tr> <td style="padding: 2px;">Minimum Grant Funding Amount</td> <td style="padding: 2px; text-align: center;">\$ 250</td> </tr> <tr> <td style="padding: 2px;">Maximum Grant Funding Amount</td> <td style="padding: 2px; text-align: center;">\$ 2,500</td> </tr> </table> <p style="margin-left: 20px;"><i>Website does not disclose an expected range of grant amounts.</i></p>	Minimum Grant Funding Amount	\$ 250	Maximum Grant Funding Amount	\$ 2,500
Minimum Grant Funding Amount	\$ 250			
Maximum Grant Funding Amount	\$ 2,500			
<p>5. Timing of Application Request</p> <p>The Walmart Foundation's application window for each annual grant cycle opens on February 1st of each year. The application window for each annual grant cycle "officially" closes on December 31st.</p> <p>Since Walmart Foundation allocates a fixed amount of annual funding for each Walmart Facility (Walmart Stores and Sam's Clubs) at the beginning of each grant cycle, a particular Walmart Facility may exhaust its allocation at any time during the grant cycle. When such happens, that Walmart</p>				



Facility can no longer accept or award grants until its funding allocation is restored at the beginning of the next annual grant cycle.

Therefore, each MI Wing CAP Squadron/Flight is strongly advised to plan and to make its funding requests for a WALMART LOCAL FACILITY GIVING GRANT as soon as possible after the annual cycle's grant application window opens on February 1st.

6. Program Description

Grant Applicants should limit the number of pending grant applications to separate Walmart facilities to no more than twenty-five (25).

Please note that any application not approved by the facility manager will be declined on the dates listed below:

- **May 1**
- **July 31**
- **Oct. 31**
- **January 31**

7. Program Application – Who Should Apply

Walmart Foundation's **WALMART LOCAL FACILITY GIVING GRANTS** and **SAM'S CLUB COMMUNITY GRANTS** are highly appropriate for funding at Squadrons/Flights for:

- External AE/STEM projects in local schools (as Education or as a Local School-based initiative)
- External CAP-sponsored Education-related Afterschool programs at local schools (as Education or as a Local School-based initiative)
- External CAP-sponsored DDR programs at local schools (as a Youth Success program)
- CAP CyberPatriot teams (either as a STEM project or Career Opportunity)

Since the eligibility for these grants is based on a reasonable proximity of the applicant to the local Walmart or Sam's Club facility to which the application(s) is (are) directed, it is strongly encouraged that only local CAP Squadrons/Flights utilizes this grant source.

CAP Units should not apply directly for these grants as their geographic scope is too large. Instead, CAP Wing and Group Commanders should strongly encourage their component squadrons/flights to apply for grants to fund their specific programs and other needs.



8. Program Details

All applications are submitted to Walmart Foundation via its online grant application portal. Enter the online grant portal to apply for a grant at:

<http://foundation.walmart.com/apply-for-grants/local-giving>

ELIGIBILITY CHECKLIST

Funds must benefit the facility's service area. Therefore, potential grantees should be nonprofit organizations with programs that benefit communities within the service area of the Walmart store, Sam's Club or Logistics facility from which they are requesting funds (i.e., within approximately 25 miles of the Local Walmart Facility.)

Walmart and the Walmart Foundation have identified four core focus areas of giving:

- **Hunger Relief**
- **Healthy Eating**
- **Women's Economic Empowerment**
- **Career Opportunity**

Programs that do not align with these four focus areas *may* also be given consideration. These include programs that are geared toward strengthening the local communities, support for local police and fire departments, **and local school-based initiatives.**

If you are applying for funding through a Sam's Club location, additional focus areas may also be considered.

ORGANIZATIONAL ELIGIBILITY

Organizations applying **must** meet the one of following criteria:

- An organization holding a current tax-exempt status under **Section 501(c)(3)**, (4), (6) or (19) of the Internal Revenue Code;
- A recognized government entity: state, county, or city agency, including law enforcement or fire departments, that are requesting funds exclusively for public purposes;
- A K-12 public or private school, charter school, community/junior college, state/private college or university; or
- A church or other faith-based organization with a proposed project that benefits the community at large.



SELECTION AND AWARD PROCESS

Management at the facility to which you are applying will review the application and make initial funding recommendations to the Walmart Foundation on all submitted requests.

Organizations will be notified of any decision via e-mail. All funding decisions are final.

If an organization is approved, grant checks will be mailed directly to the recipient organization's address listed in the grant application. Please allow two to four weeks for delivery of any grant award checks.

In the event of an organization being awarded a grant, the organization should contact their local facility from which funds were awarded to schedule a formal recognition event.

FUNDING EXCLUSIONS

- Advertising, film or video project.
- Athletic sponsorships (teams/events)
- Capital campaigns and endowments (defined as any plans to raise funds for a significant purchase or expense, such as new construction, major renovations or to help fund normal budgetary items).
- Contests or pageants.
- Fundraising events (walks, races, tournaments, dinners etc.)
- In-kind donation requests, including requests for gift cards.
- Nationally-sponsored organizations: American Cancer Society, American Diabetes Association, American Heart Association, Children's Miracle Network and United Way.
- Memberships, including association/chamber memberships.
- Organizations that deny service, membership or other involvement on the basis of race, religion, color, sex, sexual orientation, age national origin, ancestry, citizenship, veteran, or disability status.
- Organizations or programs that do not benefit the communities within the facility's service area.
- Organizations who apply to a large number of facilities outside of the primary area.
- Organizations whose programming or policies may position Walmart



LOCAL GRANT SOURCES FOR UNITS (MIWG Example)

The NHQ Development Team is in the process of creating a listing of well-known Statewide Grant Makers in each State whose focus areas align with one or more of CAP's three stated missions. The goal is to implement an easy to use on-line tool that will allow local CAP members to quickly search for such Grant Makers their respective State database. This will allow members to identify local sources (if a website for such exists).

The data will be structured similarly to the MIWG listing below that is in current use in Michigan.

Alternatively, you can also contact the NHQ Development Team for assistance in researching grant opportunities that might be appropriate to your Unit's needs.

<u>GRANTMAKER NAME</u>	<u>AREA(S) SERVED</u>	<u>CAP PROGRAM(S)</u>
The Farver Foundation http://www.farverfoundation.org/	SE Michigan Area	AE/STEM Education Cadet Programs
Dow Corning Donor Advised Funds of the Midland Community Foundation http://www.dowcorning.com/content/about/donoradvisedfund.aspx	Great Lakes Bay Region	AE/STEM Education
Miller Foundation http://www.themillerfoundation.com/grants.htm	Battle Creek Area	AE/STEM
JSJ Foundation http://www.jsjcorp.com/community/philanthropy	West Michigan Area	AE/STEM Education



COMMUNITY FOUNDATIONS

The NHQ Development Team is in the process of creating a means to access listings of Community Foundations in each State. This will allow the user to research the listing of identified Community Foundations in their respective State for those Community Foundations whose focus areas might align with one or more of CAP's three missions.

The goal is to implement an easy to use on-line tool that will allow local CAP members to search for their State database. This will allow members to identify local sources (if a website for such exists).

One of the most overlooked sources of potential funding for possible programs conducted by local units is that of local Community Foundations. They exist all over the United States and are designed to serve the communities within their communities. Use the following web site to locate Community Foundations in your State:

<https://www.cof.org/community-foundation-locator>

By using your state's website, you can easily locate and view the necessary contact and website information for several Community Foundations in your state, Try it, it is **very easy!**



“How To” SECURE FUNDS FOR YOUR CAP UNIT

FUNDRAISING, DONATIONS, AND GRANTS

Attracting donations of money and/or property can greatly supplement operating funds for CAP units. *The keys to the success of 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 fundraising 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 Tax-Exempt Letter under APPENDIX-A Forms and Applications.

FUNDRAISING REGULATION

Before launching any fund-raising effort, become thoroughly familiar with CAPR 173-4, *Fundraising/Donations*. This regulation provides a brief overview of acceptable fund-raising practices and policies within CAP. Also, be fully aware that CAPR 173-4 requires that the Wing Commander approve all fundraising activities conducted by the Wing or any of its subordinate units. Check with your respective Wing and use the appropriate form designated for this purpose.

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, your sale will be far more difficult. 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, one 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 give sources or markets. The five gift sources for fundraising 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 fundraising 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, and then executing 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 that 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. You must first separate your donor suspects from donor prospect. Fundraising professionals agree that seldom, if ever, will you secure a donation from a suspect. This is where the L-A-I principle donor prospect identification comes to play.

L-A-I PRINCIPLE: Fundraising research and donor development practiced by veteran fundraising 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



SAMPLE LETTERS

There are a number of ways that every squadron can use to secure donations, i.e., cadet uniforms and 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.***

Be sure to type your letters according to CAPR 10-1 Preparing Official Correspondence. 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 must ask for it to receive it.



SAMPLE FUND-RAISING LETTER #2 SPECIFIC NEEDS (Uniforms)

(Use squadron or wing letterhead)

10 January 2017

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 2017 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 consider making 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 \$4,250 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 a contribution we hope you would consider. In the meantime, please feel free to call me if you have any questions at (333)-333-3333. I look forward to meeting with you and telling you about the difference that CAP has been making in the lives of young men and women.

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



SUCCESSFUL GRANT WRITING TIPS (FROM CAP)

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 chapter, 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.

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. Virtually all grants are awarded for specific programs, activities, or projects. Very few grantmakers will award grants for personal needs of the requesting organization's volunteers or for non-program operating costs of the requester.

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, state your needs as accurately as possible".

There are several 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 OF GRANTS

Government – Total funding available: \$100+ Billion annually. Unfortunately, many of these grants come with a mound of required reporting paper work that makes these grants technically unfeasible for all but the largest requesting organizations.

Foundations – Approximately 100,000+ funding sources, including Company Sponsored Foundations, Private Foundations, and Community Foundations.

WHERE TO BEGIN?

DECIDE WHAT YOU WANT TO FUND

Perhaps you need funding for:

- Training programs
- A building for your squadron

IDENTIFY FOUNDATIONS AND COMPANY-SPONSORED FOUNDATIONS WHO'S STATED MISSION AND GIVING PATTERNS ALIGN WITH WHAT YOU WANT TO FUND.

The NHQ Development Team can be of assistance to you here. Contact the NHQ Grants Specialist to assist you in refining your project/program needs, geographic scope, and aligning such with the stated mission and preferred funding areas of potential grantmaking sources.

Locate potential grantmaking foundations in your general area (or state) that traditionally fund activities similar to yours. Always pick four or five sources (at the very



best) 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 application go to only one source and be rejected.* The odds are in your favor. However, do not inundate the foundation/corporation 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 NHQ Grants Specialist can research the FDO database and provide you with the information you should need to prepare an effective grant proposal. Most FDO sources of Information will list:

- Name of the foundation/corporation.
- Areas of interest.
- Type of projects funded.
- Eligibility requirements.
- Geographic restrictions.
- Award amounts.
- Projects previously funded.
- Application procedure.
- Contact name and position (*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*)
- Dates to submit application.

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, it's important that the proposal clearly indicate all 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 A PROPOSAL

The average person's span of attention when reading is estimated to be about ten (10) minutes. After that he/she 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. Here's what you can do to make sure that your writing captures and keeps your reader's attention:

- Use **Boldface**, UPPERCASE, underline, or *italicized* type for key words, phrases, or sections.
- Use double spacing and wide margins for all sides.
- Use bullets to list key points.
- Use Graphics...lots of them.

ORGANIZATION & COMPONENTS

NOTE: IF THE GRANTMAKER REQUIRES THAT YOU DEVELOP AND SUBMIT YOUR PROPOSAL THROUGH THEIR ONLINE GRANT APPLICATION PORTAL, USE THEIR ONLINE GRANT PORTAL AND FOLLOW ITS REQUIREMENTS TO THE LETTER! If you fail to follow the requirements of the grant-makers online grant application portal, you conclusively demonstrate to them that your organization can not be trusted to follow through on your grant proposal as described and assuredly run the high risk of not receiving the grant.



ON THE OTHER HAND, IF THE GRANTMAKER REQUIRES THAT YOU SUBMIT A TYPEWRITTEN PROPOSAL:

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 of Organizing:

- Writing Order.
- Final Project Order

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

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 in total.
4. **ABSTRACT or SUMMARY:** Again, generally if the proposal is over 10 pages long
5. **DEFINITIONS:** Only if you use a lot of jargon or abbreviations (i.e., CAP Acronyms!).
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 your organization's effectiveness in meeting your goals.
10. **KEY PERSONNEL:** Team members responsible for the project.
11. **COMMITMENT & CAPACITY:** What resources are already available to you?
12. **BUDGET:** Try to tie each dollar requested to an objective. Ask yourself, does the money required match the request?



13. **ENDNOTES:** Use endnotes (notes placed at the end of the text), rather than footnotes.

14. **ATTACHMENTS:** Letters of support, audit statement, IRS nonprofit status letter, and other supplementary documentation.

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, give attention to 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.
- ...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 appropriate level of CAP Command may be required by some funding sources. In most cases, the commitment 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 the organization is 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). 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, EVER 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: Give careful consideration to your presentation in this section. This is not the area to project hope or a solution...that will come later. Avoid using the phrase "a lack



PLAN OF OPERATION: (or Methods and Procedures)

Now is your opportunity to 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.

PRIMARY COMPONENTS

Necessary components of your Plan of Operation are:

A clear statement of the purpose of your project (the opening paragraph)

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:

1. **Goals & Outcomes:** What you want your project to accomplish by the end of the funding period
2. **Objectives:** Measurable steps your project will take to achieve the related goal and address the problem introduced in the Needs Statement.
3. **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".
4. **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:

1. **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.
2. **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, list 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.

BUDGET

Make sure that budget you submit is well thought-out and a 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:

- 1. Personnel Costs:** will include a listing of all full and part-time staff in the proposed program. Even if the staff is a volunteer, show the time the volunteer(s) will be spending and assign a value to that. Funding bodies often require the organization to "donate" from 20% to 25% of the grant amount. Volunteer time can account for this.
- 2. 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.
- 3. 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 five (5) years ahead.
- ✓ **Research** your potential funders thoroughly. Taking a cursory look through the FDO Information that the NHQ Development Team provides to you 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 like yours. You'll not only get some good ideas but also gain a better understanding of the competition for the grantmaker's dollars.
- ✓ **Verify** available the 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% 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% 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% 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.



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.

SAMPLE TABLE OF CONTENTS

TABLE OF CONTENTS

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SAMPLE 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 district.

GOAL 2: TO INCREASE WELLNESS OPINIONS FOR CHILDREN AND YOUR 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 regarding 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 and parent observation.

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



Thus, this is the beginning of generational life-style changes.

APPENDICES

APPENDIX-A Forms & Applications

APPENDIX-B Major Grant-Making Foundations

APPENDIX-C Companies Offering “Volunteer Hour Grants”

APPENDIX-D Companies Offering a CAP-Compatible “Matching Gift” Program