

# Designing and Developing a Proposal

## Preview

---

**Introduction** Here is a set of proposal worksheets with hints on how to complete each one.

---

**Contents** You can find the following contents on the pages shown.

### Page Information

2	<a href="#">Proposal Process</a>
4	<a href="#">Designing and Developing a Proposal</a>
5	<a href="#">Four General Phases of the Proposal Process</a>
6	<a href="#">Concept Paper</a> — Preview
7	Concept Paper — <a href="#">Worksheet</a>
	The Proposal Package
10	<a href="#">Potential Funder</a> — Preview
12	Potential Funder — <a href="#">Worksheet</a>
13	<a href="#">Planning</a> — Preview
14	Planning — <a href="#">Worksheet</a>
18	<a href="#">Narrative</a> — Preview
19	Narrative: Applicant Agency — <a href="#">Worksheet</a>
22	Narrative: The Problem — <a href="#">Worksheet</a>
23	Narrative: <a href="#">Objectives</a> — Preview
24	Narrative: Objectives — <a href="#">Worksheet</a>
25	Narrative: <a href="#">Activities</a> — Preview
26	Narrative: Activities — <a href="#">Worksheet</a>
28	Narrative: Management Plan — <a href="#">Worksheet</a>
30	Narrative: Staffing — <a href="#">Worksheet</a>
32	Narrative: Evaluation — <a href="#">Worksheet</a>
34	Narrative: Facilities — <a href="#">Worksheet</a>
35	Narrative: Continuation — <a href="#">Worksheet</a>
36	Budget — <a href="#">Worksheet</a>
39	Abstract — <a href="#">Worksheet</a>
40	Proposal Package Checklist — <a href="#">Worksheet</a>
41	Foundation Application — <a href="#">Worksheet</a>
43	Appendix — <a href="#">Funding Sources</a>

---

# Proposal Process

---

## Introduction

Proposal Power focuses both on a process and a product.  
Once you master the process, you can create many quality proposal products.

---

## Assessing your readiness

Assess your readiness to prepare a proposal by responding to these questions.

On a scale of 1 to 5 —

- A. how convinced are you that your idea will work?
- B. how intensely do you desire to make your idea work?
- C. how much do you expect to get the opportunity to try?

*Action:*

1. Estimate your readiness on this scale, using letters A, B, C:

(Low) 0    1    2    3    4    5 (High)  
|   |   |   |   |   |   |   |   |   |

2. Is A, B, or C higher than “3”?
    - If *yes*, continue with these worksheets.
    - *Else*, review the **Proposal Power** manual to ready yourself for this proposal project.
- 

## Developing a proposal

*Designing and developing a proposal* includes a sequence of very specific actions within the general design process.

Designing and developing a proposal includes

- getting approval of the proposal concept
- identifying a funder
- planning
- putting together the written proposal
- polishing your writing
- submitting the proposal package.

*Note:* Some people use the word “developing” to mean both designing and developing.

---

## What’s next

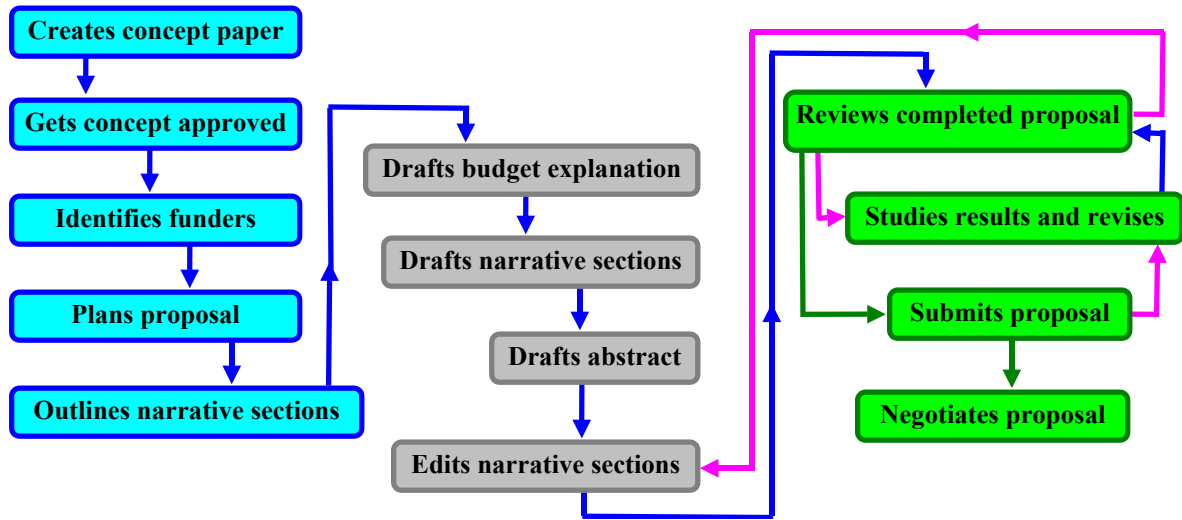
Two diagrams appear next —

- one for the proposal process, *and*
  - one for the structure of the completed proposal package.
- 

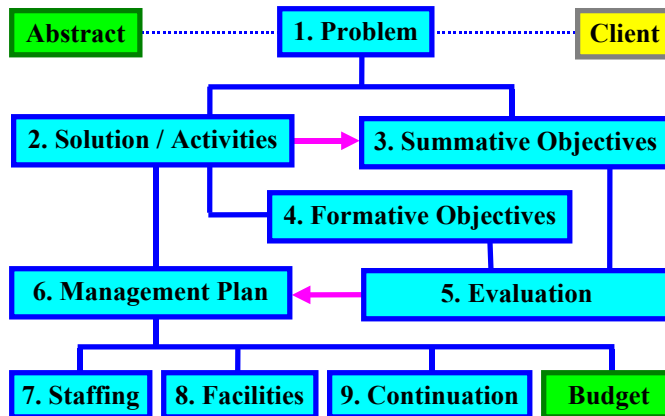
More...

# More... Proposal Process

**Diagram** This diagram displays the activities of the proposal power process.



**Diagram** This diagram displays the structure of the completed Proposal Package.  
*Note:* Objectives and Evaluation are tightly linked with Solution/Activities and Management Plan.



# Designing and Developing a Proposal

---

## Designing or developing?

Designing a proposal is not the same as developing it. This table contrasts the two activities.

Designing a proposal	Developing a proposal
Getting an idea	Putting an idea to work
Planning a project	Specifying how to manage the project

---

## Designing a proposal

*Designing a proposal* involves four phases. This process table describes each phase.

When	Who	Does What
1	Design team	inputs information
2	Design team	processes input information
3	Design team	outputs value-added information
4	Design team	verifies output information

---

# Four General Phases of the Proposal Process

---

**Introduction** You may think of the proposal process as having four general phases. These four phases include the sequence of more specific activities displayed in the earlier diagram.

---

**Phase 1 —  
Input** *Phase 1 — Input* involves answering these questions:

- What is the problem?
- How and where and when does the problem show itself?
- How have others solved the problem, or tried to?
- What solutions have people *not* tried yet?
- What are the critical elements of a potential solution?

---

**Phase 2 —  
Processing** *Phase 2 — Processing* appears to be an inactive period during which the information which you have collected “incubates” in your mind. Actually, your mind is actively at work processing all the bits of information into various functional purposes. This creative period may be brief or lengthy — long enough for your mind to recognize an “aha!” and be confident that you know what your proposal must be, what your clients or customers need.

*Note:* One way to see this happening is by *mind mapping* or *clustering* through free association of whatever comes to your conscious mind. See Proposal Power, References 5 and 6.

---

**Phase 3 —  
Output** *Phase 3 — Output* occurs after your creative mind intuits a clear solution to the proposal problem. The critical parts of the solution come together, the activities lead to specific products and services, and you schedule the required human and material resources.

---

**Phase 4 —  
Verification** *Phase 4 — Verification* happens as you implement your proposal project. If your proposal design was valid and reliable, your project team can carry out the proposed solution effectively. The products and services of your project will satisfy your clients or customers.

---

# Concept Paper — Preview

---

**Introduction** Information you need to know about a concept paper appears in this preview. The Worksheet for completing your concept paper follows.

---

**Definition** A **proposal concept** is a brief document that describes to your management a summary of your proposed idea. The concept paper is written

- **before** all other documents.
- does **not** appear in your proposal package.
- tells supervisors or managers **within** your organization about your proposal's value.

**Contrast with the Abstract:**

The proposal abstract is written

- **after** all other documents.
  - **appears** in your proposal package.
  - tells **funders** in one glance what to expect in the proposal.
- 

**Purpose** The purpose of your concept paper to persuade those who control resources that your idea is valuable and workable.

---

**Principle** Getting your supervisor's approval **before** you develop a proposal will allow political power bases to be aware of your time and efforts, and support your efforts with resources.

---

**Guideline** Keep your concept paper brief: one page is best, never more than three pages. Do not expect to work out all the details now.

---

**Elements** Your concept paper usually considers the following elements:

• Title	• Staff	• Budget
• Problem	• Rationale for seeking funding	• Funding source
• Solution	• Likelihood of funding	• Proposal developers
• Constraints	• Cooperators	

---

**Next: action** Completing the Worksheet for your concept paper is the next action.

---

# Concept Paper — Worksheet

---

**Action** Follow these steps to complete your Worksheet for the concept paper.

1. Overwrite or edit each bit of information that follows.
2. Delete this bit and its tag before you print the concept paper.

---

**Subject** Write your subject or descriptive title here.

---

**Problem** Describe what problem your proposal solves, and why your solution is necessary.

*Note:* Be specific about how solving the problem will affect your targeted population.

---

**Sources** List the sources for the data and information by which you are documenting the nature and extent of the problem.

---

**Solution** State here your solution to the problem in one succinct sentence.

*Example:* We propose to hire and train two counselors to use Glaser’s reality therapy while counseling potential high school dropouts individually and in groups, including parent groups.

*Note:* If your solution has several parts, list them separately.

---

**Constraints** List possible risks or constraints to the success of your project.

---

**Staffing** Describe —

- how many people the project will employ in what positions.
- what existing employees will need to contribute.
- work space needs of new project employees.

---

**Rationale** List the benefits your proposal may bring your district or agency.

---

More...

## More... Concept Paper — Worksheet

---

**Likelihood of funding** Answer here your management's questions about the likelihood that your proposal will be funded:

- Is this a long shot, or a shoo in?
  - How many agencies are expected to apply?
  - What gives us a special edge in the competition for funds?
- 

**Cooperators** List other agencies or districts who will cooperate to implement your proposal. Describe the nature of their participation.

---

**Budget** List here your estimate of the project's major costs, such as

- salaries
- fringe benefits
- supplies
- equipment
- indirect costs.

Show the estimated total cost.

---

**Cost to agency** List any "hidden" or additional costs that the agency or district must pick up, such as matching funds or in-kind contributions.

*Notes:*

*Matching funds* are a percent of the total grant costs which the funder may require your agency or district to put up as evidence of your commitment to continue the implementation of the project beyond the initial effort.

*In-kind contributions* are equivalent contributions that the funder may accept in lieu of actual matching dollars, such as

- maintenance services,
  - volunteer services,
  - work space,
  - equipment, *and*
  - utilities.
- 

**Funding source** Name the funding source to which you will submit the proposal.

---

More...



## More... Concept Paper — Worksheet

---

**Deadline**

Give the deadline for submitting the proposal.

---

**Proposal  
developers**

Name the individuals who will develop the proposal design, and list the information for contacting them by phone, FAX, e-mail, or snail mail.

---

## Potential Funder — Preview

---

### Types of funding

You may seek one or more of these types of funding:

- Internal grants from your agency or district
  - Recoverable-cost grants for client-paid products and services
  - Cooperative grants with other agencies in your community
  - Special grants from outside sources, such as
    - State or federal agencies,
    - Corporate entities, *or*
    - Foundations.
- 

### Local funding

The first place to look for a funder is at home. Needed resources may be already available in your own agency, district, or community. If so, your proposal efforts will be easier than seeking funding from outside sources.

---

### Internal resources

Ask whether your agency or district employs someone who is responsible for special programs and getting outside funding.

That person is familiar with publications that announce requests for proposals and other grant opportunities.

---

### Questions for the funder

Ask the potential funder whether funds are available for projects or institutions like yours.

---

### Sources of funds

You can get funds from two outside sources.

1.State and federal agencies administer grant programs to benefit education. These programs can be —

- *categorical*, for specific purposes defined by legal and eligibility requirements.
- *discretionary*, in which eligible applicants compete for available funds at the discretion of the grantor agency.

2.Foundations give grants for projects that address their funding priorities.

- *Philanthropic* foundations seldom fund public agencies.
- *Corporate* foundations often make education a priority, and are more likely to fund school-based proposals.

*Note:* Competitive grant programs are often limited to geographical areas or spheres of interest.

---

More...

## More... **Preview — Potential Funder**

---

### **Experts on funding sources**

Look for funding experts at

- electronic bulletin boards.
- the Internet.
- local agencies and districts.
- regional, county, state departments.

*Note:* Your local public library will assist you, too.

---

### **Funding source questions**

Brainstorm possible funding sources after you ask yourself such questions as —

- Who shall I seek funding from?
  - Who do I know that has received grants?
  - Who in the system has been involved in grant projects?
  - What foundations or agencies have I read or heard about in the news?
- 

### **Next action**

Completing your Worksheet for the potential funder is the next action.

---

## Potential Funder — Worksheet

---

**Action** Follow these steps to complete your Worksheet for the potential funder.

1. Overwrite or edit each bit of information that follows.
2. Delete this bit and its tag before you print the Worksheet.

---

**Agency or foundation** List the name of the funding agency or private foundation here.

---

**Address** List the address of the agency or foundation here.

---

**Funding priorities** List here the agency's funding priorities.

---

**Geographic area** Describe the geographic area or sphere of interest of the agency.

---

**Eligibility** Describe who is eligible to apply for funds from the agency.

---

**Average grant** List here the dollar amount of the agency's average grant.

---

**Program officer** Identify the name and telephone number of the agency's or foundation's program officer for your type of grant.

---

**Application kit** Does the funder offer an application kit of materials?

- If *yes*, request the kit by phone or mail.
- *Else*, write your proposal as a short letter.

---

**Date of request for application kit** List here the date of your request for the agency's or foundation's application kit of materials.

---

**Notes** Add relevant notes here about the agency or foundation.

---

## Planning — Preview

---

**Action** Follow these steps as you plan your proposal.

1. Did the funder provide you an application kit?
  - If *yes*, then go to Step 2.
  - If *no*, then look for answers to the worksheet questions which follow this introduction.
2. Determine from the kit exactly what information the funder wants you to include in your proposal package.
3. Determine the application kit's order to use in assembling the parts of the proposal package. Follow it exactly.
4. Gather all the information you need from everyone whose input is required or politically expedient.
5. Put your ideas and information into the funder's outline clearly and logically, so you can earn maximum points when the funder reviews and scores your proposal.  
Ask yourself, "What will the reviewer be looking for here?"

---

**Assistance** Telephone the funder's program officer, if you

- are uncertain about your eligibility.
- have difficulty interpreting the application instructions.

---

**Note for school agencies** A federal grants program may refer to applicable regulations in EDGAR (Education Department General Administrative Regulations).  
If the applicable EDGAR section is not in your application kit, ask your agency or district office of special projects for a copy.

---

**Next action** Completing your planning Worksheet is the next action.

---

## Planning — Worksheet

---

### Action

Follow these steps to complete your planning worksheet.

1. Overwrite or edit each bit of information that follows.
2. Delete this bit and its tag before you print the worksheet.

*Note:* This Worksheet documents your planning process.  
You will not forward it to the funder.

---

### Eligibility

Is your agency or institution eligible to apply?

- If *yes*, then answer the following questions as you examine the funder's application kit.
  - *Else*, begin again with another funder.
- 

### Meeting funding requirements

Can you meet the funder's requirements?

- If *yes*, then answer the following questions as you examine the funder's application kit.
  - *Else*, begin again with another funder.
- 

### Funding period

What will be the funding period's

- start date?
  - ending date?
  - duration in years?
- 

### Allowed activities

For what types of activities does the funder allow grant funds?

---

### Disallowed activities

For what types of activities does the funder *not allow grant* funds?

---

### Allowed expenditures

What expenditures does the funder allow?

---

### Disallowed expenditures

What expenditures does the funder *not allow* ?

---

More...

## More... Planning — Worksheet

---

### Matching funds

Does the funder require matching funds?

- If *yes*, then what percent of the budget is required?
- *Else*, continue with the next question.

*Note: Matching funds* are a percent of total grant costs which the funder may require your agency or district to put up as evidence of your commitment to continue implementing the project beyond the initial effort.

---

### In-kind contributions

Does the funder require in-kind contributions?

- If *yes*, what percent of the budget is required?
- *Else*, continue with the next question.

*Note: In-kind contributions* are equivalent contributions which the funder may accept in lieu of actual matching dollars, such as

- maintenance services,
  - volunteer services,
  - work space,
  - equipment, *and*
  - utilities
- 

### Other agencies

Does the funder require you to involve other agencies, or to get their approval?

- If *yes*, what agencies? ...what approval?
  - *Else*, continue with the next question.
- 

### Special requirements

Are there any other special requirements?

- If *yes*, then list the special requirement and your compliance with them.
  - *Else*, continue with the next question.
- 

More...

## More... Planning — Worksheet

---

### Proposal schedule

Set up a schedule to follow as you prepare your proposal.  
See the next bit for guidance.

---

### Involvement and planning

Use the following questions to decide who must do what during what time period to meet your submittal deadline.

- What groups and individuals must you involve?
  - How long will it take to identify and contact them?
  - Will you contact them by telephone or arrange a meeting?
  - How soon can you meet with them?
  - How many meetings will you need?
  - How much help can you expect from them?
  - What information or decisions must you collect from them?
- 

### Board approval

Do you need your board's approval to submit the proposal?

- If *no*, continue to "Development."
  - *Else*, answer these questions about the process?
    - At which board meeting will they discuss your proposal?
    - What materials do you submit to the board?
    - By when must you submit such materials?
- 

### Development

Will you do all the writing to develop the proposal concept?

- If *yes*, then continue to "Budget."
- *Else*, what proposal sections will others write?

How much time will writing and editing sections take?

Who must review the final version of the proposal package?

*Note:* If you have nothing else to do but write, *allow one full week* to write the typical proposal. Otherwise, allow two weeks.

---

### Budget

How long will your business office need to complete the budget?

---

More...



## More... Planning — Worksheet

---

**Final package** How much time will you need to get the final proposal package in order, including duplicate copies and application forms?

---

**Deadline** State the deadline for submitting the proposal package.  
Is the funder's deadline the date by which

- you must *mail* the proposal package?
- the funder must *receive* the proposal package?

---

**Example** A sample project's schedule appears in the chart below.

---

**Schedule template** Here is a schedule template to document your project activities. Use it to draft a schedule of project activities for your proposal planning process. Overwrite and edit both the stem-sentence and the table.

<b>Task No.</b>	<b>Description of Task</b>	<b>Responsible Person</b>	<b>Start Date —End Date</b>
1.0	Proposal planning	Anne Advisor	09-13-07 to 09-20-07
2.0	Analysis of needs	Sol U. Shun	09-21-07 to 09-24-07
3.0	Proposal feasibility	Willet Suxede	09-27-07 to 09-30-07
4.0	Budget approval	Howe Mutchizzit	10-04-07 to 10-08-07
5.0	Writing proposal draft	Pat C. Cleerly	10-11-07 to 10-15-07
6.0	Proposal review	Ed Itter	10-18-07 to 10-22-07
7.0	Proposal submission	Candy Cyde	10-25-07
8.0	Proposal revision	Ed Itter	11-08-07 to 11-12-07
9.0	Negotiation of terms	Wynne Winn	11-15-07 to 11-19-07

---

## Narrative — Preview

---

### **Narrative contents**

Your proposal Narrative may include the following sections. The list is in alphabetical order, not necessarily the order in which you write the sections.

- Activities
- Applicant Agency
- Continuation Plan
- Evaluation
- Facilities
- Management Plan
- Objectives
- Problem
- Staffing.

*Note:* Write the Abstract and Budget as parts that are separate from your proposal's Narrative.

---

### **Action**

Follow these steps to complete the Narrative for your proposal.

1. Select one Worksheet for each of the sections required by your proposal.
  2. Overwrite or edit each Worksheet's bits of information.
- 

### **Organizing decision**

Are you responding to a Request For Proposal?

- If *yes*, then organize the contents as instructed by the funder in the Request For Proposal.
- *Else*, you are submitting an unsolicited proposal.

Organize your contents in the way which

- presents your ideas best, *and*
  - provides the funder with enough information to decide on the merits of your proposal.
-

## Narrative: Applicant Agency — Worksheet

---

**Action** Fill in this Worksheet to tell the funder *who you are*.

Are you responding to a Request For Proposal?

- If *yes*, then you must follow funder's directions strictly.
    1. Overwrite or edit each of the bits of information *on this page only* of the Worksheet.
    2. Skip the other pages of this Worksheet.
    3. Delete this bit and its tag before printing Worksheet.
  
  - *Else*, you are submitting an unsolicited proposal.
    1. Skip the bits on this page.
    2. Examine the guidelines on the following page.
    3. Select and answer possible questions from those listed.
    4. Delete *Guidelines* bit and its tag before printing your answers.
- 

**Legal name** List here the legal name of the applicant agency or district.

---

**Attributes** List here the attributes of your agency or district that you think the funder needs to know to grant you funds.

---

**Past experience** List accomplishments of your agency or district which relate to this proposal.

---

**Staff capabilities** List names, positions, and expertise of all staff members who will contribute to the project.

---

**Facilities and equipment** List *existing* facilities and equipment that you expect to use for implementing the project, such as centrally located office space or computers.

---

More...

## More... Narrative: Applicant Agency — Worksheet

---

### Guidelines for unsolicited proposal

Follow these guidelines to introduce the applicant agency for an *unsolicited proposal*.

- Introduce your agency *only* if funder is unaware of your agency's legitimacy and capacity for handling funds.
  - Tell only enough to prove your organization's credibility.
  - Keep your organization's history brief and relevant to its legitimacy and capacity for handling funds.
  - Add hard data and statistics to support your narrative.
- 

### Other questions

Is your proposal intended for an agency other than an educational institution?

If *yes*, then respond to these questions.

*Else*, skip these questions.

---

### Possible questions

Here is a list of possible questions which the funder of an *unsolicited proposal* may want the applicant agency to answer.

1. When was your organization founded?
  2. How was it begun?
  3. What were its original purposes, according to the by-laws?
  4. What are its present purposes and goals?
  5. What is its overriding philosophy?
  6. What major events have taken place that are part of its history and lore?
  7. What are its past activities and accomplishments.
  8. What significant impact has it had?
- 

More...

## More... Narrative: Applicant Agency — Worksheet

---

**more...  
possible  
questions**

9. What is it doing now?
  10. How many people does it serve?
  11. What are the characteristics of these people?
  12. Which of their particular needs does it meet?
  13. What other groups request assistance from the organization?
  14. Which of these receive assistance from the organization?
  15. What groups and agencies refer clients to the organization?
  16. What are the organization's present funding sources?
  17. What have been other funding sources in the past?
  18. What are the results of evaluations done within the organization?
  19. Have there been external evaluations?
  20. What were the external evaluator's findings?
  21. What positive comments or letters of support are available?
  22. What statistics are available which reflect the organization's accomplishments?
  23. What invitations have the staff received to testify at legislative hearings, speak at conferences, be interviewed by newspapers and magazines?
  24. What publications does the organization produce?
  25. What other facts add to the organization's credibility?
  26. What proof have you that the org. can carry out successfully the specific project for which you seek funding?
  27. What are the project staff's credentials?
  28. Will you involve other organizations in the project?
  29. What evidence can you present about their credibility?
-

## Narrative: The Problem — Worksheet

---

**Introduction** This Worksheet helps you complete the section of the Narrative that tells your funder *what's wrong here*. This section

- describes what the problem is.
  - documents the scope of the problem.
- 

**Action** Follow these steps to complete your Problem Worksheet.

1. Overwrite or edit each bit of information that follows.
2. Delete Preview and Action bits before you print the Worksheet.

---

**Statement of the problem** State, in one sentence —

- what is the major problem your proposal addresses.
- the problem as a deficit in the desired or ideal situation.
- what is wrong here and now.

---

**Description** List the consequences or effects of the problem for your clients or customers.

---

**Documentation** List here the best and most current evidence that is available to document the severity of the problem among the population you serve. List where the documentation is available, so you can support your Narrative.

*Note:* If documentation is not available, then conduct a survey or interview experts who are willing to be quoted in your proposal.

---

**Beneficiaries** List who will benefit from your proposed solution.

- Primary beneficiaries — direct, immediate target population.
- Secondary beneficiaries —
  - less direct population, such as students of same teachers in non-experimental classes.
  - future, ultimate participants.

---

**Transition sentence** Write one transition sentence that states what solution you will use to address the problem. “Therefore,...” links the Problem statement to the Objectives section which appears next.

---

## Narrative: Objectives — Preview

---

**Introduction** This Worksheet helps you complete the section of your Narrative that tells your funder what difference your proposed solution will make *and how successfully you carried out the project*.

---

**Definitions** *Objectives* are evaluation statements which describe who is doing what by when under what circumstances and to what degree as measured by what instruments.

Project evaluators often distinguish between these two types of objectives:

- *Formative objectives* are evaluation statements which describe how you will measure whether the proposed solution is being carried out validly and reliably during the project’s “formative” implementation period.
- *Summative objectives* are evaluation statements which describe how you will measure whether the proposed solution actually has corrected or lessened the deficit you described in the problem.

---

**Next action** Completing the Worksheet for your objectives is the next action.

---

## Narrative: Objectives — Worksheet

---

### Action: summative objectives

Follow these steps to create your *summative* objectives.

1. Review your problem planning Worksheet.
  2. List again the major problem(s) or need(s) that your proposal addresses.
  3. Visualize your problem, as solved by your proposal and the funder evaluating your results, following this outline:
    - a. Who...?
    - b. ... does what?
    - c. ... under what circumstances?
    - d. ... when or by when?
    - e. ... to what degree?
    - f. ... as measured by ...?
  4. Write one or more summative objectives each of which integrates these variables into one or two sentences.
- 

### Action: formative objectives

Follow these steps to create your *formative* objectives.

1. List the major components that you will include in your activities section to support each summative objective.
  2. Visualize your proposal being implemented, and visualize the funder evaluating the results as each component is being carried out, following this outline:
    - a. Who...?
    - b. ... does what?
    - c. ... under what circumstances?
    - d. ... when or by when?
    - e. ... to what degree?
    - f. ... as measured by ...?
  3. Write one or more formative objectives for each component each of which integrates these variables into one or two sentences.
-



## Narrative: Activities — Preview

---

**Introduction** This Worksheet helps you complete the section of your Narrative that tells your funder *what you plan to do* to effect your solution.

---

**Synonyms** People refer to the Activities section by such names as

- Action Plan,
- Methods,
- Actions,
- Solution, *or*
- Tasks.

*Note:* This Worksheet uses “task” for “activity,” because it has fewer keystrokes.

---

**Task lengths and assignments** You need to figure out how much time each task will require, so you can estimate how long the *entire project* will take to implement. You also need to assign each task to a responsible person, so you can schedule the tasks feasibly on a time line.

---

**Next action** Completing the Worksheet for your project’s tasks is the next action.

---

## Narrative: Activities — Worksheet

---

### Action

Follow these steps to complete your Worksheet for project tasks.

1. Overwrite or edit each of the blocks of information that follow.
  2. Delete this bit and its tag before you print the Worksheet.
- 

### Action plan preview

Briefly preview your action plan here.

*Purpose:* Use this preview to introduce the activities that you propose to solve the problem.

*Note:* You may be better prepared to write this action plan preview *last*, after you write the other bits on this Worksheet.

---

### Action plan components

List the components of your action plan here. Modify or add to the formative objectives to match them with these components.

- 1.
  - 2.
  3. *etc.*
- 

### Rejected alternatives

Do you need to justify your proposed solution to the problem as its most cost-effective solution?

- If *no*, then skip this bit, and delete it.
  - If *yes*, then list other scenarios, and tell why you rejected them.
- 

### Supportive documentation

List here any information that firmly supports your proposed solution.

*Examples:*

- Excerpts from attendance records of “high-risk” students compared with those of “low-risk” students.
  - Samples of existing documents.
  - Video clips showing certain playground events.
  - Test scores from students in private tutoring programs.
- 

More...

## More... Narrative: Activities — Worksheet

---

### Action for showing time lines

Follow these steps to complete your project's time lines.

1. Make one copy of the table below for each component listed in your Action plan.
2. For each task, list the
  - action plan component as part of the table title.
  - descriptive tag and number.
  - cost.
  - responsible person.
  - start-to-finish period (duration).

*Note:* Relating each task to its component by number makes clear which formative objective it meets.

*Examples:*

- Tasks 1.1, 1.2, and 1.3 meet the objective for the first component — “XYZ”.
  - Tasks 3.1 and 3.2 meet the objective for the third component, etc.
3. Draw bars or lines to show what tasks will occur during each project period.

*Notes:*

- Use monthly periods for a one-year time line.
- Use quarterly periods for longer projects.
- You may have to draw time lines after you print the tables.
- You may choose to use a separate chart for each objective, and get rid of the decimal numbers.

**Task Time Lines for Component 1.0 — XYZ**

Task Description	Cost	Person Responsible	1	2	3	4	5	6	7	8	9	10	11	12
1.1														
1.2														
1.3														
1.4														

---

# Narrative: Management Plan — Worksheet

---

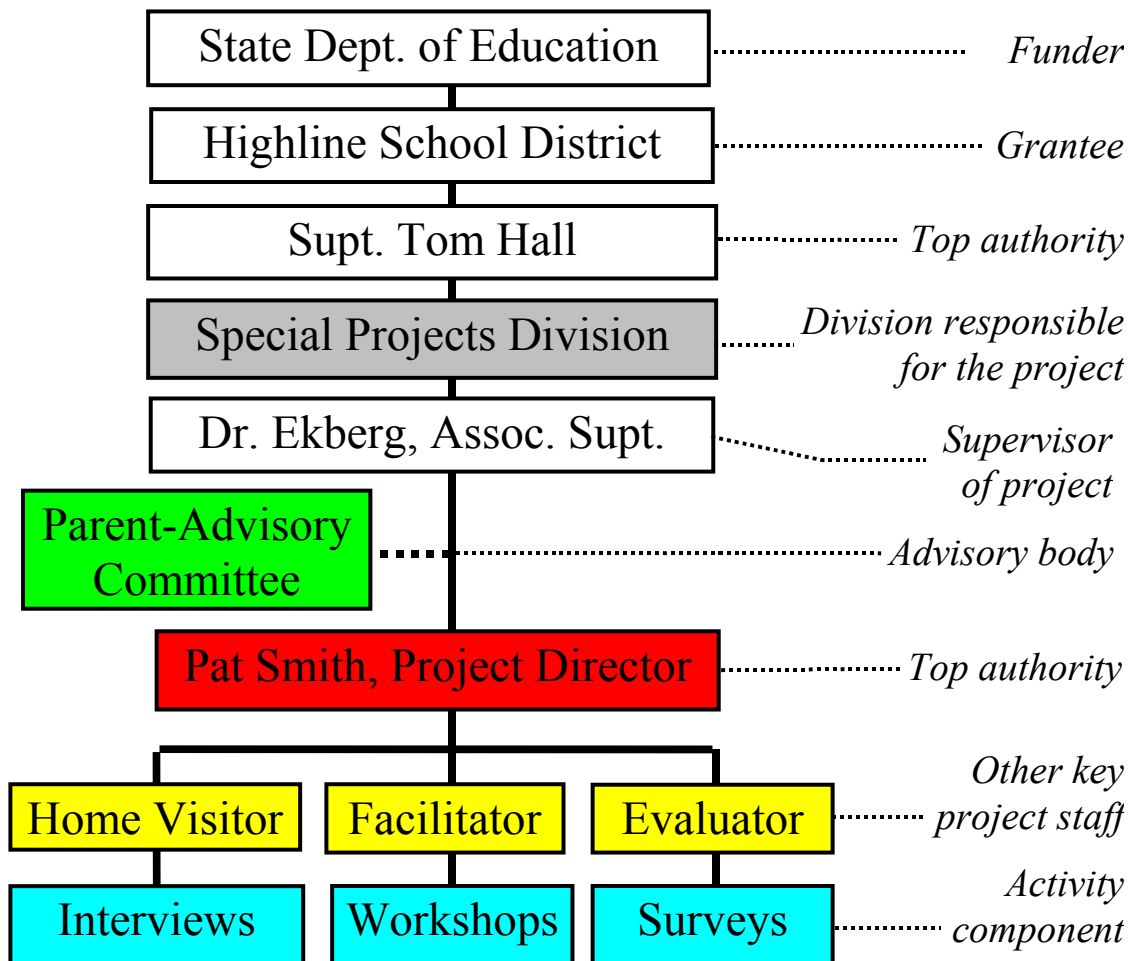
**Introduction** The Management Plan Worksheet helps you complete the section of the Narrative which tells your funder *who reports to whom* within the structure of your organization.

---

**Purpose** The graphic structure of your proposed project's position within your organization assures the funder that the person responsible for the project will have the authority to manage it effectively.

---

**Management plan example** This diagram displays an example of a proposal management plan with nine levels of authority, counting the Parent-Advisory Committee as one.



More...

---

## More... Narrative: Management Plan — Worksheet

---

### Action

Follow these steps to create your Management Plan.

1. Use a graphics program to create an organization chart.
  2. Arrange boxes in a vertical hierarchy with the funder at top.
  3. Connect boxes with lines to represent the top-down flow of accountability for the project and its components.
- 

### Organization chart levels

Include these nine levels of authority in your organization chart:

1. Funder
  2. Grantee (your district or agency)
  3. Superintendent (or top grantee authority)
  4. Department responsible for monitoring grants
  5. Person to whom project manager reports
  6. Advisory bodies
  7. Project manager
  8. Other key project staff persons
  9. Components for which each staff person is responsible.
-

## Narrative: Staffing — Worksheet

---

**Introduction** The Staffing Worksheet helps you complete the section of the Narrative that tells your funder *who is performing which function* within the proposed project.

---

**Purpose** Use this Worksheet for projects with salary costs that you expect the funder to cover. The funder wants to know the qualifications of responsible persons in your project staff to justify covering their salaries.

---

**Cost estimates** Does your agency have a personnel office?

- If *yes*, then contact your agency's personnel office to estimate salary costs.
- *Else*, get cost advice from the person who functions as chief financial officer.

---

**Matching job descriptions** Your project's positions must match existing job descriptions to allow your organization to compensate employees consistently. The Personnel Department may need to develop new job descriptions.

---

**Non-staff responsibilities** The funder may want to see how you will account for non-project staff responsibilities. Show these in a separate section for sub-contracts or cooperative agencies.

---

More...

## More... Narrative: Staffing — Worksheet

---

- Action** Follow these steps to complete your project's staffing Worksheet.
1. Make a copy of each of these tables.
  2. List your project's staffing requirements in each table.

**List of staffing requirements for X Project**

<b>Position</b>	<b>Responsibilities</b>	<b>Qualifications</b>

**List of *non-staff* responsibilities for X Project**

<b>Position</b>	<b>Responsibilities</b>	<b>Qualifications</b>

---

## Narrative: Evaluation — Worksheet

---

**Introduction** The Evaluation Worksheet helps you complete the section of the Narrative which tells your funder how you will demonstrate *whether you did what you said you would do* and *whether it really worked*.

---

**Definitions** *Evaluation* is the process which determines whether and to what degree the results of each phase of a project's life cycle match expectations of the clients or customers.

Project evaluators often distinguish between these two types of evaluation:

- *Formative evaluation* is the process of measuring whether the proposed solution is being carried out validly and reliably during the project's "formative" life cycle.
  - *Summative evaluation* is the process of measuring whether the proposed solution actually has corrected the deficit you described in the problem.
- 

**Evaluation plan parts** Your evaluation plan tells the funder these details about each of your objectives:

1. Who and how many subjects you will test, survey, interview
  2. Description of kinds of assessment instruments
  3. When you will collect assessment data
  4. Person(s) responsible for collecting assessment data
  5. How you will analyze the assessment data
  6. Criteria for satisfying the objective.
- 

**Guideline** Your evaluation plan must be consistent with your objectives.

---

More...



## More... Narrative: Evaluation — Worksheet

---

**Table** List the details of your summative evaluation plan in a copy of this table.

### Summative Evaluation Plan for X Project: Objective #

<b>Summative Objective</b>	List first objective here, then complete related information in cells below it. Duplicate this blank table for other objectives.
<b>Subjects</b>	
<b>Instruments</b>	
<b>Assessment Dates</b>	
<b>Person Responsible</b>	
<b>Analysis Methods</b>	
<b>Success Criteria</b>	

---

**Table** List the details of your formative evaluation plan in a copy of this table.

### Formative Evaluation Plan for X Project: Objective #

<b>Formative Objective</b>	List first objective here, then complete related information in cells below it. Duplicate this blank table for other objectives.
<b>Subjects</b>	
<b>Instruments or Documentation</b>	
<b>Collection Dates</b>	
<b>Person Responsible</b>	
<b>Analysis Methods</b>	
<b>Success Criteria</b>	

---

## **Narrative: Facilities — Worksheet**

---

**Introduction** The Facilities Worksheet helps you complete the section of the Narrative that tells your funder what facilities are available to your project and *what is their quality*.

---

**Space needs** List your project requirements for office space, meeting space, instructional space, storage space, etc.  
Flag any that the project budget will need to supply.

---

**Special facilities** List unique or special facilities on which your project depends to function effectively.

*Examples* may include:

- Computer lab
  - Library
  - Learning center
  - Media production
  - Reprographic station
  - Television studio.
-

## Narrative: Continuation — Worksheet

---

### Introduction

Most grants extend for a period of a year or less. Funders wish to supplement, not supplant, the ordinary functions of other institutions.

Funders want their initial financial investment in your proposed solution to have a lasting effect. They prefer not to invest in innovations that will die or fade away with the grant money.

The Continuation Worksheet helps you complete the final section of the Narrative that tells your funder *what happens to the project when funding ends*.

---

### Purpose

Funders want to know how you expect to continue your project's effects beyond the initial funding period.

*Note:* Multi-year grants may require you to prepare an annual continuation proposal with evidence of meeting previous year's criteria for success.

---

### Examples

Some examples of continuation strategies include

- developing materials which can be sold to other adopters,
  - lending master set of project materials for others to duplicate,
  - supporting services with tuition or subscription fees,
  - training existing staff who continue to apply results annually,
  - infusing into regular programs the results of a prototype test, *and*
  - maintaining a facility which your project paid for.
- 

### Strategies

List here your strategies for continuing your project's effects beyond the initial funding period.

---

# Budget — Worksheet

---

**Introduction** The Budget Worksheet helps you complete the very important proposal section which tells your funding agency

- what budget items you want them to fund.
- what amounts you expect to come from —
  - the funding agency.
  - other sources.

---

**When to complete** Fill in the Budget Worksheet gradually to track which items the funder allows as you

- examine the application kit.
- document planning sessions.

*Note:* The gaps let you see where other sources must help cover your project's costs.

---

**Guideline** Review your Planning Worksheet's *allowed expenditures* and *disallowed expenditures* which you gleaned from the funder's application kit. Match your budget items against these two lists.

---

**Expert help** Does your agency or district have a business office?

- If *yes*, ask that office for help to calculate accurate cost figures for your proposed budget.
- *Else*, contact the person who serves as your organization's chief financial officer for assistance.

---

**Guideline: budget calculations** Record accurately your budget calculations in the Budget section, so the funder will understand and approve them.

Are all Budget items described in the Narrative sections?

- If *yes*, continue to "Indirect costs."
- *Else*, describe and justify the cost of any missing item.

---

More...

## More... Budget — Worksheet

---

**Indirect costs** Indirect costs arise when your agency or district implements a grant. Most agencies calculate these indirect costs as a percent of the total grant.

*Note:* Many funders allow you to include indirect costs in your proposal budget.

---

**Matching funds** Funder may require your agency or district to match up 10-50 percent of the total grant as evidence of your commitment to continue the implementation of the project beyond the initial effort.

Matching funds may be either

- “hard match” or
- “soft match” — also referred to as “in-kind.”

Definitions of these terms appear next.

---

**Hard-match contributions** *Hard-match contributions* are actual dollars which funder may usually require your agency or district to encumber to get the grant, sometimes matching grant funds “dollar for dollar.”

---

**In-kind contributions** *In-kind contributions or soft-match contributions* are equivalent contributions which funder may accept in lieu of actual matching dollars.

---

**Principle** You may include as *in-kind contributions* anything the project will use which you are not charging to the project budget, such as

- maintenance services,
  - volunteer services,
  - work space,
  - equipment, *and*
  - utilities.
- 

More...

# More... Budget — Worksheet

## Budget

Fill in this table as you plan and calculate budget costs. Record accurately and clearly your budget calculations for each item, so the funder will understand and approve them.

*Note:* Your budget will probably require you to expand some lines of the model table below, so you can show calculations.

### Budget Calculations for XYZ Proposal

Budget Item with Calculations	Funder	Other Sources:	
		Matching	In-kind
Salaries			
Employee benefits			
Contractors			
Instructional supplies			
Lunches & snacks for participants			
Office supplies			
Reprographics			
Postage			
Telephones			
Mileage			
Travel			
Equipment rental			
Equipment maintenance			
Insurance			
Equipment			
Facilities			

Direct costs	
Indirect costs @ x % of direct costs	
<b>Total costs</b>	

# Abstract — Worksheet

---

**Introduction** The Abstract is a brief summary of your proposal. It appears first in your proposal package.

---

**Definition** The **Abstract** is a brief summary of your proposal. The abstract —

- tells the funder in one glance what to expect in the proposal.
- appears first in your proposal package.
- is written **after** you have written and edited the entire proposal.

**Contrast with Concept Paper:**

The concept paper is written

- **before** all other documents.
  - does **not** appear in your proposal package.
  - tells supervisors or managers **within** your organization about your proposal's value.
- 

**Guideline** Write the Abstract last, when you have a complete picture of your proposal in mind.

---

**Suggestion** Limit the Abstract to one page. It tells the funder in one glance what to expect in the proposal, so make it interesting.

---

**Abstract guideline** Follow the funder's directions about what to include in the Abstract. Include such items as these in your proposal Abstract, in whatever order best serves the funder's purpose.

### Abstract for X Proposal

Abstract Item	Description
Title	3-5 distinctive words
Funder	Name and address of funding source
Applicant Agency	Official name and address of your agency
Contact Person(s)	Name(s), FAX and telephone number(s) at your agency
Problem	What's wrong here that you propose to fix
Beneficiaries	Participants in proposed solution
Major Objectives	Summative objectives only
Major Activities	List of components and major tasks
Evaluation	Measures of beneficiaries competence
Amount requested	List total funder's costs

---

# Proposal Package Checklist — Worksheet

**Guidelines**

Match this list of contents for your proposal package against the funder’s application kit.

- Delete any which funder does not require.
- Add any which funder expects in your package.

**Contents for X Proposal Package**

Item Description	Satisfied
All parts of proposal package proofread for errors and omissions	
Original with approval signatures on cover	
Package meets funder’s limitations of ## pages	
Package meets funder’s binding/stapling specifications	
Original proposal with ## copies	
Accurate address for mailing proposal	
Abstract where funder expects to see it	
Documentation of involvement, reviews, approvals	
Required forms and assurances	
Authorization signatures appear where funder expects them	
Accurate information for agency contact person(s)	
Table of Contents for Narrative section	
Narrative section pages numbered in order	
Budget items and calculations	



# Foundation Application — Worksheet

---

**Sources**

Research the public library or the Internet for

- *Corporate 500: the Directory of Corporate Philanthropy*
  - *The Foundation Directory*.
  - your state's directory of charitable trusts.
- 

**Applicant agency**

Include here whatever information about your agency or district that will appeal to the foundation's program officer(s).

---

**Problem**

State the problem in one or two sentences.

---

**Documentation**

List the sources of information that will convince the foundation that your problem is urgent and critical.

---

**Solution**

In one sentence, state what you will do to solve the problem.

---

**Rationale**

Tell why your solution is best among alternatives.

---

**Components**

List the parts of your solution here, if more than one.

---

**Outcomes**

List the beneficial effects of your proposed solution.

---

**Cost**

State the total amount you are requesting from the foundation.  
Break down the amount into major cost categories.

*Note:* State also how long you want the foundation to support your project.

---

**Format**

Foundations sometimes ask for proposals in the form of a one-page summary letter. Include a cover letter and attachments.

---

More...

## More... Foundation Application — Worksheet

---

### Cover letter

Enclose a cover letter

- expressing concern for the problem(s)
  - enthusiasm for the proposed solution(s), *and*
  - signed by the top authority for your agency.
- 

### Optional attachments

Does your proposal come from a school district?

If *yes*, then skip this bit.

*Else*, attach such documents that make your proposal more persuasive.

- Financial statement
  - Detailed budget
  - Roster of your board members.
-

## Funding Sources

---

**Local funding** Remember that the majority of the funding for your proposals will come through your district. It is here and in your immediate community that you should begin your exploration.

*Note:* Many private and corporate foundations do not grant to public institutions, including school districts.

---

**Other sources** Several other publications are available when you are ready explore other sources. Listings change frequently as sources become obsolete. Ask for the most current edition or issue of any published source.

---

**The Foundation Center** The Foundation Center is a major source of information on the foundation world. In addition to *The Foundation Directory*, edited by Margaret Mary Feczko, the Foundation Center puts out many publication, including these:

- Foundation Grants Index, Ruth Kovacs, ed.
- Foundation Grants to Individuals, Carlotta R. Mills, ed.
- Grants for Elementary and Secondary Education
- Grants for Literacy, Reading & Adult Education
- Guide to U.S. Foundations, Their Trustees, Officers, and Donors, C. Edward Murphy, ed.
- National Directory of Corporate Giving, A Guide to Corporate Giving Programs and Corporate Foundations
- National Guide to Funding for Children, Youth & Families
- National Guide to Funding for Elementary & Secondary Education

*Address:* The Foundation Center  
79 Fifth Avenue  
New York, NY 10003-3076

---

**Explore current sources on proposal writing** You may want to search [www.google.com](http://www.google.com) to explore current books and articles about proposal writing.

Try this descriptor: “grant writing” or “writing proposals”

---

More...

## More... Funding Sources

---

### **Federal programs**

The U.S. Office of Management and Budget publishes guides to federal programs, including:

- Catalog of Federal Domestic Assistance
- Federal Register
- Federal Register Education Digest Service

*Address:* Office of Management and Budget  
U.S. General Services Administration  
Washington, D.C. 20405

---

### **Web sites about funding sources**

You may want to search these Web sites about funding sources:

- Notice of Funding Availability: <http://www.ed.gov/fund/grant/find/edlite-forecast.html>
  - Community of Science: <http://www.cos.com/>
  - Grantsmanship Center: <http://www.tgci.com/funding.shtml>
  - Federal Register, ED announcements: <http://www.gpoaccess.gov/fr/>
  - U.S. Dept. of Education: <http://www.ed.gov/>
  - Catalog of Federal Domestic Assistance: <http://12.46.245.173/cfda/cfda.html>
  - Biomedical sciences grants: <http://www.grantsnet.org/>
  - U.S. Dept. of Education programs index:  
<http://www.ed.gov/programs/find/title/index.html?src=fp>
-