

## Grant Writing Resources

### Logic Model Templates and Instructions

- University of Wisconsin – Extension  
<https://fyi.uwex.edu/programdevelopment/logic-models/>
- W.K. Kellogg Foundation  
<https://www.wkcf.org/resource-directory/resource/2006/02/wk-kellogg-foundation-logic-model-development-guide>
- The Pell Institute  
<http://toolkit.pellinstitute.org/evaluation-guide/plan-budget/use-a-logic-model-in-evaluation/>

### Selected Data Sources

- U.S. Census <https://factfinder.census.gov>
- USA.gov <http://www.usa.gov>
- U.S. Dept. of Agriculture - Child Nutrition Research  
<http://www.fns.usda.gov/ora/MENU/Published/CNP/cnp.htm>
- Feeding America [www.feedingamerica.org/hunger-in-america/](http://www.feedingamerica.org/hunger-in-america/)
- Robert Wood Johnson Foundation - County Health Rankings  
<http://www.countyhealthrankings.org/>
- Annie E. Casey Foundation - KidsCount Database  
<http://datacenter.kidscount.org/>
- IL Dept of Commerce & Economic Opportunity – Region/County/Community Profiles  
<https://app.locationone.com/areas/communities?organization=59eaba35bec80e09b4bbf0df&buildings:filters=%5B%5B%22railServed%22%2C%5B%22Y%22%5D%5D%5D&buildings:sort=sqft:high&sites:filters=%5B%5D&sites:sort=acres:high>

## A Grant Writing Glossary

<b>501(c)(3)</b>	Section of the Internal Revenue Code that designates an organization as charitable and tax exempt. Organizations qualifying under this section include religious, educational, charitable, amateur athletic, scientific or literary groups, foundations, organizations testing for public safety or organizations involved in prevention of cruelty to children or animals.
<b>Abstract</b>	A brief overview of a project; usually 1/2 page or less immediately following the face page or cover sheet. May be called an executive summary.
<b>Administrative Costs</b>	see Indirect Costs
<b>Allowable Cost</b>	A charge that the funding agency will reimburse under the terms of the grant or contract being awarded.
<b>Amended Proposal</b>	A proposal modified after it has been submitted but prior to the time the award is made; may be initiated by either the submitting organization or the funding source.
<b>Application</b>	A request for funds; may imply the use of a special form supplied by the funding source. See proposal.
<b>Award Letter</b>	The written notification sent by the funding agency announcing that the project has been funded, the amount of the award, the length of the funding period, and the start/end dates.
<b>Beneficiary</b>	The donee, grantee, individual, agency, group or community who receives services and/or funds directly from the providing source.
<b>Best Practices</b>	Successful innovations or techniques of top-performing organizations.

<b>Block Grant</b>	A lump sum of money given to a state or local governing agency based on a formula to be spent in generally eligible areas. Purposes are broadly defined and few restrictions are mandated from the funding source.
<b>Boilerplate</b>	Sections of a document that have been used and reused so often that they have become standard elements.
<b>Budget Narrative</b>	Written justification for everything included in a budget.
<b>Capacity-Building</b>	(1) The development of an organization's core skills and capabilities, such as leadership, management, finance and fundraising, programs and evaluation, in order to build the organization's effectiveness and sustainability. (2) The process of assisting an individual or group to identify and address issues and gain the insights, knowledge and experience needed to solve problems and implement change.
<b>CFDA Number</b>	Catalog of Federal Domestic Assistance number identifies the federal grant opportunity.
<b>Collaboration</b>	A mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals. The relationship includes a commitment to mutual relationships and goals, a jointly developed structure and shared responsibility, mutual authority and accountability for success, and sharing of resources and rewards.
<b>Collaborative Agreement</b>	A contract that describes and details the responsibilities and expectations of all the parties involved in a collaboration.
<b>Community Assessment</b>	A collection of key community indicators that assist in setting priorities and documenting the relative success of community-wide efforts.
<b>Community-based Sector</b>	Comprises a broad array of organizations, institutions, agencies and collectives, including: charities; cooperatives; religious groups; health, education and social service providers; self-help and mutual aid groups; social justice groups; environmental, cultural, arts, recreation, sports, and professional associations, such as chambers of commerce.

<b>Competitive Grant</b>	A process of proposal selection based on the evaluation of a reviewer or team of reviewers. Proposals are given scores based on how well they meet stated guidelines, and are competitively ranked. Those with the highest scores are generally funded.
<b>Continuation Grant</b>	An award that is provided for a previously funded project.
<b>Continuous Improvement</b>	(1) An ongoing quest for improvement in all aspects of an organization. (2) A series of steps to identify and implement improvements, solve problems, or create new processes.
<b>Cost Sharing</b>	Financial or in-kind contribution by the grantee.
<b>Cover Letter</b>	Letter of transmittal accompanying a proposal submission.
<b>Cover Sheet</b>	see Face Page
<b>Cultural Competence</b>	The state of being capable of functioning in the context of cultural differences including language, beliefs, values, and attitudes.
<b>Cultural Sensitivity</b>	Recognizing and being aware of the similarities and differences in the values of different cultures.
<b>Data</b>	Documented information or evidence of any kind. It can be factual information, such as text, numbers, sounds, and images that can be processed on a computer. It also represents concepts and sensations suitable for communication, interpretation, or processing.
<b>Data Source</b>	Subjects or instruments that provide data in research.
<b>Demographics</b>	Shared characteristics held in common by a group, such as age, sex, income, education, occupation, and geographic dispersion.
<b>Desired Outcomes</b>	The results or products that a training program, process, instructional unit, or learning activity strives to achieve, as defined in measurable terms.

<b>Determination Letter</b>	The letter provided by the IRS stating that the organization has been determined to be a tax-exempt charitable organization under section 501(c)(3) and ruling on its public support status under section 509(a). Many foundations require copies of both letters to be submitted with grant proposals.
<b>Direct Costs</b>	Includes all items that can be categorically identified and charged to the specific project, such as personnel, fringe benefits, consultants, subcontractors, travel, equipment, supplies and materials, communications, computer time, publication charges, portion of rent or phone.
<b>Discretionary funds</b>	Grants that are allocated according to a funder's judgment rather than according to a pre-established guideline or set of criteria.
<b>DUNS Number</b>	Assigned and maintained by Dun and Bradstreet (D&B); is referred to as the Global Location Identifier; enables organizations to clearly identify trading partners as well as accurately gauge risks and opportunities. Many grants require this number be listed on a grant application.
<b>EIN</b>	Employer Identification Number; also known as a federal tax identification number; used to identify a business entity.
<b>Evaluation Plan</b>	A written document describing the overall approach or design that will be used to guide an evaluation. It includes what will be done, how it will be done, who will do it, when it will be done, and why the evaluation is being conducted.
<b>Face Page</b>	First page of a proposal; identifies project title, sponsor to whom proposal is submitted, project director's name, title, address, project duration, total dollar request, submitting organization's name and address, and the name, title, and signature of a person authorized to sign for the organization.
<b>Faith-based Organization</b>	Nonprofit organizations affiliated with a particular church or faith, but established as a separate entity.
<b>Federal Register</b>	Public notices of all grants appear in this document once they are approved by Congress. Published daily.

<b>Financial Statement</b>	Presentation of financial data including balance sheets, income statements and statements of cash flow, or any supporting statement that is intended to communicate an entity's financial position at a point in time and its results of operations for a period then ended. Also known as financial reports.
<b>Formative Evaluation</b>	A type of process evaluation of new programs or services that focuses on collecting data on program operations so that needed changes or modifications can be made to the program in the early stages. This type of evaluation is carried out while a project or program is implemented in order to provide timely, continuous feedback as work progresses.
<b>Formula Grant</b>	Grants awarded to eligible entities through allocation based on the program's authorizing legislation; also known as block or categorical grants; sent directly to the states who disburse monies according to the formula.
<b>Foundation</b>	(1) an endowment, a donor's contribution, which is invested so as to realize an income from which grants are made; and (2) a board or committee that reviews proposals and decides where the money will be placed. There are two general categories of foundation: private foundations (general purpose, special purpose, family and operating) and public foundations (synonymous with community foundations).
<b>Funding Priority</b>	The defining of types of activities a foundation is interested in funding. These are generally set by an assessment of community needs and a selection of goals that can reasonably be accomplished with a foundation's resources.
<b>Goals</b>	General statements of anticipated project outcomes; usually more global in scope than objectives and not expected to be measurable; if used, goals should be supported by well-stated objectives; see Objectives.
<b>Grant Cycle</b>	The schedule of when grant applications are reviewed, awards are announced and evaluations are due.
<b>Grant Guidelines</b>	A statement of a foundation's goals, priorities, criteria, and procedures for applying for a grant; directions to follow in the preparation and submission of a proposal; usually but not

always provided by the funding source; more commonly available from government sources or larger foundations.

<b>Grant Proposal</b>	The written, formal request for money from a funder.
<b>Grantsmanship</b>	The knack of knowing where the money is and how to get it.
<b>Indirect costs</b>	A budget category that covers general administrative costs such as building rent, maintenance, depreciation and general local travel. Indirect costs usually are calculated as a flat percentage of either the budget or the personnel category alone.
<b>In-kind</b>	Describes contributions other than money--usually services, facilities or equipment. See also Cost Sharing.
<b>Inputs</b>	Items you will need to carry out the objectives or activities (surveys, money, staff time, volunteer time, etc.); also known as resources.
<b>Letter of Commitment</b>	Letter from collaborative partner that specifically states the role the partner organization will play in the project as well as any cash or in-kind resources the agency will contribute to the project; also known as a linkage agreement or memorandum of understanding.
<b>Letter of Inquiry</b>	A brief letter outlining a program and its funding needs, sent to a foundation to determine if it would be interested in the project and would like to receive a full proposal; usually the first contact with a prospective funder.
<b>Letter of Intent</b>	A letter required by some funders to state the intent of a nonprofit organization to apply for a specific grant, usually in response to a Request for Proposals.
<b>Letter of support</b>	Endorsements about a project's efforts from organizations and individuals who are considered credible in the eyes of the funder.
<b>Leverage</b>	A method of grantmaking practiced by some foundations. Leverage occurs when a small amount of money is given with the express purpose of attracting funding from other sources or of providing the organization with the tools it needs to raise other kinds of funds.

<b>Leveraging Funds</b>	Use of a grant as a means of attracting grants from other sources and other types of financial support.
<b>Matching Funds</b>	see Cost Sharing
<b>Measurable</b>	Capable of being measured through quantitative means.
<b>Memorandum of Understanding</b>	A written agreement that expresses the extent of the working relationship between different organizations, groups, or departments. (MOU)
<b>Need Statement</b>	Describes the problem area or need that the proposed project will address. To make a compelling case as to why this program or project is needed, use statistical, testimonial, or other evidence that shows that the proposed plan is essential.
<b>Needs Assessment</b>	An analysis that studies the needs of a specific group and presents the results in a written statement detailing those needs. It also identifies the actions required to fulfill these needs, for the purpose of program development and implementation.
<b>Nonresponsiveness</b>	Bureaucratic jargon for failure to comply with all the rules, regulations, and requests of grant guidelines. A major reason for proposal rejection.
<b>Notice of Award (NOA)</b>	The formal document used by the federal government to inform the grantee that the proposal has been funded.
<b>Notification of Funding Availability (NOFA)</b>	Announcement that a funding opportunity is open.
<b>Objective</b>	A significant step toward a goal; a precise, measurable, time-phased result.
<b>OMB circulars</b>	Instructions, guidelines and directions, issued to all Federal grantmaking programs by the Office of Management and Budget, the supervisor of federal granting activities and source of the Catalogue of Federal Domestic Assistance.
<b>Organizational Chart</b>	A graphical representation of how authority and responsibility is distributed within a company.

<b>Outcome Evaluation</b>	An evaluation used to identify the results of a program's effort. This type of evaluation provides knowledge about (1) the extent to which the problems and needs that gave rise to the program still exist, (2) ways to ameliorate adverse impacts and enhance desirable impacts, and (3) program design adjustments that may be indicated for the future.
<b>Outcomes</b>	The measurable results of a project. The positive or negative changes that occur in conditions, people, and policies as a result of an organization's or program's inputs, activities, and outputs.
<b>Outputs</b>	Direct products from program activities (number of service units, number of participants, products developed, curricula developed, etc.)
<b>Performance Indicator</b>	A description of what is measured to determine the extent to which objectives and outcomes have been achieved.
<b>Performance Measure</b>	Specific means of quantifying the program's progress toward achieving stated objectives, goals, and planned activities.
<b>Performance Objectives</b>	The end results expected to be achieved by an organization or program; determine the type and scope of activities that an organization or program will undertake to achieve the desired results.
<b>Pre-Application</b>	A preliminary screening process used by a funding source to identify potentially fundable projects. Pre-applications, while shorter in length than a full proposal, generally follow a prescribed format identified by the funding source.
<b>Prescriptive Grantmaking</b>	An approach taken by a funder that has a rigid strategic plan and designated areas of grantmaking interest, that never accepts or funds unsolicited proposals, and always dictates desired results to grantees.
<b>Proactive Grantmaking</b>	An approach taken by a funder that has a flexible strategic plan with designated areas of grantmaking interest, but still accepts and funds some unsolicited proposals, and rarely dictates desired results to grantees.
<b>Problem Statement</b>	see Need Statement

<b>Process Evaluation</b>	Identifies the procedures undertaken and the decisions made in developing a program, describes how the program operates, the services it delivers, and the functions it carries out.
<b>Program Activities</b>	The process, tools, events, technology, and actions that are an intentional part of the program implementation. These interventions are used to bring about intended changes or results.
<b>Project</b>	All activities described in an approved grant application whether or not the funding covers all or only a portion of the necessary financial support.
<b>Project Director</b>	The designated individual who is responsible for the overall day-to-day administration, coordination, implementation and monitoring of the project. The project director ensures that the project is carried out in accordance with the final contract or agreement.
<b>Project Costs</b>	All approved costs (direct and indirect) incurred during the budget period of a grant-supported project.
<b>Project Budget</b>	An itemized listing of the amount of all estimated support and revenue which an organization anticipates receiving for the proposed project, along with a listing of the amount of all estimated costs and expenses that will be incurred in the implementation of a project.
<b>Qualitative Evaluation</b>	Mainly concerned with the properties, the state, and the character (i.e., the nature) of phenomena. It implies an emphasis on processes and meanings that are rigorously examined, but not measured in terms of quantity, amount, or frequency.
<b>Quantitative Evaluation</b>	Involves the use of numerical measurement and data analysis based on statistical methods. It is an assessment process that answers the question, "How much did we do?"
<b>Request for Application (ROA)</b>	see Request for Proposal
<b>Request for Proposal (RFP)</b>	The public notice that is issued by a funder who wishes to procure a service from a contractor.

<b>Solicited Proposal</b>	A proposal responding to a project concept originated by the funding source; usually the funding source invites all eligible organizations to submit such a proposal.
<b>Subcontract</b>	A secondary agreement in which a third party agrees to perform some of the activities or services defined in a primary proposal; agreed upon by the grantee and service provider at the time of submission but not consummated until after the award has been made to the organization submitting the primary proposal.
<b>Subgrant</b>	Formula or competitive grants made from a larger grant.
<b>Sustainability</b>	The ability of an organization to develop a strategy of growth and development that enables it to continue to function indefinitely; How the project will continue when the grant funding ends.
<b>Target Audience</b>	see Target Population
<b>Target Population</b>	The intended beneficiaries of a grant-supported service project.
<b>Tax exempt</b>	A legal status, bestowed by the IRS, which states that organizations have adequately demonstrated their charitable, education, religious, scientific or literary nature. By far the largest part, but not all, of tax-exempt organizations are non-profit corporations. Others include trusts and benevolent associations.
<b>Three-Column Budget</b>	A budget that identifies in three distinct columns the amount requested of the funding source, the amount to be contributed by the grantee, and the total project cost; only necessary when matching or cost sharing is involved.
<b>Timeline</b>	The designated period of time in which activities will occur and the chronological sequence of these activities.
<b>Transmittal Letter</b>	see Cover Letter
<b>Unsolicited Proposal</b>	A proposal for which the initiative for defining the project concept and submitting the proposal rests solely with the applicant organization.