



## New Name, Same Service

Celebrate with us our new name and new look! We are now The Kester Group. Along with this name change, our newsletter, logo and website got a facelift—check us out at [www.kestergroup.com](http://www.kestergroup.com).

We also welcome Janet Kester to the firm as a Senior Associate .

The quality service our clients have come to expect from us will not change. Call us today for customized funder research, grant proposal preparation, grants training, and speaking on a variety of grants topics.

Thank you to the focus group members who gave valuable feedback on the new name and logo. Please let us know right away if you encounter difficulties with our new communications or if you are missing a favorite resource from the old website.

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### Contact us!

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## Join Us at the GPA Conference

See our sessions at the 2011 Grant Professionals Association [Annual Conference](#), in Las Vegas, Oct. 5-8. Cheryl will co-present 2 breakout sessions plus a pre-conference workshop.

**Pre-Conference Workshop: Introduction to Federal Grants: Yes, You Can!**—Now that the glory days of ARRA are over, federal money is even tighter, but you are probably facing expectations to bring in more federal funds.

This half-day pre-conference workshop helps participants develop their skills in competing for federal grants. The room was packed for this session at the 2009 conference, so we brought it back for an encore presentation.

### Co-Presented Breakouts:

**MSU: The Proposal Writer's Guide to Making Stuff Up**—Cheryl and Barbara Putman, Foundation Relations Officer at the [Walton Arts Center](#) revive their popular MSU session previously delivered in 2007. This session teaches you how “Making Stuff Up” can move the writing process forward and help create fundable proposals.

**Consulting: Beyond the Start-Up Phase**—Cheryl is teaming up with Linda Butler of Butler Consulting again this year to discuss issues unique to mature consulting firms.

For more information about the GPA Annual Conference or to register to attend, visit [GPA online](#).



*"In general, success with grants begets more success. If your organization has no track record of winning grants, then it could take as long as three years to start to see significant success from grants."*

## How Much Grant Money Should I Be Expected to Raise?-Setting Realistic Goals

A regular issue that crops up in the grants world is how to set dollar goals for the grants officer. We have heard lots of unrealistic or unreasonable formulas — our favorite being setting the budget deficit as the grantwriting goal, with no consideration of how much can really be raised.

Your best weapon in combatting unrealistic expectations is to do your homework and to have an arsenal of facts to back up the true goal that you develop. Here are some tips:

1. **Have an annual plan.** If you plot out your year of grantseeking, with a list of the funders you plan to approach and the amount you expect to request, this should form the single most influential element of your goal-setting.
2. **Base it on existing funder relationships.** Which foundations have supported your organization in the past? How many do you already have relationships with? The organization's track record in prior years plays a role in determining how much you can expect to win next year. If your organization has no grants track record, it can take three years to start to realize significant success from grants.
3. **Consider prior grants won.** While you should definitely set stretch goals, you should also give heavy weight to total grant revenues from the three prior years. Shoot to exceed historical totals, but by a proportional increment. It is rare to make enormous gains from year-to-year.
4. **Is there a wait-out period?** Often organizations must wait one or two years after receiving a grant before being eligible to reapply. If you have just completed a campaign and received grants from all of your best-fit funders, you are likely to realize less new grant revenue the next year.
5. **Determine funder giving patterns.** Take historical funder gift ranges into consideration. For example, if your three strongest prospects make maximum grants of \$10,000, \$20,000, and \$15,000, setting a goal of receiving \$80,000 in grants is unrealistic. Also check whether first-time grantees receive smaller grant amounts than long-term grantees.
6. **The goal has no relation to your salary.** If that were so, then your organization's best fundraising strategy would be to immediately increase the your salary! (Will they give you an enormous raise if you suddenly triple grants revenue?) All fundraising goals need to be based on a realistic understanding of the prospect pool, its interest and capabilities.

It may take time to educate board members or executive directors, and you may have a few frustrating years. But if you perfect the art of using "data-based decision-making" (to steal a popular federal term), you will eventually bring them around or will at least know what to watch out for when you are interviewing for that next position.

*This article adapted from a response Cheryl posted to the Corporate and Foundation Relations for Higher Education listserv (cfmnet) in August*

## Rural Mapping Available From HRSA

For grant seekers faced with the challenge of determining the rurality of certain geographic areas for rural services proposals, a new tool is available from the [Health Resources and Services Administration](#) (HRSA) to make this process easier.

The HRSA Data Warehouse, which serves as a data resources for grantseekers and health professionals, now offers a mapping tool that enables users to see rural areas as defined by the Office of Rural Health Policy.

Users can map these areas and view all the rural areas in a state, county, or set of counties. The tool also dis-

plays all the HRSA grantees located in rural areas.

The advantage this tool offers for grantseekers is two-fold: 1) grantseekers can see quickly and easily whether the target population of their proposed project is in a rural area, and is therefore eligible under HRSA program guidelines; and 2) grantseekers can see where other HRSA grantees are located to help determine how competitive their organization may be for a grant.

To access this tool, use Internet Explorer and visit the [HRSA Data Warehouse Online](#).



*You can see where other grantees are geographically located, to help determine how competitive your application might be.*

## Grants Questions Answered

**Q: I have had success grantseeking for my organization in the past, but this year budget cuts have hit us hard and I have not won as many grants dollars as expected. How do I prove my worth to my employer during this “dry spell”?**

**A:** A good way to prove your worth to an employer during any time—good or bad—is to track the grants you have won in this year, but also any grant revenue coming to your organization this year that came from previous grant awards. A simple chart documents this. Track your work during the current fiscal year, including every application submitted, the amount requested, the result (yes, no, pending) and the award amount, if any. For those submitted near the end of the fiscal year, put an asterisk that states the decision and any funding will arrive in the next fiscal year. But also include a section for “Funds Received This Fiscal Year from Grants Written in Prior Fiscal Years.” List any grants from the previous year with a “pending” status at the end of the fiscal year, PLUS list any income from multi-year grants. So for instance, a multi-year federal grant that may have sucked up two months of your time last fiscal year is still contributing \$220,000 per year to the budget for four more years. This can help show the value of your work over multiple years and help cushion grant shortfalls that may happen in any given year.

Visit our website at [www.kestergroup.com](http://www.kestergroup.com) for a free sample chart to download and adapt for your organization.

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We are members of and adhere to  
the Codes of Ethics of:



The Kester Group, LLC has helped  
clients raise more than \$55.9 million  
in grants and contracts. The principals  
and associates have been employed  
by non-profits, schools, colleges, arts  
and healthcare organizations. We  
know you and are committed to your  
mission.

Please visit our website for more  
information: [www.kestergroup.com](http://www.kestergroup.com).

You may request to unsubscribe from  
the newsletter at any time by sending  
an email to [cheryl@kestergroup.com](mailto:cheryl@kestergroup.com).

## Upcoming Grant Opportunities

### **Calvin K. Kazanjian Economics Foundation**

P.O. Box 300  
Dallas, PA 18612  
Tel: (570) 675-7074  
Email: [director@kazanjan.org](mailto:director@kazanjan.org)  
Deadline: September 15 and February 15  
Grant Range: \$3,500-\$150,000  
*Giving for economic literacy programs with a  
nationwide impact*  
For more information and to apply, visit the  
[Kazanjan Economics Foundation](http://KazanjanEconomicsFoundation.org) online.

### **Coca Cola Foundation**

1 Coca-Cola Plaza, NW  
Atlanta, GA 30313-2420  
Telephone: (404) 676-2568  
Contact: Helen Smith Price, Exec. Dir.  
Deadlines: NONE—rolling  
*Giving for water stewardship, education, healthy  
living, and community recycling. Apply online.*  
For more information and to apply, visit the [Coca-  
Cola Foundation](http://Coca-ColaFoundation.org) online.

### **NEH Digital Humanities Start-Up Grants**

Tel: 1-866-372-2930  
Email: [odh@neh.gov](mailto:odh@neh.gov)  
Deadline: September 27  
Grant Range: \$50,000 max  
*Funding the development of innovative digital pro-  
jects to benefit the humanities*  
For more information and to apply, visit  
[NEH Digital Humanities guidance](http://NEHDigitalHumanitiesguidance.org) online.

### **Women Helping Others Foundation**

P.O. Box 816029  
Dallas, TX  
Tel: 1-800-WHO-4-ONE  
Email: [who@beauticontrol.com](mailto:who@beauticontrol.com)  
Deadline: September 6  
Grant Range: \$1,000-\$40,000  
*Giving to projects addressing health and social  
service needs for women*  
For more information and to apply, visit  
[WHO Foundation](http://WHOFoundation.org) online.