



## Great Prospect Resource!

Good news! If you have been missing Don Griesmann's weekly e-newsletter that was chock full of great grant opportunities, Don is back! Or maybe he never left. It just took us this long to find him!

He Tweets grant opportunities daily. When nothing else could motivate us to enter the world of Twitter, knowing we could hear from Don Griesmann again made it a no-brainer.

If you are like we were just two weeks ago and have no idea how this works, we promise it's not hard! Go to [Twitter.com](http://Twitter.com) and sign up for a free account. Search for Don Griesmann's name in the search box. When his account comes up, click "follow." That's it! Or follow Don [@dgriesmann](https://twitter.com/dgriesmann).

You can set your account up to notify you when new Tweets come out, or you can just go check when you feel like it. All of his Tweets will be right there, in chronological order. Happy tweeting!

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### Contact us!

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### OK—we're Doing It Now—Find Out Why

We are such Luddites that we have to be convinced something has real value to us before jumping in.

But, we finally plunged into Twitter.

You may now, please, "Follow Us on Twitter"

[@KesterGroup](https://twitter.com/KesterGroup).



Why? Because there are too many grant opportunities for the newsletter. And sometimes they're urgent.

So, look for occasional Tweets or ReTweets on grants and fund-raising. We promise, no chatter. Just valuable info for you.

We Follow: The Foundation Center, *Chronicle of Philanthropy*, Don Griesmann, Grant Professionals Association and CharityChannel so you don't have to.

Plus, watch our website for the new GrantGuidance blog coming soon.

While we will still distribute this newsletter, we wanted the ability to hear comments back from you about our articles.

You adding your experiences and sometimes challenging us will only strengthen the information for all of our readers.

The GrantGuidance Blog will contain old-fashioned articles, other posts, and grant announcements.



We look forward to the conversation. Come join us!



## What Boards Really Want: More Money

By Cheryl L. Kester, CFRE

***"My board says they want me to write more proposals AND they want our win-ratio to go up. At the same time!"***

In keeping with our recent series of articles on “realistic” thinking (previous articles addressed proposal metrics and developing relationships with foundations), we continue with a response to realistic “productivity” expectations.

*"My board says they want me to write more proposals AND they want our win-ratio to go up. At the same time!"*

Sigh. We know that these two expectations are often mutually exclusive.

Let's dissect this board's demand into its two parts.

First, their urging of this staff member to increase her grants output: Do More. Typically, this sort of unquantified imperative is based on the misconception that there are a vast number of grant opportunities that we are not taking advantage of, and we are leaving money on the table by not pursuing them.



### **Quick Tip**

*Get to the root of what feels like unrealistic demands. What does this board really want? To raise more money with grants. Present your strategy for doing so in response.*

The answer? Explain about how capacity and interest are both necessary for a foundation to make a grant. Explain how foundations often limit their giving to their region or to a few pre-selected organizations or causes.

Can you expand your funding universe? Yes, and each year you should stretch a bit beyond your comfort zone and begin the process with a few new funders. However, sheer numbers will not win the game.

Second, their concern that her ratio of proposals funded to proposals submitted should improve: Win More.

The implied criticism is that something is wrong with the proposals if the ones submitted are not funded. If no proposals are ever funded, that may be the case. However, if some proposals are funded but others are not, the reason why will be more complicated.

The answer? Explain that winning grants is a complex dance. The variables affecting a proposal's fundability are many and include whether:

- your organization has a good reputation in the community
- other donors are supporting your organization

- the foundation has not already allocated all of its funds for this year
- the foundation has an interest in your organization or your current program
- you requested an appropriate amount that aligns with what the foundation is capable of giving
- someone at your organization has offended a foundation board member
- and so on

Added to these interwoven influences on the funding decision is the fact that many foundations say “no” the first time an organization applies. They may wish for you to apply two or three years in a row to test your graciousness when rejected and your persistence.

Here is the bottom line. What is your board REALLY saying?

They are saying, “raise more money with grants.”

This is less about specific (arbitrary) metrics regarding how many proposals go out or what the win ratio is and more about understanding what is a realistic amount to expect to be able to raise through grants.

An organization that submits only one proposal per year to a “guaranteed” funder has a 100% win ratio. An organization that takes risks and works to tap new funders with whom it has no previous relationships may have a 30% win rate. Which organization is bringing in more grant funds? It is impossible to tell.

Grant proposals are extremely time consuming to produce, especially if they are done well. Organizations must always undertake a cost-benefit analysis before deciding to write each proposal: Are our chances of winning this grant worth the time and effort it will take to produce the proposal? Will the award amount be large or small if we do win?

It is not always a clear choice between quality versus quantity. But it often is. Apply strategically. Build long-term relationships with those who do fund you and watch your revenue from grants begin to grow.

## Funder Spotlight: Cracker Barrel Foundation

The [Cracker Barrel Foundation](#) awards grants to non-profits located or providing services in communities where its restaurants are located.

Contact: **Cracker Barrel Foundation**

Penny Carroll, Director

P.O. Box 787

Lebanon, Tennessee 37088-0787

**Phone:** (615) 444-5533

**Fax:** (615) 443-9874

**E-Mail:** [pccarroll@crackerbarrel.com](mailto:pccarroll@crackerbarrel.com)

**Grant Sizes:** \$500-\$10,000  
(Avg. \$1,000)

**Deadlines:** None; decisions made quarterly; must wait 12 months before re-applying if turned down

**Application Form:** There is no form, but the website has guidelines. Several attachments are required/allowed. Submit

a hard-copy application via US mail.

**Focus Areas:** Education (higher education, adult literacy), Human Services (child and family issues and enabling individuals to become self-sufficient), and Culture/Environment (preserving natural and cultural heritage, environmental education, arts education).

**Not Funded:** Capital projects, health-related causes, religious organizations, or conferences

For more information about the Foundation’s programs and application procedures, visit the Cracker Barrel Foundation at:

<http://www.crackerbarrel.com/foundation/>

*P.S. This funding opportunity identified through Don Griesmann’s tweets!*



*The Cracker Barrel Foundation supports non-profits where its restaurants are located. Be sure to view the 990s for gifts lists.*

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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

### GreenWorks Grants for Schools

Tel: (201) 463-2754  
Email: Jackie Stallard [jstallard@plt.org](mailto:jstallard@plt.org)  
Deadline: Dec. 23, 2011 (online)  
Awards: \$1,000  
*Grants for environmentally-focused service learning projects. Must have free Project Learning Tree registration and school Green Team formed to apply.*  
For more information and to apply, visit:  
<http://www.greenworks.org>

### Outreach to Disadvantaged Farmers/Ranchers

Tel: (202) 720-6350  
Email: [oadfr2012@usda.gov](mailto:oadfr2012@usda.gov)  
Deadline: December 21  
Grant size: \$800,000; 70 awards to be made  
*Giving to organizations to provide outreach and technical assistance regarding owning and operating farms, ranches and non-industrial forest lands while increasing participation in USDA programs.*  
Visit <http://tinyurl.com/888sxok> at Grants.gov for application materials.

### Stanley Black and Decker

Email: [corporatecontributions@stanleyworks.com](mailto:corporatecontributions@stanleyworks.com)  
Deadline: None  
Grant Sizes: Vary  
*Giving for affordable housing, education (technical, vocational, STEM), and healthcare. Applications are via email to the address above. We recommend contacting first to determine eligibility and interest.*  
Visit <http://www.stanleyblackanddecker.com/contact-us> to locate an SBD location near you.

### Economic Development Assistance Programs

Contact: Appropriate regional office (listed in announcement, link provided below)  
Deadlines: Dec. 15, 2011 and Mar. 9, Jun. 8 & Sept. 14, 2012  
Giving range: \$500,000-\$2 million (Avg. \$1.7 mill)  
*Giving for mostly public works projects that will increase an economically challenged region's ability to attract and retain economic investment.*  
This competition is complicated. Review complete announcement at: <http://tinyurl.com/c7cz6nz>.