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Acknowledgments

THIS WORKBOOK IS a coming together of all aspects of the winning grants process: prospect research, program planning, grantwriting, proposal submission and follow up, and relationship building and stewardship. In this fourth edition, Winning Grants Step by Step will continue to augment the many workshops and clinics and the various forms of consultation available on proposal writing.

Special acknowledgments specific to this fourth edition go to three extraordinary individuals, all of whom were also strong devotees of the first three editions of this workbook. Ashyia Johnson is a contributing author to this edition, serving as the primary writer for Step 8 (Budgets). Ashyia brings over fifteen years of finance and budget experience in both public and private sectors. She has spent the past five years in project management and leadership roles in the federal government, where her primary focus is on budgetary and financial matters. She is also an active member of several nonprofit volunteer organizations, including Delta Sigma Theta, Inc., Jack and Jill of America, Inc., and the Junior League of Washington where she serves in various roles that involve financial and program planning, as well as fundraising. Sheryl Kaplan is back again from the third edition to contribute several sample proposals for successfully funded grants. Sheryl is an eighteen-year veteran as a grantwriting consultant and has her own consulting practice, SKaplan Grants. Patricia Sinay is a second contributing author to this edition, and is the primary writer for Step 4 (Goals and Objectives). She brings more than twenty years of experience working with nonprofits and foundations. She now runs Community Investment Strategies, a consulting firm she founded where she specializes in collaboratives, board development, nonprofit capacity building, and philanthropic program development. Patricia teaches a class on public service at the University of California, San Diego, and is in frequent demand as a speaker and facilitator at conferences and workshops.
TORI O’NEAL-McELRATH has more than twenty-five years of experience in the areas of organizational development, fundraising, program design and implementation, and capacity building with a broad range of nonprofit organizations and foundations. Since 2009, Tori has served as the Director of Institutional Advancement at the Center for Community Change (CCC), a national nonprofit focused on building the power and capacity of low-income people, especially low-income people of color, to have a significant impact in improving their communities and the policies and institutions that affect their lives. Prior to joining the senior management team at CCC, she was the founding principal of O’Neal Consulting, a full-service organizational development practice that specialized in multi-funder collaborations, board development, fundraising, strategic planning, and interim executive leadership. She has successfully raised millions of dollars from foundations, corporations, and individuals throughout her years as a consultant, staff person, board member, and volunteer. Over the years, Tori has taught major gifts fundraising while on the faculty of the University of California Los Angeles Extension, and grantsmanship, annual fund campaigns, and nonprofit management workshops through various volunteer centers. She has served as a presenter and facilitator at numerous local, state, and national conferences, and was most recently a contributing author to *Nonprofit 101: A Complete and Practical Guide for Leaders and Professionals* (a Wiley Publication).
How to Use This Workbook

WINNING GRANTS STEP BY STEP, Fourth Edition will walk the reader, step by step as the title implies, through the basic grantwriting process and will clearly illustrate that conducting thorough research up front, following directions, building relationships, and implementing sound program planning is what best positions organizations to win grants. By employing the strategies as outlined, grantseekers will significantly increase their ability to turn organizational programs, projects, and even general operating needs into proposals worthy of the full consideration of funders.

This is a hands-on, user-friendly workbook that guides the user through the various stages of development that will enable organizations to take an idea or concept and make it come to life in the form of a proposal. Real-life examples, samples of materials, worksheets to support grantseekers as they create materials, and helpful tips can be found throughout the workbook. Guidelines, suggestions, and exercises prepare the reader to tackle proposal development for various organizations in the nonprofit arena—community-based agencies, educational institutions, hospitals and clinics, and research organizations. “Reality Checks” and “Helpful Hints” offer brief focused guidance. “Definitions,” unless otherwise stated, are provided by the Nonprofit Good Practice Guide (www.npgoodpractice.org/Glossary), a project of the Johnson Center at Grand Valley State University. One of the new features of Winning Grants Step by Step, Fourth Edition is that it has a companion website, josseybass.com/go/winninggrants. This website contains all of the worksheets found at the end of each chapter, live links to the references provided in Resource C (Resources for Grantseekers), and sample proposals.

Ultimately, the worksheets and other activities are crafted to assist in developing proposals and letters of inquiry to meet the requirements of funding institutions of various types—corporate, private, operating, family, and community.

Winning Grants Step by Step, Fourth Edition is crafted with three kinds of individuals in mind: (1) entry-level grantwriters, (2) other organizational staff and volunteers with limited knowledge or experience of grantwriting, and