

RJMA
Grants Consulting

Robert J. Miller & Associates, Inc.
Grants Development & Fundraising Counsel



Comprehensive Grants Development Services

For organizations looking to maximize their overall grant-seeking success, RJMA provides a comprehensive range of services. This includes the preparation of at least 8 to 14 substantially different grant proposals over a 12-month period, with each proposal submitted in the original format to multiple funding sources.

Strategic Plan Review

The overall process begins with RJMA reviewing the client's strategic plan to identify its organizational mission, vision statement, goals, and action plan to accomplish its goals. Where the strategic plan either does not exist or is out of date, RJMA offers assistance in creating or updating it.

The current strategic plan is essential in identifying fundable needs within the organization and in presenting potential grant makers with a workable, cost-effective method for addressing those needs.

Funding Source Identification

RJMA's research department conducts an exhaustive search of the nation's over 80,000 private and corporate foundations and federal and state government grant-making agencies to identify potential sources of grant funds. This ongoing search matches the mission of the client organization with the grant making interests and funding requirements of the nation's grant makers. This listing of potential grant makers is further narrowed into categories of specific funding interests, e.g., capital construction, programs, equipment, etc.

Project Development

As the funding source research effort is underway, RJMA associates work closely with client staff to identify grant-funding activities within the client organization. Preliminary proposals are assembled for each funding activity. These initial proposals are then matched with the defined list of potential grant sources identified by RJMA's research department.

It is here that the real work begins. RJMA meticulously reviews the particular giving interests and initial approach instructions of all likely funding source matches. The aim of this effort is to provide targeted grant makers with precisely the types of projects they are most liable to fund and to ascertain the best form and manner in which to present funding proposals.

Once the funding source matches and associated proposal submission requirements are satisfied, RJMA begins the final proposal writing and assembly tasks for eventual review by the client. Here, RJMA associates work closely with client staff to gather the necessary information to complete the final proposal. Once complete, the final proposal is again brought to the client for review, signature, and submission to one or more identified funding sources.

RJMA repeats these steps for each identified client need, thus generating a continuous flow of grant proposals from the client to targeted grant makers.

Funding Source Follow-up

Tracking each submitted proposal as it travels through the funding source review process is a critical component of effective grant-seeking. This ensures that all required information is readily available to the grant maker. RJMA remains ready to comply with any requests made by targeted funding sources for additional information or documentation.

RJMA also works in close collaboration with the nation's grant-makers in arranging face-to-face meetings to assist in promoting the approval of each submitted grant proposal. These face-to-face meetings have often proven valuable in attaining the desired funding result.

Client Progress Reporting

RJMA keeps the client fully informed of the progress we make in securing grants. We use a combination of email exchanges, telephone communications, and weekly reports to document our grant-seeking efforts.

What Others Have Said About RJMA

"We are pleased to have Robert J. Miller & Associates on our team!"

Rhonda Lessel, Associate Director, School & Community Services, Waterford School District, Waterford, MI

"After being a client with RJMA for one year, our school has received more money in grants and funding than in the past five years. The staff is courteous, competent, and works relentlessly to find, apply, and secure funding from various sources. When questions came up that needed attention, Robert Miller flew into New York to meet with our Board of Trustees to answer all their questions and continue the successful relationship we have forged during the past year. My representative has done an outstanding job of alerting me to new funding opportunities we never knew existed. Her follow up is impeccable and she knows what they look for when selecting schools to receive funding. Her weekly emails containing a running record of grants we filed for is really appreciated at our monthly board meetings."

- Charles Gallo, Principal of NYC Charter High School for Architecture, Engineering and Construction Industries, Bronx, NY

"Our school district has been very pleased with the services provided by RJMA. We were looking for some assistance in monitoring, preparing, and successfully acquiring grants. Our look is now over. RJMA has greatly surpassed our expectations. Our success rate achieving various grants has never been higher."

- Dr. Shon Hocker, Superintendent, Dickinson Public Schools, Dickinson, ND

"Robert J. Miller and Associates continue to seek out grants that are tailored to our rural district's vision, mission, and goals. Their proven success in writing and attaining awards has provided our teachers and students resources and opportunities for innovation and professional growth that otherwise would not have been available. Their proactive stance and expertise are invaluable and, definitely, a worthy investment."

- Dr. Patricia A. Follette, Superintendent, Whitney Point Central School District, Whitney Point, NY

"RJMA has been essential to the district's ability to increase its outside grant revenue by hundreds of thousands of dollars annually over the past several years. Their expertise in grant writing and their knowledge of the little things that give grant applicants an edge in the process are what we needed to take us to the next level in our grant applications. We highly recommend them to any school district looking to increase its grant funding possibilities"

- Craig Englert, CFO, Matteson School District #162/Southland College Pre, Richton Park, IL

"Over the past ten years, the grant services provided through RJMA have allowed my programs to offer more expansive services to our students. The RJMA grant writing manager working with my school administration and instructional staff formed a very complete and efficient team. As such, they were successful in acquiring a number of both large and small grants for our schools. RJMA is a highly professional, skilled and effective grants management group and it has been a pleasure to work with them."

- Kevin Brennan, Bronx Charter School for Better Learning, Bronx, NY

"The pioneering rural schools work RJMA did while partnering with ECO2000, a consortium of 7, later 12, school districts in extreme Northern Maine, demonstrates the effectiveness of having a knowledgeable grants firm provide vital services to rural schools. Without RJMA's services, our schools would not have been able to provide additional services to our students and staff. Given the ability to access RJMA's vast grant database, our consortium was able to tailor our grant applications to our specific needs, thus providing a greater chance for funding. Having a success rate far above average, grant funding greatly exceeded fees paid to RJMA for their services."

- Jerry White, Superintendent, ECO 2000 Consortium of Northern Maine School Districts

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"The Tonawanda City School District has used Robert J. Miller & Associates grant writing service for 18 months. To date our district has received close to \$400,000 in grant allocations. The one grant received will help student achievement to increase with our special education population. The grant writer is excellent with communicating with my staff as she seeks input while developing the grant proposal. I highly recommend Robert J. Miller & Associates for your grant writing needs."

- Jim Newton, Former Superintendent of Tonawanda City School District, Tonawanda, NY

"The Waterford School District has worked with Robert J. Miller & Associates' experienced staff for several years. Our district has received over \$11 million in grant funding due to their ability to effectively convey our District's mission and objectives through the grant writing process. We are pleased to have Robert J. Miller & Associates on our team!"

- Rhonda Lessel, Associate Director, School & Community Services, Waterford School District, Waterford, MI

"Robert J. Miller & Associates, Inc. has been an incredible partner in the pursuit of grants and awards to provide additional resources for our students. They have become a valued member of our team as we make efforts to provide enhanced opportunities for our students to be successful."

- Jason Andrews. Superintendent of Windsor Central School District, Windsor, NY

"The staff at RJMA has made it a point to listen carefully to our needs and goals, and has tried very hard to meet those needs and goals. They maintain excellent communication, and have a wealth of knowledge about available opportunities and how to be successful at seizing those opportunities. The first grant they helped craft for us successfully garnered more than \$700,000 in federal funds. I could not be happier with the great team at RJMA."

- Mark P. Ryan, Ph.D., Superintendent, North Valley Military Institute, Sun Valley, CA

"I am writing to express my sincere appreciation for the fine work your firm has performed on behalf of our school district. We find working with Robert J. Miller & Associates to be enjoyable as well as professional rewarding."

- Dr. Hayward Sims, former Superintendent of East Cleveland City School, Cleveland, OH

"On all levels, Robert J. Miller & Associates, Inc. has exceeded our expectations."

- Dennis Kane, Former Superintendent of Schools, Cheektowaga Central Schools, Cheektowaga, NY

"CentraState Healthcare has been working with Robert J Miller & Associates for over 15 years, and in my current position, I have been working with RJMA for over ten years. We are a small independent community hospital. The numerous grants we have received as a result of working with RJMA over the years has enabled our clinicians to continue to offer much needed programs and health services to the families and individuals in our communities. And I cannot say enough about our grant writing consultant. She is the utmost professional, skilled and dedicated individual I have ever had the pleasure to work with. CentraState is fortunate to have RJMA as a part of our 'family'. Over the past ten years, the grant services provided through RJMA have allowed my programs to offer more expansive services to our students. The RJMA grant writing manager working with my school administration and instructional staff formed a very complete and efficient team. As such, they were successful in acquiring a number of both large and small grants for our schools. RJMA is a highly professional, skilled and effective grants management group and it has been a pleasure to work with them."

- Sharon Purpuro, Director, Donor Relations, CentraState Healthcare Foundation, Freehold, NJ



Funding Source Research

The first step in securing grant dollars and charitable donations is discovering where they can be found. For grants, we access our database of nearly 80,000 private and corporate foundations. Using a combination of unique algorithms, we search on giving interests by geographic location, mission, type of applicant, target population, types of needs, and the amount of dollars required.

We also conduct an exhaustive search of all federal and state grant making agencies, requests for proposals (RFPs), and opportunities for open solicitation.



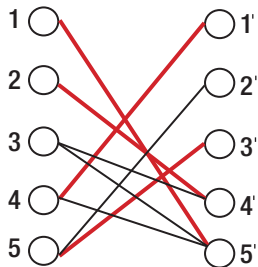
MEGA

Monthly Education Grants Alert

Education clients are also provided with copies of RJMA's copyrighted ***"Monthly Education Grants Alert" (MEGA)***. This is the largest single listing of upcoming grant opportunities targeting elementary and secondary education in the nation.

Updated regularly, this listing currently contains references to over 300 upcoming grant opportunities. Please note that the **MEGA** is also available on a subscription basis to non-RJMA clients.

Matching Needs with Funding Sources



If there is a secret to successful grant-seeking, it is matching grant needs with grant makers' precise funding interests. For example, there are grant makers who award funds specifically to programs supporting kids with special learning needs. Others focus on job readiness, or on the unique needs of English Language Learners (ELL), or on capital construction projects.

In essence, with nearly 80,000 private and corporate foundations in the United States, there are grant makers who specifically support almost every identifiable need in education and health care. Our job is to match our clients' needs with grant makers that are most likely to support those needs.

Similarly, we carefully monitor all requests for proposals (RFPs) announced by both governmental grant making agencies and private and corporate foundations. RFPs have application deadlines, so when RFPs are found that match our client's specific funding interest, they are given priority attention.



Onsite Grants Development Feasibility Study

While most nonprofit agencies and public entities are entitled to receive grants, some organizations can make a far more competitive case for grant support than others. The strength of an organization's competitive grant-seeking is based upon many factors. Some of these competitive factors include the organization's mission, socioeconomic characteristics of its target population, previous grant-seeking experience, and the vision of both the board members and staff.

RJMA has designed a unique onsite grants development feasibility study that quickly and efficiently assesses an organization's overall competitive grant-seeking strength. The study examines 15 different aspects of an organization that grant makers consider when reviewing submitted grant proposals.

Each aspect is scored on a scale of 1 to 5. The resultant aspect scores are totaled, and then compared with the scores of other RJMA clients served over the past decade.

From this, RJMA can identify an organization's competitive grant-seeking strengths and weaknesses. More importantly, we are able to offer recommendations on ways to minimize the client's competitive grant-seeking weaknesses and maximize its strengths. Lastly, RJMA is able to predict with a high level of certainty the total level of grant support that an organization can reasonably expect over the 12 to 24 months following the implementation of an RJMA-designed grants development strategy.

The completed study will be presented to the client in a 15 to 20 page narrative document.

The cost of the onsite grants development feasibility study is \$3,900. RJMA will credit the cost of this study to organizations that retain RJMA's full range of grants development services.



Commonly Asked Questions

1. Can RJMA be paid from fees contained in the grants it secures?

Answer: No, for several reasons. First, if RJMA were to work on a “percentage of the grant” basis and followed the example of the legal profession, it would have to charge upwards to 30% to 40% of the total grant award. For a large grant, say \$250,000, RJMA’s fee would be \$80,000 or more. Clearly, no grant maker would approve such a large expenditure from its awarded grant to pay RJMA. Second, if this were the only way upon which RJMA is paid, it would limit its funding search to only those sources with the highest probability of being approved. This would leave out many less promising, but equally beneficial, grant opportunities. Lastly, RJMA subscribes to its industry standard ethics statement that specifically prohibits “percentage-based” fee payments.

2. How are RJMA fees computed?

Answer: RJMA’s comprehensive grants development services are provided on flat fee retainer arranged on a three-month quarterly basis paid at the beginning of each quarter of service. Quarterly fees range between \$9,400-\$11,400 depending upon the size and complexity of the client served. Computed on an annual basis, this equates to between \$37,600-\$45,600. This annual fee range is less than one-half of what an organization would have to pay a full-time salaried grant writer (including benefits), yet RJMA’s total productivity and grant seeking success would likely be many more times what a full-time salaried grant writer could achieve. RJMA secures 10 to 20 times the fees paid on an annual basis for their clients.

3. Are RJMA’s services guaranteed?

Answer: While RJMA cannot guarantee grant seeking success simply because of the large number of variables outside our control. We can give assurances, however, based upon our initial assessment of an organization’s overall competitive grant seeking and fund raising strengths and weaknesses. It is important to note that no professional grants development or fund raising firm could remain in business for over 45 years if it did not routinely produce far more in approved grants and charitable gifts than it charged in fees.

4. Who owns the product of RJMA’s services, its completed proposals, needs assessments, targeted grant maker lists, etc.?

Answer: Ownership of all RJMA work products lays entirely with the client.

5. Is there a limit to the number of grant proposals that will be submitted?

Answer: No, RJMA will submit as many grant proposals as the client would like. The more projects and programs the client can provide, the higher chance of success.



Why Outsource Grants Development

**When the decision is made to pursue grants, the most important question is:
"What's the most cost-effective way to do it?"**

There are four possible answers as follows:

1. Assign grant-seeking staff to existing staff.
2. Hire a new staff member to search for grants.
3. Engage a professional grants consulting firm.
4. Do nothing.

Option 1 seldom works. Existing staffs are already busy performing assigned tasks. Asking someone to add grant seeking to their daily activities is simply not realistic.

Option 2 is both risky and costly. Experienced grant writers command salaries in excess of \$60,000 a year plus benefits and necessary office support. If they do not work out, you are faced with unemployment insurance costs and possible discrimination charges.

Option 3 is the most cost-effective choice. Professional grants consulting firms charge less than one-half the salary and benefits of a full-time grant writer. Their grant-seeking record is easily verified. As contractors, their services can be easily terminated if you are not satisfied with their work.

Option 4 is the most expensive choice: By doing nothing with regard to grant seeking, you face the enormous cost of lost opportunity. Grant dollars are flowing right by your front door and you are not accessing them.



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