

Scope of Services by



Sharpshooter Communications, LLC

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SECTION ONE: EXECUTIVE SUMMARY

The following Scope of Work provides a detailed timeline, list of deliverables, and time-tested strategies for success. The staff of Sharpshooter are confident that we can not only maintain the standard of excellence in grant seeking activity already in place at the organization, but also help expand the organization's grant-seeking potential.



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**Dana Schuler Drummond
Outstanding Professional
Fundraiser Award, 2022**
Association of Fundraising
Professionals, NEOK Chapter

SECTION TWO: SCOPE OF WORK

The organization indicated an interest in contracting with Sharpshooter for grant services. These services are outlined below. There are several options for cost rates described below, based on the needs of the organization.

Work Plan:

Over the last 17 years, Sharpshooter has developed an excellent system of helping organizations launch or accelerate their grant seeking.

- **Grant Readiness:** Sharpshooter conducts a short analysis to ensure the organization is well-positioned to have a successful grant-seeking strategy. This consists of a short 19-question survey that ensures the organization is using identified nonprofit best practices. We do not bill time for the assessment but do bill time for additional coaching or consulting the organization may need to address identified deficiencies.
- **The Point Report™:** Our Point Report matches grant makers with your organization mission, geographic location, population served, and programming focus. The Point Report provides a prioritized list of prospective funders as well as a calendar of deadlines.
- **The Grant Vault:** Although every grant proposal is unique, there are certain elements that are common to proposals. Sharpshooter works to collect this information upfront from the client, which saves time while developing proposals later. Sharpshooter reviews this vault information with the client quarterly.
- **Organizational Development:** If the Grant Readiness Assessment indicates there are organizational deficiencies, Sharpshooter can consult with the organization to address these.
- **Program/Project Development:** During the Grant Vault building process, Sharpshooter will assess each program area, developing a logic model for each. If we identify areas of improvement that will make the project more attractive to grantors, we will communicate these to the client and assist with improvements as needed. This may include developing goals and objectives; identifying stakeholders; creating program-specific budgets; selecting appropriate tools for measuring progress, etc.
- **Proposal Development:** Sharpshooter will work with the organization to craft and submit excellent proposals to grant makers.
- **Proposal Submission:** When needed, Sharpshooter can assist with the actual uploading of the application through any online grant portals. Any proposals that need to be sent through mail or email must be submitted by the organization.
- **Post-Award Assistance:** When the organization is successful in securing funding, Sharpshooter is available to assist with reporting and monitoring grant management requirements.
- **Grants Management:** Managing multiple proposals, awards, and deadlines is a daunting task. Sharpshooter uses a cloud-based system to track and manage all activity. As a client of Sharpshooter, the organization will be given access to the system at no additional cost.
- **Ongoing Prospecting:** Sharpshooter staff scan multiple sources daily to identify new opportunities for clients. Based on your funding needs, Sharpshooter will send opportunities and seek your approval before moving ahead on additional research.

Note: Sharpshooter does not directly contact grant makers on behalf of its clients. It is imperative that the organization develop and maintain those relationships.

Estimate of Costs:

Our clients are nonprofit organizations whose leaders are always looking to control costs. Investing in grant seeking consulting is a significant investment. We work to ensure our client receive an excellent return on that investment. While our prices are not negotiable, we can always adjust a scope of work to meet the needs of the client.

Sharpshooter offers three options for contracting our services: traditional hourly; block hours; or a one-year flat price with guarantee.

TRADITIONAL HOURLY	BLOCK HOURS	RAPID FIRE ACCELERATOR
<p>\$500 monthly minimum (includes all administrative functions, plus one hour of grant seeking),</p> <p>-PLUS-</p> <p>\$125/hour billed monthly</p> <p>Maximum monthly caps can be established (e.g., no more than 25 hours a month).</p> <p>Includes all services, except Point Report, which is billed at \$3,500 total.</p> <p>Offers the most flexibility.</p>	<p>50 hours: \$5,000/month (\$100 an hour for additional)</p> <p>25 hours: \$2,875/month (\$115 an hour for additional)</p> <p>10 hours: \$1,200/month (\$120 an hour for additional)</p> <p>All administrative functions are billed to total (typically four hours/month)</p> <p>Rollover hours expire at the end of each quarter.</p> <p>Allows for more consistent budgeting.</p>	<p>\$25,000 flat fee</p> <ul style="list-style-type: none">• Assessment• Point Report• Grant Vault• Up to 10 foundation grants <p>If the proposals submitted do not garner at least \$25,000, Sharpshooter will donate the difference. Terms apply (see below).</p> <p>Additional services provided at \$115/hour.</p>

Block Hours and Traditional Hourly:

Traditional hourly and block hours are straightforward – the organization is billed based on time.

Rapid Fire Accelerator:

The Rapid Fire Accelerator is a new program being offered at Sharpshooter. Only six organizations are accepted into the Accelerator each year.

For a flat price of \$25,000 upfront (quarterly \$7,000, monthly \$2,500), Sharpshooter will, over the course of a 12-month period:

- Create a bespoke **Point Report™** to identify top grant-maker prospects.
- Create **case statements** for the organization and up to three programs.
- Fill the **Grant Vault™** for the organization.
- Provide an assessment and recommendations on your organization's most important fundraising document, **the IRS 990**.
- Create and implement a plan to raise the organization's **GuideStar** rating. [What's this?](#)
- Craft excellent **proposals for up to 10 private foundations** identified as top prospects.
- Provide up to four hours per month (one hour weekly) **coaching** on grants, additional

- prospect research, fundraising, best practices, etc.
- Provide weekly **project update** emails and quarterly **progress reports**.
- Any additional services will be billed at a **discounted** rate of \$115 per hour (e.g., if you have 12 foundation grants that you want done instead of ten). Our normal rate is \$125 per hour.

If proposals crafted as part of the *Rapid Fire Accelerator* do not garner at least \$25,000 in grant awards, Sharpshooter will donate the balance to the organization.

To qualify for the *Rapid Fire Accelerator*, the organization must:

- Score a 41 or higher on the **Grant Readiness Assessment**.
- Fulfill agreed-upon expectations, including
 - Meeting **deadlines** set and agreed upon during the planning period;
 - Providing needed **information** and feedback in a timely manner;
 - Submitting timely **payments** - within ten working days of invoice.
- Agree to appropriately steward the grants received (coaching is provided)
- Agree to work in accordance with the Code of Ethics for the Grant Professionals Association and the Association of Fundraising Professionals.
- Agree to abide by the Donor Bill of Rights.

Note: Failure to meet these requirements will nullify the guarantee but Sharpshooter will still fulfill the scope of work to the best of our ability.

Urgent Rate:

Regardless of the billing structure selected, if the organization misses internal deadlines, requiring Sharpshooter staff to work outside normal working hours, this work will be billed at the “urgent” rate of \$175 per hour. Sharpshooter will provide ample notice that this rate will be incurred.

Deliverables:

Sharpshooter will provide the following:

- **Facilitation:** Sharpshooter can facilitate discussions among the identified staff and partners in projects to develop logic models, identify programmatic strategies, and create data and evaluation plans.
- **Proposal Development:** Sharpshooter will take the lead on developing excellent written proposals. The draft proposals will be shared with all members of the proposal team for each project.
- **Documentation upon Completion:** Upon submission of the proposals, Sharpshooter will ensure the organization has a copy of final applications.

Expectation for Success:

It is the goal of Sharpshooter to construct excellent proposals that meet or exceed the expectations of the client and funder. There are, however, multiple factors that impact a funder’s decision on awarding a grant – most are outside the control of the proposal developer. Because of this, we make no promise of success, only that the final product will be excellent and adhere to best practices in grant seeking.

Termination:

Either party may, for any reason, terminate this agreement by providing written notice. Upon termination notice, Sharpshooter will cease billable work, calculate all outstanding hours and submit a final invoice, along with copies of all materials produced. Sharpshooter staff are available to help transition work to a staff

member or other contractor as needed so ensure a smooth transition for the organization. This support will be billed at the hourly rate.

SECTION THREE: RESOURCES AND SUPPORT NEEDED

It is vital that The organization be actively engaged in this project at every point. Sharpshooter staff can provide the day-to-day progress toward the goal of completing the study but will need the organization and its partners to:

- Identify one primary staff member who will be the lead contact for each project as well as the names and contact information of any other key staff or stakeholders.
- Complete timely responses to requests for information. In addition to meeting tasks outlined in project timelines, there will be many additional requests for information.
- The organization will also be responsible for reviewing ongoing drafts of the proposal and providing guidance as needed.
- The organization must notify Sharpshooter about any planned or unplanned absences of key staff (such as vacations, medical leave, etc.)
- If Sharpshooter will be responsible for uploading the proposal portal; the organization will need to provide appropriate log-in information.
- The organization must ensure timely payment of invoices, within ten working days unless otherwise arranged in advance.
- If at any point in the development of the proposal, the organization decides to abandon an application for any reason, Sharpshooter will immediately stop billing work toward that project and submit all documents created to that point to the organization for its files.

SECTION FOUR: WORKFLOW STRATEGIES

Sharpshooter focuses on creating excellent proposals as effectively and efficiently as possible. We've developed processes and tools to ensure we can manage multiple deadlines.

Grant Holster: Grant Holster is a grant process database designed by Sharpshooter. The organization's lead contact will be given access to view The organization's information in the database, particularly:

- Deadlines: All projects (and tasks associated with each project) are assigned deadlines, which can be seen in the Grant Holster dashboard at any time.
- Projects: each project has a screen in Grant Holster, which includes information on the funder, the proposal, and all associated tasks or activities.
- Grant Vault: The Grant Vault includes information that is often used for proposals, including programs, board and staff, financials, etc.
- Reports: Grant Holster provides several turnkey reports, including awards, upcoming proposals, etc.

90/60/30 Method: Grant Holster supports Sharpshooter's 90/60/30 method of managing deadlines:

- **Preliminary:** 90-60 days before the proposal deadline, Sharpshooter staff review the opportunity and create a Grant Review Form (see appendix) that is shared with the organization, along with recommendations for actions.
- **Go/No Go:** 60-30 days before the proposal deadline, the organization needs to review the information, making a decision on whether or pursue the opportunity, contact the funder if

needed, and decide on a project focus and request amount.

- **Working:** 30-0 days before the proposal deadline, Sharpshooter staff craft the proposal, seek input and approval, and coordinate the submission. It is our goal to submit all proposals at least a week before the deadline.
- **Follow-up:** When a funding decision is made, Sharpshooter works with the organization:
 - Declined: if a proposal is declined, we review any comments from the funder and discuss any strategies that should be implemented to ensure success in the future;
 - Awarded: When we hear a grant is awarded, we ring the bell! Then we complete the Grant Award Worksheet (see appendices) for the organization to ensure all elements of the grant are fulfilled appropriately.
- **Updates:** At least twice a month, Sharpshooter will provide the organization with an email outlining all work – any pending requests, currently working, go/no go, etc.
- **Quarterly Reviews:** Once a quarter, Sharpshooter meets with the organization to review the year-to-date grant activity, upcoming opportunities for the next quarter, and the Vault information for the organization.
- **Ongoing Research:** Sharpshooter staff review grant opportunities daily from a variety of sources. When an opportunity appears to fit, we notify the organization with the appropriate information so leadership can decide whether to pursue it.

SECTION FIVE: STATEMENT OF QUALIFICATIONS

Sharpshooter Communications, LLC was founded in 2009 as a woman-owned business based in Tulsa, Oklahoma. The mission of Sharpshooter Communications is to earn a living providing excellent fundraising and strategic communications services to organizations while exhibiting the Christ-like qualities of generosity, integrity, and grace. Sharpshooter's products are peace of mind, empowerment, and hope. We deliver these products through grant-seeking services; fundraising research; strategic planning; strategic communications; technical writing; training; and coaching.

Dana Schuler Drummond is a lifelong resident of Tulsa and began her nonprofit career in 1989. She holds a Bachelor of Science in Journalism (Public Relations) from Oklahoma State University and a Master of Arts in Mass Communications from the University of Oklahoma. Schuler Drummond was the first person in Oklahoma to receive dual certification as a Certified Fund Raising Professional (CFRE) and Grant Professional Certified (GPC).

In addition to her work at Sharpshooter, Schuler Drummond is an adjunct professor at Oklahoma State University-OKC, teaching six hours a semester in the program that leads to a certification in nonprofit management. She is also an instructor for Grant Writing USA, teaching courses on Grant Writing and Grant Management to audiences nationwide. She has taught professional development classes on grant seeking and strategic communications at the local, state, and national levels.

Sharpshooter's professional staff includes:

- **Ellen Dollarhide McCoy, PhD** is a grant professional who previously served as the executive director of a successful nonprofit charter school. Before that, she served as the executive director of research and information at the Oklahoma State Department of Education. She holds a Doctor of Philosophy in Education Policy and Leadership Studies from the University of Oklahoma.
- **Susan Pierce, MBA** serves as a senior grant professional. She has an MBA from Penn State and has served some of the region's premier nonprofit organizations as a fundraiser and grant

professional.

- **Nancy Goldenberg, MFA** serves as a master writer. She holds a BA in Economics from Northwestern University and a Master of Fine Arts from Columbia College in Chicago. Her professional experiences include fundraising, analyzing proposals, and writing grants for organizations working in film, the arts, the environmental field, health, and human rights. She has a certificate in medical writing from the University of Chicago's Graham School.
- **Jodi Korth, MPA** is an offsite contract professional for Sharpshooter. She has a broad range of experiences and expertise that allows her to craft successful proposals. She has a Master's in Public Administration.
- **Margaret Stall** is a grant professional with expertise in vocal performance and the arts. She holds a bachelor's degree in music from the University of Arkansas.
- **Nikki Wilson** is the office administrator and researcher at Sharpshooter. She holds a Bachelor of Science in Organizational Leadership from Southern Nazarene University. She manages the day-to-day operations and conducts daily scans for funding opportunities for clients.
- **Mindy Lyons** manages Sharpshooter's database. She is a software developer who oversees Grant Holster, Sharpshooter's grant process management software. She also provides data analysis and research assistance as needed.

Sharpshooter contracts with highly qualified nonprofit and grant professionals as needed. All work meets a high standard of excellence and is reviewed by the Sharpshooter team before submission to the client.

Why is the company named Sharpshooter?

We get asked this a lot! As a youth, Schuler Drummond was a world-class competitive Smallbore rifle shooter, with multiple national championships and a national record. Although she did not continue the sport into adulthood, she chose the name Sharpshooter for her company for two reasons: 1) to pay homage to her formative experience, which helped her develop focus and grit; and 2) because the name illustrates her work style – honing precision messages designed to hit a specific target.

Summary of qualifications being considered:

- Dana Schuler Drummond, owner of Sharpshooter, has 30+ years' experience in the nonprofit industry and has successfully helped several nonprofits develop and implement strategic plans. She holds a master's degree in mass communications and is a Certified Fund Raising Consultant.
- Schuler Drummond has facilitated board retreats and strategic planning meetings and is skilled at engaging collaboration among diverse individuals – working toward seeking consensus and avoiding distractions. Regardless of the culture and environment, Schuler Drummond offers positive energy and an appropriate level of optimism – at the same time, she does not hesitate to address controversial issues or ask difficult questions.
- Over the years, Sharpshooter has developed a logical and streamlined method of gathering and analyzing a combination of qualitative and quantitative data. Schuler Drummond's graduate thesis was a work of historic research, so she is skilled at sifting through historic data, collecting current data, and synthesizing them to help organizations create a path to the future.
- Our commitment to innovation means finding creative solutions to problems. Whether it is pivoting to overcome barriers posed by a pandemic or creating a software program to fill an identified need, Sharpshooter embraces innovation and encourages it in client organizations.
- Sharpshooter has extensive project management experience, successfully managing hundreds of projects each year – from simple solicitation letters to complex federal grant applications to facilitating a collaborative group of leaders to achieve a shared goal.

- Commitment to, diversity, equity, and inclusion (DEI) is a key value of Sharpshooter. We intentionally seek staff members and partnerships that provide multiple perspectives.

SECTION SIX: ADDITIONAL INFORMATION

Conflicts of Interest

Sharpshooter has no known conflicts of interest that may result from the award of this contract.

Ethical Standards

Sharpshooter adheres to the ethical standards of the Association of Professional Fundraisers and the Grant Professionals Association. Copies of these ethical standards are attached for review.

Intellectual Ownership

All intellectual property and data will be property of the organization and are considered works for hire. The exception are any templates, worksheets, or materials developed for and copyrighted by Sharpshooter Communications.

Confidentiality

Sharpshooter staff sign confidentiality agreements upon hire. It is the policy of Sharpshooter to keep the identity of all current and previous clients confidential unless that organization provides expressed permission to disclose that information, at which time only basic information will be shared. Any samples of work completed will be redacted to eliminate names and other identifying information.