



## Capacity Statement

Sharpshooter Communications, LLC

January 2024




Presented by:


**Dana Schuler Drummond, MA, CFRE, GPC; Owner and CEO**

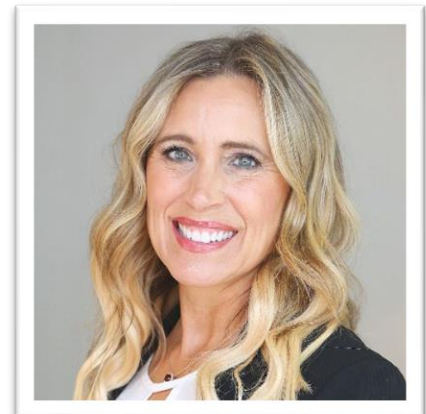
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**Dana Schuler Drummond**

President and Founding Officer  
Grant Prof Assn OK Chapter

-  
2022 Professional Fundraiser of the  
Year, Assn of Fundraising Prof,  
Eastern Oklahoma

***Your nonprofit makes the world a better place. We help!***

Just because you **DESERVE** grants doesn't mean you will get them. Sharpshooter works to position your organization for sustainable, long-term success in grant seeking by ensuring you prioritize the right strategies.



 **SUCCESSFUL GRANT SEEKING**

- Grants are part of a well-balanced revenue stream
- Grant proposals focus on community needs
- Leaders create and maintain relationships with funders
- Programming is based on recognized best practices
- Outcomes link to problems, needs, and activities
- Consistent grant seeking is a long-term strategy
- Grants are a budget line item for revenue AND expenses

VS



**HIT-OR-MISS GRANT SEEKING** 

- Grants are expected to provide a majority of revenue
- Grants sought to fill gaps in organizational needs
- Leaders don't want to talk to their investors
- Programming is based on what "feels right"
- Programs don't track outcomes or other data
- Frenzied work expected to yield immediate results
- No strategic investment in grant seeking/management



## GRANT SEEKING IS MORE THAN WRITING

The actual writing process is just a **TINY** part of an overall successful grant strategy. Every organization is different but, in general, the grant-seeking cycle includes:

### 1. Preparation

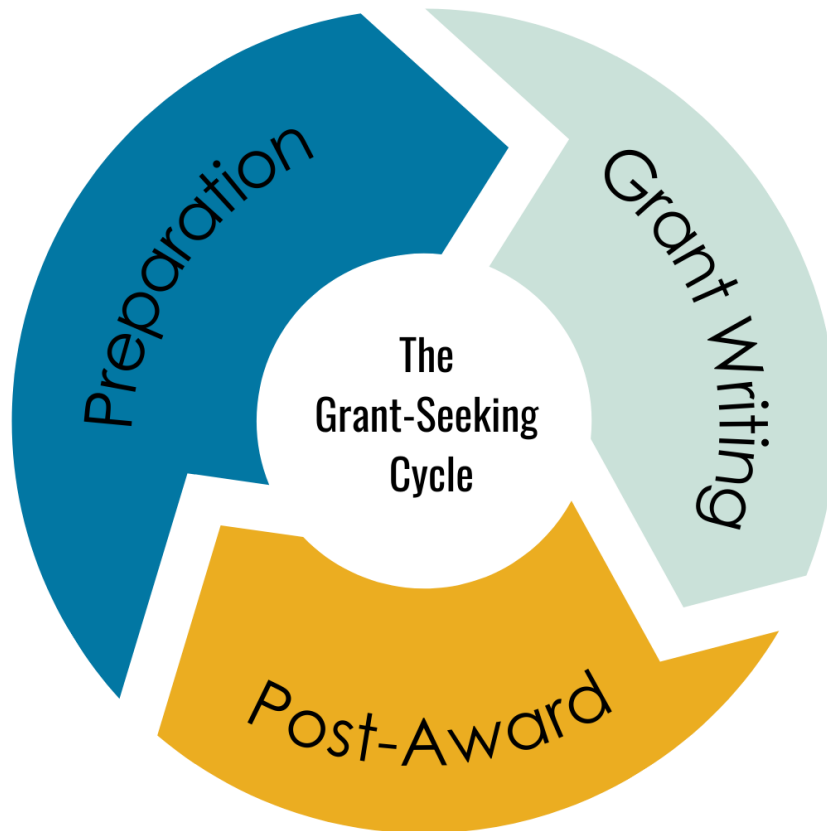
- Planning and organizational readiness
- Program development and modeling
- Prospecting potential funders
- Identifying viable funding needs
- Building relationships with funders
- Prioritizing funding opportunities

### 2. Grant Writing

- Managing deadlines
- Writing excellent grant proposals
- Following up with grantors

### 3. Post-Award

- Managing the awards
- Managing relationships with funders
- Evaluating each award
- Evaluating the overall grant-seeking strategy



Sharpshooter supports the organization through each step of the grant-seeking cycle – prioritizing long-term success through recognized best practices.



# MANAGING THE GRANT PROCESS

Over the last 18 years, Sharpshooter has developed an excellent system to help organizations launch or accelerate their grant seeking.

## PREPARATION

- **Grant Readiness:** Before we even begin working with a client, we conduct a free assessment of their grant-readiness. We then make recommendations on any improvements needed.
- **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, which saves time in developing proposals later. We review this vault information with the client quarterly.



## GRANT WRITING

- **Prospective Grantor Search:** Our **Point Report™** is a comprehensive search for grantors who may be interested in the organization's mission.
- **Proposal Development:** Sharpshooter works with the organization to craft excellent grant proposals.
- **Proposal Submission:** When needed, Sharpshooter can assist with the final uploading of applications through online grant portals. Proposals submitted by mail or email should be submitted by the organization.



## POST-AWARD

- **Post-Award Assistance:** When the organization is successful in securing funding, Sharpshooter can assist with reporting and monitoring grant management requirements.
- **Award Management:** Managing multiple proposals, awards, and deadlines is a daunting task. Sharpshooter uses a cloud-based system to track and manage all activity. The organization has access to this system at no additional cost.
- **Continued Prospecting:** Sharpshooter staff scan multiple sources daily to identify new funding opportunities. Sharpshooter will send relevant opportunities to the organization.



## BUILDING TRUSTED RELATIONSHIPS WITH FUNDERS

*Really important!*

The greatest predictor of fundraising success is your organization's ability and willingness to develop trusted relationships with your funders. This includes cultivating early relationships, maintaining meaningful contact, seeking feedback, and being an excellent steward of resources. **Sharpshooter does not directly contact grant makers for clients. It is imperative that the organization itself develops and maintains these relationships.** We provide coaching and encouragement.



## COSTS AND SERVICE MODELS

Hiring a grant seeker is a significant investment. We work to ensure our clients receive an excellent return on that investment.

While our prices are not negotiable, we can always adjust our scope of work to meet the needs of the client. Sharpshooter offers three service models to best suit your organization:

<h3>Hourly Rate</h3>	<h3>BLOCK HOURS</h3>	<h3>Rapid Fire Accelerator™</h3>
<p>\$135 per hour fee includes all administrative functions, meetings, database management, performance reports, project updates</p>	<p>50 hours: \$6,000/month \$120/hour above 50 hrs</p>	<p>\$27,500 one-year flat fee includes:</p>
<p>Includes all elements of the grant-seeking process</p>	<p>25 hours: \$3,125/month \$120/hour above 25 hrs</p>	<ul style="list-style-type: none"><li>-Assessments-</li><li>-Point Report-</li><li>-Grant Vault-</li><li>-Up to 10 foundation grant proposals-</li><li>-Coaching-</li></ul>
<p>Billed monthly</p>	<p>10 hours: \$1320/month \$132/hour above 10 hrs</p>	<p>Includes all administrative functions</p>
<p>No contract, offers the most flexibility</p>	<p>Includes all elements of the grant-seeking process</p>	<p>Structured program with excellent results!</p>
	<p>Rollover hours expire after 90 days</p>	<p>Terms apply - see page 8</p>
	<p>Allows consistent budgeting</p>	

### Urgent Rate:

Regardless of the billing structure, if your organization misses internal deadlines, requiring Sharpshooter staff to work outside normal working hours, work will be billed at the "urgent" rate of \$190 per hour. Sharpshooter will provide notice that this rate will be incurred.



## THE POINT REPORT™

The Sharpshooter Point Report™ is a service that allows your organization to identify its top grant prospects. We research a proprietary database that shows all grants issued in the US since 2003. Using key search terms and cohort analysis, we create a bespoke report for your organization that includes:

- A list of top prospects, ranked as a 1, 2, or 3 priority
- A profile of each top prospect
- A calendar of deadlines, including deadlines for required letters of inquiry/intention
- Backup data showing the results of our database searches
- A list of corporate giving programs
- A list of all local and state foundations

The cost for the Point Report™ is \$3,800 and requires 6-8 weeks to complete. Rapid Fire Accelerator clients automatically receive a Point Report as part of their package (see next page).

### It's Easier to Hit a Bigger Target!

The greatest predictor of a proposal's success is your **relationship** with that funder. Have they funded you before? Do they know you? Do they trust you?

Funders in the same **geographic** area are far more likely to fund your organization than a funder on the other side of the continent.

If your **mission aligns** with the mission of the funder, they are far more likely to fund your organization.

Sometimes organizations get lucky when they just send a proposal. But that's a tiny target – and not a great strategy!



## RAPID FIRE ACCELERATOR™

The **Rapid Fire Accelerator™** (RFA) is a special program offered by Sharpshooter. A limited number of organizations can participate annually.

For a flat price of \$27,500 upfront (or \$7,500 quarterly, \$2,800 monthly), Sharpshooter will, over the course of a 12-month period:

- Create a bespoke **Point Report™** to identify top grant prospects.
- Create **case statements** for the organization and up to three programs.
- Fill the **Grant Vault™** for the organization.
- Provide an assessment of 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.
- Craft excellent **proposals for up to 10 private foundations** identified as top prospects.
- Provide up to four hours per month (one hour weekly) of **coaching** on grants, additional prospect research, fundraising, best practices, etc.
- Provide monthly **project update** emails and quarterly **progress reports**.

Additional services will be billed at a **discounted** rate of \$120 per hour (e.g., if you have 12 foundation grants that you want done instead of ten). Our normal rate is \$135 per hour.

**NOTE: The RFA does not include federal, state, or other government grants. If the organization wants to seek a government grant opportunity, Sharpshooter can:**

1. Write these grants at a discounted rate outside the RFA, or
2. Include them in the RFA to replace 5-7 foundation grants, depending on the complexity of the application requirements.

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

- Score a 1 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.
- Appropriately steward the grants received (coaching is provided)
- Work in accordance with the Codes of Ethics for the [Grant Professionals Association](#) and [Association of Fundraising Professionals](#) as well as the [Donor Bill of Rights](#).



## YOUR RESPONSIBILITIES

Your organization must be actively engaged in this project at every point. Sharpshooter staff can provide the day-to-day progress toward completing the work but we will need the organization and its partners to:

- Identify **one primary staff member<sup>1</sup>** 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.
- Review ongoing drafts of proposals and provide feedback and guidance as needed in a timely manner.
- Notify Sharpshooter ASAP about any staff changes or absences of key staff (such as vacations, planned medical leave, etc.) that may interfere with the completion of a grant proposal.
- Provide appropriate access to funder online portals.
- Ensure timely payment of invoices (within ten working days)

If, at any point in the development of any proposal, the organization decides to abandon an application for any reason, Sharpshooter will (upon notice) immediately stop billing work toward that project and submit all documents created to that point to the organization for its files. The organization will be billed for project hours incurred up to that point. It is the organization's responsibility to notify Sharpshooter about abandoning the proposal.

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<sup>1</sup> If the organization does not have staff, the key contact can be a volunteer or board member. However, if the organization does have staff, then an appropriate staff member must be assigned as our key contact.





## WORKFLOW STRATEGIES

Sharpshooter crafts excellent proposals as effectively and efficiently as possible. We've developed the following 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 frequently used in 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 and workflow:

- **Preliminary:** 90-60 days before the proposal deadline, Sharpshooter staff review the opportunity and create a Grant Review Form that is shared with the organization, along with recommended actions.
- **Go/No Go:** 60-30 days before the proposal deadline, the organization reviews the information and decides whether or not to pursue the opportunity, contacts the funder if needed, and decides 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 to finalize the project:
  - **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** for the organization to ensure all elements of the grant are fulfilled appropriately.



- **Updates:** At least once a month, Sharpshooter will provide the organization with an email outlining the status of 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 organization's Vault information.
- **Ongoing Research:** Sharpshooter staff review grant opportunities from a variety of sources each day. When an opportunity appears to fit, we notify the organization with the appropriate information so leadership can decide whether or not to pursue it.

## 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 from Oklahoma State University (OSU) and a Master of Arts in Mass Communications from the University of Oklahoma. Dana 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, Dana is an adjunct professor at OSU-OKC, teaching courses in nonprofit management. She regularly teaches professional development classes on grant seeking and strategic communications at the local, state, and national levels. She currently serves on the National Committee for Professional Education of the Grant Professionals Association.

In 2022, Dana was recognized by her peers as the Outstanding Professional Fundraiser of the Year for eastern Oklahoma's chapter of the Association of Fundraising Professionals.

Sharpshooter's professional team includes:

- **Susan Pierce, MBA** is 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** is a senior grant professional. 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.
- **Matt Meyer** joined the Sharpshooter staff in 2023 after retiring as Executive Director of Tulsa's River Parks. Matt has a bachelor's degree in Parks and Recreation Administration from the University of Central Missouri and more than 40 years of experience in development of public spaces, governmental relations, and nonprofit management.
- **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 operations and conducts daily scans for funding opportunities that meet the needs of our clients.
- **Gabe Martin** is a grant writer at Sharpshooter and based in Oklahoma City. His experience includes higher education grant seeking, program development, and post-award management of government grants.
- **Jonathan Harrington** is a grant writer at Sharpshooter. With degrees in Economics and English from Oklahoma State University and years of experience in technical and legal writing, Jonathan now directs his talents to help nonprofits raise vital funding for their mission.

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 this 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.



## SECTION SIX: ADDITIONAL INFORMATION

### **Deliverables:**

Sharpshooter will provide the following:

- **Facilitation:** Sharpshooter can facilitate discussions among appropriate staff and partners 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 to award a grant – and 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 the agreement with written notice. Upon termination, Sharpshooter will cease billable work, calculate outstanding hours, and submit a final prorated invoice and copies of all materials produced. Sharpshooter staff are available to help transition work to a staff member or other contractor as needed to ensure a smooth transition for the organization. This support is billed at the hourly rate.

### **Competing Proposals**

There may be times when the Sharpshooter team is crafting proposals to the same funder for several different clients. While these proposals may be competing for the same funding, we work to ensure each client submits an excellent proposal worthy of serious consideration. We want every client to be among a funder's list of awardees!

### **Conflicts of Interest**

Sharpshooter will assess each contract to ensure there are no actual or perceived conflicts of interest. If such a conflict exists, we will work to ameliorate it.

### **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, processes, or materials developed for and copyrighted by Sharpshooter Communications.

## **Confidentiality**

Sharpshooter staff and contractors 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.

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The Sharpshooter mission is to earn a living providing excellent fundraising and strategic communications services while exhibiting the Christ-like qualities of generosity, integrity, and grace. Our values are:

- Generosity – consistently doing more than the minimum
- Integrity – being honest about our abilities and transparent about our failures
- Grace – showing grace to others when needed
- Client Centeredness – focusing on how we can best serve the needs of each client
- Excellence – perfection is impossible, but we pursue excellence every day
- Consistency – providing a consistent “product” for our clients
- Creativity – our work is inherently creative, and we seek to produce high quality, original work
- Diversity, Equity, and Inclusion – we recognize the historic marginalization of certain groups of people. We proactively seek to learn more, be more inclusive, and promote justice



**References:**

**Stacey Ninness, CEO, Neighborhood Services Organization**

[sninness@nsookc.org](mailto:sninness@nsookc.org)

**John Wilguess, Executive Director, Oklahoma Dental Foundation**

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**Robyn Sunday-Allen, CEO, Oklahoma City Indian Clinic**

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**Lisa McConnell, Professor, Oklahoma State University-OKC**

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**Lesla Crowe, CEO, Atomic Marketing (retired)**

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