Finding the Fit: Identifying Funders that Best Support Your Mission

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Presented by Chris LaPage and Amanda Day, Grants Office, LLC

Welcome and Introductions

Chris LaPage:

Hello, everyone. My name is Chris LaPage, Chief Services Officer here at Grants Office, and today we'll be discussing Finding the Fit: Identifying Funders that Best Support Your Mission. Before we get started, I've got a few housekeeping items for you. First, feel free to ask questions at any time during today's event using the chat interface on the right-hand side of your screen. Submit as many questions as you'd like, and we'll get to as many as possible towards the end of the session. If we run out of time and don't have a chance to get to your question, you can email us directly at education@grantsoffice.com. Finally, this session is being recorded and will be available by the close of business today. Our media coordinator, Kate, has dropped that URL in the chat box. The PowerPoint slides presented here today will also be available at the same location shortly.

Again, today we're talking about evaluating and identifying grant funding for your mission-based organization, and with that, on to the show. I will be moderating today's session. We are joined today by the amazing Amanda Day. Amanda is a grants development consultant and part of our government and community services team at Grants Office. She brings a tremendous amount of knowledge and expertise, and we're lucky to have her with us today. Again, if you have any questions, please send those through the chat interface on your screen. We'll get to as many as possible at the end of today's event.

We've got a great session for you today. It's going to cover a lot of terrific information. We'll start off with a level set on the importance of your organization's mission statement, particularly as it relates to matching it with the mission and priorities of grantmakers. More so, we'll tackle how you can articulate and improve your alignment to relevant funders within your proposal. After briefly reviewing some Grants Office services, we'll conclude with a question-and-answer period as time allows. Now, enough from me. I'd like to introduce you to Amanda Day. Please take it away.

Amanda Day:

Good afternoon, everybody, and thank you for joining us today. It's a pleasure to be here. I'm very happy to be here talking about grantseeking for your mission, and I hope we have a really great webinar, offer a lot of good information, and some next steps for you in your grantseeking journey. Securing grant

funding is a powerful way to expand your impact, but successful grantseeking involves much more than just filling out as many applications as you can. It starts with clearly understanding your mission, identifying those funders who share that mission, and developing a compelling proposal that clearly communicates your organization's vision. By the end of this session, you'll have a stronger understanding of how to approach grantseeking with confidence, purpose, and a strategic mindset. So whether you're new to grants or just looking to strengthen your current process, we'll help you leave here with actionable insights that help you secure funding and advance your mission.

Understanding your Mission Statement

What Your Mission Statement Says About You

So what does your mission statement say about you? Your mission statement is more than just a description of your organization. It tells funders what drives you, who you're committed to serve, and what difference you're hoping to make. An effective mission statement gives funders insight into the needs that you address daily and how those needs align with their own mission. It can help build confidence in funders by showing that your organization has a clear purpose, understands the change it's hoping to create, and is positioned to make lasting impacts with the right funding. So when searching for grant funding, it should be top of mind that your mission is a good match to the organization providing the funding. Your vision, your target demographics, your objectives — they should align with that funder. This ensures that the grant funding is ultimately used to advance the same goals as the funder.

What Makes a Good Mission Statement

So what makes a good mission statement? Your mission statement is more than just a description of your organization. You're telling a story in one or two sentences. These points show what strong mission statements have in common, so an impactful mission statement serves several important purposes. First, it explains what your organization is doing — why it exists, what's your core purpose? Next, it defines who you serve, so it's clear who or what benefits from your work. Next, it describes how you do that work. What steps are you taking to accomplish your goals? What does your organization do to accomplish its goals? And finally, it shows what impact you're trying to make. What are you trying to accomplish with your organization and with the funds that you're looking for? So your mission statement needs to be clear and purposeful, since it defines your identity and inspires confidence in that funder.

Two Examples: The City of Muskegon and the Museum of Modern Art

We're going to take a look at a couple of examples of really effective mission statements. Each one of these clearly communicates the organization's purpose, who it serves, and what difference they're trying to make. We're going to start with two different types of organizations: we have a public entity, a city, and then a private nonprofit. The first one is the City of Muskegon, and their mission statement is to improve the quality of life for the citizens of Muskegon through good stewardship of resources, excellent services, and leadership for the greater community. And MoMA, the Museum of Modern Art in New York City: the Museum of Modern Art connects people from around the world to the art of our time. We aspire to be a catalyst for experimentation, learning, and creativity, and a gathering place for all and a home for artists and ideas. We're going to check in with them later about grantseeking for their projects, but for right now, we'll talk about their mission statements.

These are great examples of mission statements that really drive home what the organization is about. Each statement is clearly illustrating the key elements of that strong mission statement we talked about in the previous slide: What does the organization do? How do they do it? Who do they serve, and what is the impact they're trying to make? Both of these have a very different approach but are equally effective at conveying that clear sense of purpose — what they're trying to do, who they're trying to help, what geographic area they're in.

Matching with a Funder's Mission Statement

Looking for Funders Whose Priorities Align with Yours

Now that we know what an effective mission statement looks like, we'll dive into how your mission statement influences the way that you're searching for grant funding. When you're grantseeking, when you're starting to look for grants, you should really be looking for funders whose priorities align with your mission. They aim to make the same kind of impact as you are. So you're not necessarily looking for what grant will fund this project — what grant is going to fund my new stoplight in center city. We're looking at what funders share the goal that you're looking to accomplish, what mission statements align. This may take some time, to find who aligns best with your mission and who is funding the type of project that you're looking to get funded, who is funding the type of entity that you are, but it's well worth the research that you're going to be doing to find the right funders for your projects.

How Funders Are Guided by Their Mission Statements

So, that being said, how do you know you found the right funder? Do you fit with the funder's mission statement? First, we need to know how those funders are guided by their own mission statements. How are they using their mission statements to fund and advance their own goals? Most funders have some

common elements that guide their mission and their grantmaking methods. All funders exist to benefit a particular mission, a population group, or a geographic region. So, working in their own self-interest, they're only going to award funding for projects that help them advance their own priorities in their own area, to the population that they've stated. They're going to advance priorities in one or more of those areas.

For example, the U.S. Department of Health and Human Services, or HHS, has the mission to enhance the health and well-being of Americans, providing health and human services by fostering advances in medicine and care. That's specifically their mission statement; that's their wording. So therefore, we can expect HHS to provide funds that reflect that mission. Programs are going to be created to fund projects that benefit as many Americans as possible in access to healthcare, in access to new medicines. It's either expanding healthcare or expanding research and development into new treatments; it's going to follow that kind of path. So their mission is to provide better access to healthcare and generally improve American healthcare. Their population group and geographic area is all U.S. citizens, and then they'll achieve that by investing in projects that expand access to healthcare and by providing grants that research and develop new drugs and treatments.

This kind of all ties into the next two bullet points. Funders are always working towards long-term and measurable outcomes. Each one has a mission and specific targets that they're trying to achieve by providing grant money to subrecipients. And they have a governing body or a government entity who they're expected to report to. For instance, U.S. government grantmakers are beholden to taxpayers, because we provide those funds in our taxes. In this case, the president or governor administers the program, and Congress and legislators actually provide oversight to make sure those funds are going where they're supposed to, to make sure reporting is done, and that the funds are being used for the purpose of the grants. Federal and state legislators set the grantmakers' budgets as well, and define program priorities and distribution methods. So they make the rules, and then those entities provide funding.

For foundation funding, that's a different story. That authority lies with the sponsors and board members. They're the ones who are keeping track of how the funds are being spent and who they're being awarded to. And then there is a small family trust, for example. They may have maybe a quarterly meeting or an annual gathering where the individuals that are actually making those donations — they're providing the monies — want to hear about the projects that received support. They want to hear about the status of those projects. They want to see what difference their funds are making, and if they're awarded to the right type of projects and the right type of recipients.

Narrowing the Funnel: What Makes a Good Match

So when you're looking for a grantmaker, what exactly makes a good match? I kind of see this as a big funnel. You have all of this information out there about the types of funders that are out there: how much grant money is available, what are the maximum awards, what kind of financial aid are they looking to award? What types of organizations are being awarded projects? Is it nonprofits? Is it state and local government? Is it schools? So we have to kind of narrow all these things down. What are the funding methods? Is it a reimbursement grant? Is it a cost share? With all of that in mind, we need to narrow down that search to find our best fit. Grantseeking is not about applying to as many grants as possible. We're not going to go out there and find 15 grants, hope we line up, just apply, cross our fingers, and hope that we're funded. We are looking for the best fit to your mission. What organizations have common goals in mind with what you are trying to accomplish? You're going to find the grants to apply to, and then you're going to work on presenting the best proposal possible to a few good-fit grants, rather than kind of rolling the dice and seeing what sticks.

So when you're trying to find that perfect match, you have to pose several different questions based on the information on your screen. What's the funder's core mission? What are their key priorities, and do they match what yours are? You don't just want a bit of overlap — some things match, some things don't. You want to make sure that you and the grantmaker have very similar missions: a very specific geographic focus, a specific population focus, specific goals in mind. When all of those elements align, you need to dive even deeper than that. Make sure you're looking exactly at who they serve, what population, what geographic area. If you're in California, you're obviously not going to look for grants that are in Washington State. If you are a tribal government, you're not going to be looking for grants for a nonprofit. So we really have to look at all aspects of what the grantmaker is trying to accomplish with their grants. When you have that overlap that matches, that's when you're really kind of on a roll, and you're finding that all of these elements are going to line up and that you're a good match.

Funding Guidelines: Allowable Expenses, Parameters, and Cost Share

Make sure you're looking also at what type of funding they are providing. Are there unallowable and allowable expenses? Will your project even be funded? Almost all of the time, allowable and unallowable expenses will be listed in the grant guidance, so that you know exactly: Is this a good fit? This grant doesn't fund technology, and I'm looking for a new camera system for our police. So really match up what that funder is trying to accomplish with what your project is. I also have to look at funding parameters: if you're asking for $15,000 and the max is $5,000, it's just not a good fit, so it's time to continue your search.

Another consideration, as I said initially, was a cost share, or if it's a reimbursement grant. If you're not able to contribute any money toward this project, or you can't pay for the project in advance and get

reimbursed, it's time to move on to a different type of grant, because there are a lot of grants out there that are reimbursement grants, and a lot of grants have a cost share. A cost share just means they'll pay 50%, you pay 50%, so you have to look for that in the guidance as well. And really, these are all just considerations that you have to have when you're reading that guidance. Do not skim the guidance. There will be specifics in there, and I know sometimes it's 60 pages long, but it is worth reading the entire guidance to make sure that it's a perfect match for what you're trying to accomplish.

Matching Up: The City of Muskegon

So let's go back to Muskegon and New York City. These are the projects they're trying to work on. The City of Muskegon is looking to fund AV equipment, a movie screen, and replace the security cameras in Pioneer Park for public movie presentations. In their search, they started with community development grants, because that made the most sense. With some digging, they found a grant from Muskegon County specifically that is called the Strategic and Community Empowerment Grants. The grantmaker's mission is to advance educational attainment, foster a dynamic local economy, and enhance community trust. This matches the city's mission statement pretty well, because — if you think back to when we read their mission statement — they have in there improving life for citizens, so that kind of matches with what the grant is trying to accomplish. The geographical information is obviously a perfect match; it's specifically for Muskegon County.

And finally, what does the funding history look like? Most of the previous grants have been under $3,000 — $3,000 is the max, so it's been under $3,000. The city is looking for a total of $2,700, because they're kicking in part of the cost. So is it a good fit? Absolutely. Everything matches up.

But we can't limit our search to just a specific type of grant — we found a grant, we're going to apply to it, and there we go — because you can't think that the grant that you're applying to is going to fund your project. You want to make sure that you're applying to a couple of different grants. If you're awarded both, you just decline one. But it doesn't make sense to just apply for one grant, so expand your search. In this case, we might look for funding for park improvements, whether it's through the state, or foundation funding, or a federal grant from the National Park Service. And in this case, they could even split that project into two separate projects: one being the movie screening project, the community development part of it, and one being the replacement of the cameras, so that the surveillance could be a law enforcement grant, could be a homeland security grant, something along those lines. So they really have to kind of think outside the box and not just say, oh, there's only a couple of grants that will fund this project. This broadens the scope of what types of funders and grants you can research.

Matching Up: The Museum of Modern Art

For MoMA, their project is to digitize and preserve important collections of African American art and literature. They're looking to digitize some; they're looking to actually preserve some. In their search, they have come across a grant from the New York State Council on the Arts, or NYSCA, called the Arts Museum Grant. NYSCA's mission is to foster a full breadth of New York State arts, culture, and creativity for all, ensuring that every resident has the right to experience the power of the arts. And if you think back to their mission statement, it almost exactly matches what this grantmaker is looking to accomplish as well. So it's a perfect match, right off the bat. The grant provides general operating and project-specific support for nonprofits in New York State — another perfect match — and awards range from $10,000 to $50,000, which is right in their budget range. So is this a good fit? Absolutely. All of the elements are a perfect fit for this grantseeker and grantmaker.

But again, they shouldn't be limiting themselves to one grant. Other avenues for this type of grant might include a federal library and museum grant, or a heritage preservation grant from the National Park Service. There are grants like the African American Civil Rights grants; there are grants like the African American Historic Preservation grants — tons of heritage preservation grants out there that can help this museum try to accomplish what they're doing. And another option might include a foundation. There's the New York Community Trust, and they provide targeted grants for arts, culture, and historic preservation. Or the New York State Parks grant for African American heritage exhibits.

Narrow It Down to a Few Perfect Fits

So do your diligence; do look for different types of grants. Gather information together. Put a spreadsheet together of all the different grants, including all of the different parameters of that grant, to really kind of have it in front of you and say, okay, this is our best bet. We're narrowing it down. We're getting that funnel narrowed down to just a few grants. So don't just apply to the first grant that you might think is a good match. Explore the landscape and narrow it down to a few perfect fits. You can't immediately assume that the one grant you apply to is going to fund your project. That's the most important thing that I want to point out on this slide. There are hundreds of applications sometimes in grants, and you just have to kind of broaden your scope and apply for a few different targeted grants.

Proving the Alignment in a Grant Proposal

Proposal Section: Goals and Project Description

So, you found the right funder? You've found some grants that you'd like to apply to; it's time to apply. How do you communicate your mission statement and how it aligns with the funder's mission statement? What can you do in your application to get across that you are a good match, your project is

a good match? The first section is either your project goals or your project description, and there are a few different areas where you can really kind of hone in on that match. In the project description, you'll provide kind of a broad overview of your project. This is usually a few sentences about what your project is, what you're hoping to accomplish, who it's going to benefit, things like that. Your narrative is where your deep description will come in, but this is kind of a project overview. So you'll explain who or what the project benefits, how it advances your mission, what your desired outcome might be — and be specific. Be specific about how your project aligns with the mission of the funder.

An example might be a school in Kansas applying for a Department of Education grant so they can create an after-school program to expand STEM education to students. A school would use a phrase like, "This project would help to achieve a mutual goal of advancing education for K-12 schools by offering additional STEM activities after regular school hours." That description tells the story to the funder: we have a common goal; this is how we're going to accomplish it; we have a common demographic in K-12 school students. So it's a really good tie-in to your mission statement, your project aligning with that funder's mission statement and goals.

Another one might be the West Central Texas Municipal Water District. They're applying for funding for severe drought conditions from the Bureau of Reclamation. So they want to say something like, "Like the Bureau of Reclamation, our goal is to protect natural water resources in western Texas. This project will ensure that water resources are developed in an environmentally conscious way and can serve water resources for future generations." And that aligns perfectly with the Bureau of Reclamation's mission statement, because they are stating that their goal is to ensure environmentally safe and conscious ways to preserve water for western states, Texas being one of them. So this shows a common goal of protecting water resources and providing water for current and future generations. Reinforcing the commonalities in your mission statement is key, and it will grab the reviewer's attention when they're reading your proposal. They'll see that you keep reinforcing: we have the same goals, we have the same demographics, we have the same vision in mind. This is why we're applying to you for funding, because we align with your goals.

Proposal Section: Action Plan

And finally — or not finally — the action plan. That is another way to kind of tie in your mission statement with the purpose of the grant. In your description, you explained your project and what you plan to do to accomplish that project. So you've convinced the grantmaker that this is a good project to fund, and now it's time to prove that you can complete the project with these action steps. When you're creating your action plan, you need to be detailed and define your objectives clearly, specifically, including target dates in your action plan. Exactly map it out: when are you going to accomplish each

one of these action steps? And every objective should track back to the project that you've laid out in that project description.

So the mission language you introduced in your goal section should reappear here — not just listed as a paragraph, but woven into the steps themselves. Don't make the reviewer connect the dots. You're going to do it for them. You're going to make sure that they understand that every action step aligns with the mission statement that you've made, with the goals and the actual project that you've described in the previous section. One last thing to keep in mind here: you're going to let them know how you will — how will you know if the project is successful, in terms of advancing your mission and accomplishing the stated goals within the defined project period? You've said you're going to accomplish all these things in this timeline. Make sure you're defining how you'll measure that success each step along the way.

Proposal Section: Narrative

And now, finally, your narrative. While the project description and the action plan are very important pieces, your narrative is where you can really shine. When you clearly connect your organization's work to the funder's priorities, you position your proposal as an opportunity to achieve this shared impact, rather than just asking for money, rather than just requesting financial support. You're trying to convince them: this is how we're going to align; this is how your funds are going to advance your mission as well as our own. So in your narrative, you want to state your mission, the population you serve, and what you hope to accomplish with the grant funding. You're going to clearly explain how you identified the need — what studies were done, what has been brought to your attention that you need to address — using consistent language that ties your mission to the project you've described, to tie their mission to your mission as well.

And finally, demonstrate that the funding is more important than just financial support. It's an investment that enables your organization to expand its impact and achieve measurable outcomes. It's making meaningful progress toward the shared goals of both your organization and the funder. And I know I keep saying that these need to be shared goals. They need to align — all or part need to align. It needs to be the best fit between the funder and your organization, because, again, they're being selfish. They're trying to fund initiatives that will advance their own mission, that will bring attention to what they're fighting for.

Funders Invest in a Shared Vision

So, in the end, remember: funders don't invest in your organization simply because you're asking for money. They invest because you share the same vision, and they believe their investment in you will make a meaningful impact. Every grantmaker is investing in solutions to the issues they care about. The

funding is simply the tool they use to achieve that goal. It helps to think of them as partners rather than just a source of funding. A funder isn't an ATM; they're not out there giving away free money. It exists to advance its own mission and create meaningful impact. Your organization also has a mission, and the purpose of the grant application is to demonstrate where those missions are going to intersect, where they come together.

So that is the main focus: keeping your mission in mind when you're searching for a grantmaker, and matching the mission, rather than just looking for a grant that fits or looking for a grant that's open. We are looking for a fit. This is a long-term investment in research and a long-term investment in these funders. A lot of foundations like to meet who they're funding, so it's developing relationships. I often say to our customers that grantseeking is about relationships. It's getting to know program managers, getting to know foundation investors, and really just kind of developing long-term relationships with them.

So thank you very much for joining us today. I hope this has helped you understand how your mission statement serves as the foundation for your grantseeking strategy. A clear, compelling mission not only guides your organization's work, but it helps you identify funders whose priorities align with your own — going back to that again. So, with that being said, have a great day, everybody, and I will turn things back to Chris.

Grants Office Services and How to Engage

Chris LaPage:

Thanks, Amanda, for all that wonderful information. For our audience, if you have questions, feel free to drop them in the chat box at the bottom right-hand portion of your screen. I'll give Amanda a quick minute to grab a sip or two of water before we start the Q&A. While she does that, I want to quickly share some information about Grants Office. Speaking of missions, our mission at Grants Office is to empower communities by leveraging the power of grants to finance vital projects that improve the lives of people. If you followed along with today's event and are still not sure what grant pathway is right for you, or you ever have the need for a helping hand or extra capacity, I want to call your attention to the Grants Office services that are available to you.

We have a research and consultation service that allows you to sit down with a consultant, discuss your upcoming projects, and then be provided with a list of state, federal, and foundation grants that would best support those initiatives. We also have an array of proposal development services, whether you simply need us to put on our reviewer hat and provide a second set of eyes on the proposal you are developing, or you need a dedicated grant writer that can put pen to paper on a grant application. We even have annual support programs that provide you with ongoing access to our researchers and

consultants as you seek to build out your long-term grantseeking strategy. And last but certainly not least, we have our subscription service, Grants Office Communities, which gives you access to collaboration tools and our database of more than 26,000 state, federal, and foundation grants, so that you can do the research, project building, and collaboration on your own inside a platform that was designed for and by grants people. You can scan the QR code on your screen to learn more about Communities and sign up for a free two-week trial.

On that, I'd also want to, as a reminder, let folks know that, just like this webinar, we have several no-cost grantseeker support resources available on our website, www.grantsoffice.com, or by scanning the QR code you see on your screen. We invite you to check those out. The free Guidance for Grantseekers library has some great short how-to videos, articles on various grant-related topics, and other resources to help you along with your journey.

Q&A Session

And with that, I think we can move into the Q&A. Hopefully Amanda had time to catch her breath.

Audience Questions

Q1: I haven't even searched for grants before. Where can I start looking?

Chris LaPage:

The first question we have in the queue for you, Amanda, is: "I haven't even searched for grants before. Where can I start looking?"

Amanda Day:

Great question. I think I kind of go back to shifting your mindset from "Where can I find money?" to "Which funders care about the problem I'm trying to solve?" And while there are resources out there — obviously there's Grants.gov, there's resources out there for you to actually find grants, Foundation Center, things like that — really, search for funders who care about the same problem you're trying to solve, and then see if they're offering funding. See if it's a grant that might help you. Finding out, again, aligning your mission statements: what types of funders are supporting your work, what priorities do they have? Once you start doing that research, I will go back again to creating a simple spreadsheet. Track the funder's name, the mission and funding priorities, what grant amounts are they looking to make, what are the eligibility requirements.

Like I said, it's a long-term research assignment, honestly. There are many public resources — obviously, you just saw a slide where Grants Office can help. There's a lot of places to look. It's just starting that journey, and then you'll find, as you are searching, that it becomes a little easier to get to know these

resources. Grants.gov is a federal site that posts all federal grants every day that are opening; they're supposed to post every single one that opens. Your state agencies will have their own pages, and the grants will be listed on them. Like I said, Foundation Center is a good resource for that as well. Really, just doing that kind of research, but switching that mindset from what grants are out there to who has a common goal in mind, who is funding the type of organization and type of project that I'm looking for. I hope that answers your question.

Q2: Should we adapt or alter our mission based on the funder we are targeting?

Chris LaPage:

Thank you so much, Amanda. I know we're right here around the time, so I think we have time for one more. Do you think we should adapt or alter our mission based on the funder we are targeting?

Amanda Day:

No, the short answer is no. Your mission statements have probably been around for a long time. They should be relatively stable over time, and it should be easy to tell that an organization's track record and history align to the mission — something that you're looking for, rather than trying to fit a square peg in a round hole, if that makes sense. You're finding out if your mission statement aligns with the funder, not trying to alter your mission statement to fit a funder because you found a grant that you want to apply to. So the shorter answer is no; the longer answer is, change your mindset from trying to fit in with what the funder is doing to finding a funder that fits with what you're doing. Do you have anything to add?

Chris LaPage:

No, that's terrific advice, Amanda. I think also, just to add on to that, one of the most important tips I think you gave early in the session was around making sure you don't leave anything up to the reviewer in terms of drawing connections or connecting dots. I think some folks think, "I did all this legwork to find the right funder that aligns to my mission, to my project; it should be pretty obvious to them how things fit." And that's, again, not the approach you want to take with these applications. You want to essentially beat them over the head with those connections.

I mean, I remember working with a women's health group several years ago who found a foundation that focused, in terms of priority population, on women and their health, and they proposed a great project. They thought that project was a good fit — and it was — but in that project they talked a lot about transportation to and from events for low-income women, for those healthcare appointments, et cetera, childcare, and all these non-health-related types of what we would call today social determinants of health. Sometimes you can be well ahead of the funder in terms of thinking about those things, and they initially got a decline letter saying, hey, we focus on actual health services for women; this seems more social-services oriented when you're talking about transportation and childcare.

Fortunately, upon a reconsideration, and those folks going back and trying to explain how this was instrumental in improving the healthcare of women in their community, the foundation actually reconsidered that.

So, again, I know there can be some folks who think they're over-explaining, or maybe they're talking down to the funder by trying to draw all these connections and beating them over the head with it, but it's absolutely essential in terms of what you're doing.

Closing

Chris LaPage:

So, again, I appreciate everyone's support today and attendance. We are out of time at this point for additional questions. As I mentioned before, you can reach out to education@grantsoffice.com to get any questions that were not answered, answered. Thank you again to Amanda — a big thank-you for sharing your expertise today. Remember, the recording for today's session, along with the slides, will be available on the event's resources page by the close of business today. Feel free to share that with your colleagues or whoever else you think will benefit from the information we shared here today. We hope you found today's event to be a valuable use of your time, and we look forward to seeing you on future Grantscasts. Have a great rest of your day, and thank you for joining us.

— End of Transcript —

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