GRANT WRITING 101

Grant Writing for Environmental and Community Development Grants

Amanda LeFevre

502-792-6398 or amanda.lefevre@ky.gov

General Housekeeping

- Sign-In sheet
- Emergency info
- This is a non-smoking facility.
- Don’t prop doors open.
- All doors except main entrance have a key pad.
- Recycling is available.
- Restrooms
- Vending machines
- Breaks
- Silence cell phones
- Your Folder

- Agenda
- Evaluation
- Presentations- DCA.ky.gov- go to brownfields program page, Grant Writing Resources

DCA

Kentucky Division of Compliance Assistance

- Kentucky Brownfield Redevelopment Program
- KY EXCEL
- Environmental Compliance Assistance Program
- Operator Certification-Drinking Water, Wastewater and Solid Waste Operators

Brownfield Program

- Help communities get environmentally impacted properties back into reuse
- Assessments, grant assistance, Cleaner Commonwealth Fund, risk management, resource identification
- More to come later……..

Amanda LeFevre

- Nonprofit and government experience
- Working with EPA brownfield grants since 2006
- Zero to first in the region in brownfield grants
- EPA Environmental Education Grant for KSI
- 3 EPA Source Reduction Grants- Green Lodging, Green Sporting Events and Local Foods
- EPA Brownfield Revolving Loan Fund and Assessment Grants

Introductions

- Who are you?
- What do you hope to learn?

"My project is simply this. I want to find out once and for all whether there's any truth in the belief that money can't buy happiness."

Class Barometer

- How many of you have written a grant before?
- How many of you have had a grant funded?
- How many of you immediately had a panic attack after you were funded?
- How many of you are the sole grant writer for your organization?
- How many of you manage the grant after you get one?
- Is grant writing your only duty at work?

On the Agenda

- General grant writing tips- mainly federal grants, but some good foundation info, too.
- Sections of grant and how to address them
- Brownfield grants and how they can help communities

Provisos, Disclaimers, Quid Pro Quo, etc.

- I don't promise to make you an expert, but hope to increase your knowledge.
- Attending this will not guarantee you will get a grant, but hopefully you will get closer.
- You can use all the tips and tricks, but in the end grants are subjective.
- Every grant is different, follow your guidance.

Word of Warning

Grants are not all rainbows and unicorns.

Flowery words and unfounded promises don’t work.

Even fewer unicorns if you get the grant.

Funders are now looking at grants as business proposals. They want to invest money wisely.

Write accordingly.

They are looking for organizations that have designed specific, realistic solutions that will have positive impacts on your community.

Grant Writing

The Basics

Types of Grants

- Federal Grants
- Foundation Grants
- Corporate Grants- Note that if a corporation is part of a problem, they probably offer funds to remedy the problem- BP, paint companies

Foundation vs. Federal

Foundation/Corporate

- Good start-up/seed funding
- Less formal
- Can be as simple as a letter- 2-4 pages-harder to write??
- Reporting not as structured
- Fewer applicants-mostly nonprofits/some locals
- Open to non-profit wings of state government
- Flexible to unique circumstances
- Priorities can change from year to year
- Can be very specific
- Project periods 1-3 years

Federal

- Set by legislation
- Structured and somewhat predictable application process
- Multiple-year budget opportunities and indirect costs
- Can hire staff
- Very prescribed format
- Open to state and local governments and nonprofits

Foundation Funds

Private Foundations-funded by endowment

- Family-funded and influenced by family
- Independent –May be funded by family but they don't guide
- Corporate-set up by for-profit businesses to fund charitable giving

Community Foundations- build endowment by soliciting from multiple sources. Community specific.

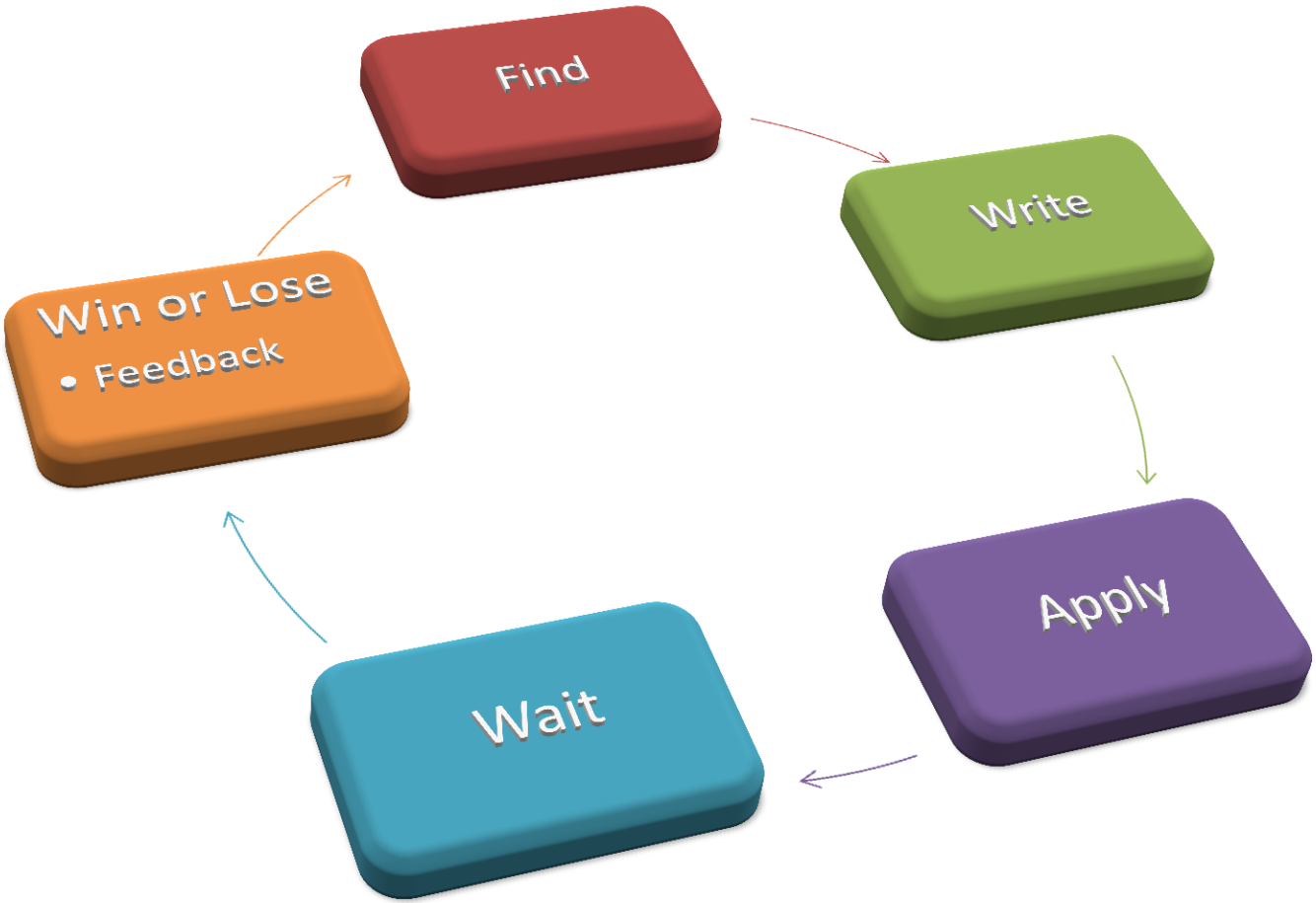
Public Foundations-much community foundations. May run their own programs and support other NPOs

FOUNDATION NAME	TOTAL ANNUAL GIVING
The Community Foundation of Louisville, Inc.	$24,430,400
Blue Grass Community Foundation, Inc.	$19,069,230
James Graham Brown Foundation, Inc.	$9,747,194
The Humana Foundation	$8,269,038
Yum! Brands Foundation	$7,623,691
WHAS Crusade for Children, Inc.	$5,432,563
The Gheens Foundation, Inc.	$5,193,913
National Center for Families Learning, Inc.	$4,184,352
R.C. Durr Foundation, Inc.	$3,428,507
W.L. Lyons Brown Foundation	$3,395,604
C.E. and S. Foundation, Inc.	$3,060,831
Mildred V. Horn Foundation	$1,651,269
Kentucky Fried Chicken Foundation, Inc.	$1,420,904
Good Samaritan Foundation, Inc.	$1,190,793
Community Foundation of West Kentucky	$813,533
Foundation for the Tri-State Community, Inc.	$790,410
LG&E and KU Foundation, Inc.	$696,921

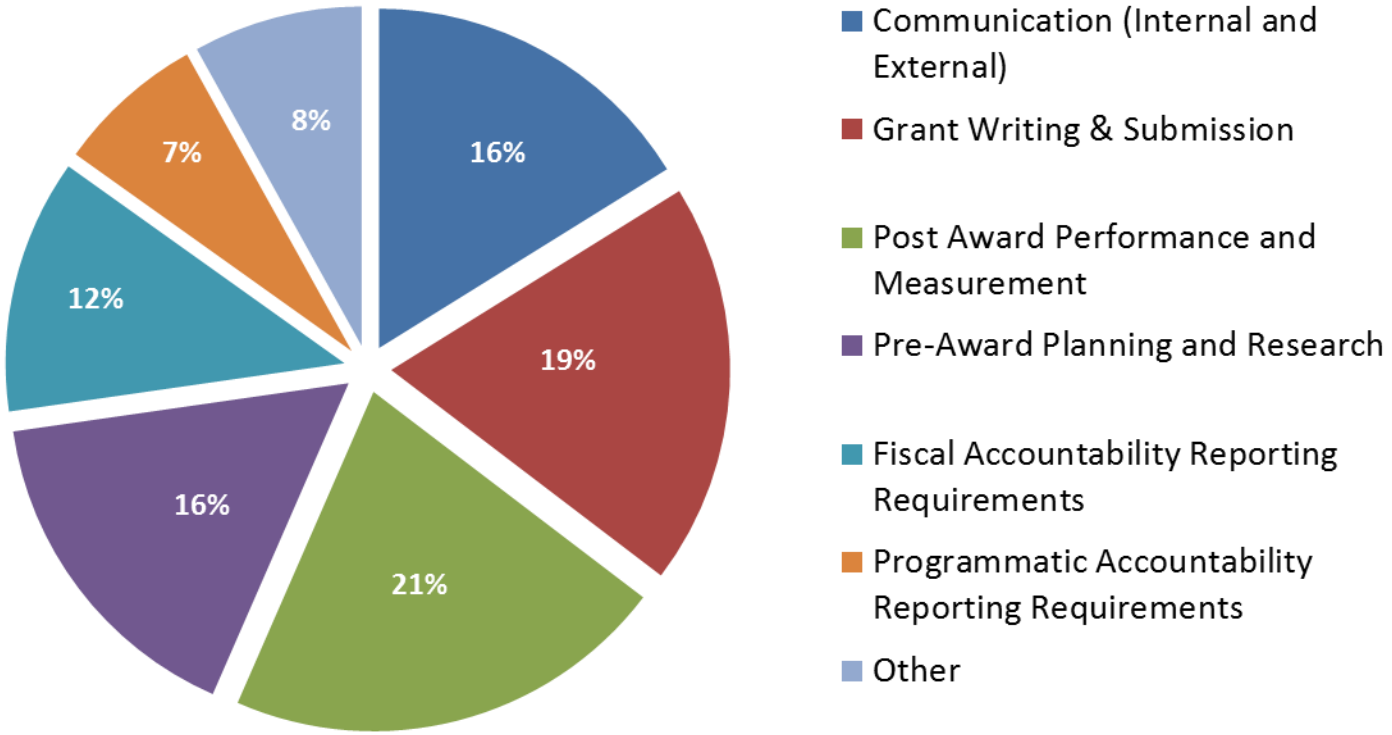
Types of Federal Grants

- Categorical- About 90% of federal aid is categorical. Can only be issued for a narrowly defined purpose
  - Project- competitive
  - Formula- Provide funds as required by law. A formula determines the amount. - Aid to Families with Dependent Children (AFDC)
- Block Grants- Large pool of funding provided to state and local governments for general purposes (CDBG, Local Law Enforcement Block Grant)
- Earmarks- not competitive

The Grant Process



Most Frustrating Part of The Process



Writing A Proposal

Some grant proposals are rejected because they contain bad ideas.

Most grant proposals are rejected because they contain good ideas that are poorly written.

Top Reasons Proposals Fail

- Proposal doesn't match funder's priorities
- Organization is out-of-service region.
- Proposals do not follow format.
- Proposal is poorly written/hard to understand.
- Budget is not within the funding range.
- Organization is not credible.

Top Reasons cont.

- Not an urgent problem/see no impact with program.
- Activities greatly exceed funding and timeline.
- Funds were allocated and you missed the cut.
- Program will not be sustainable after the grant is completed. Grant money should be seed money in many people's eyes.

It’s not you, it’s me

Taking a hard look at your organization.

What Successful Grant Writing Organizations Look Like

- The mission, objectives and goals for the organization are clear. This guides all of your projects and where you look for funding.
- Encourage creativity and new ideas. Open to change and innovation.
- Are in tune with needs-perhaps have done a formal needs assessment.
- Consider partnerships.
- Have management support.

- Establish processes for quality control. They regularly assess themselves.
- Share RFPs with staff. Brainstorm with everyone.
- Provide staff with grant writing training.
- ID funders and get on their mailing list. Proactivity.
- Maintain good relationships with funders (especially foundations).

Keys to Funding Success

- Identify funders and opportunities that match your goals and objectives. Ask yourself some questions……..

Always ask: Is it right for us?

Questions To Ask

- Is the purpose of the funding opportunity compatible with our mission? Sometimes they ask how your project relates to their mission.
- Is something similar already part of our long-term plan?
- Is our organization eligible?
- Is the deadline realistic given resources and time available? Can we produce a technically qualified, highly competitive and timely proposal?
- Is the amount available compatible with our funding needs?
- Are you comfortable with the mission, vision and values of the funding organization?
- How competitive will the funding be?
- Fiscal ability- reimbursement
- Are we prepared to live up to the terms of the grant award?
  - Reporting
  - Accounting/financial responsibility
  - Evaluation requirements
  - Other

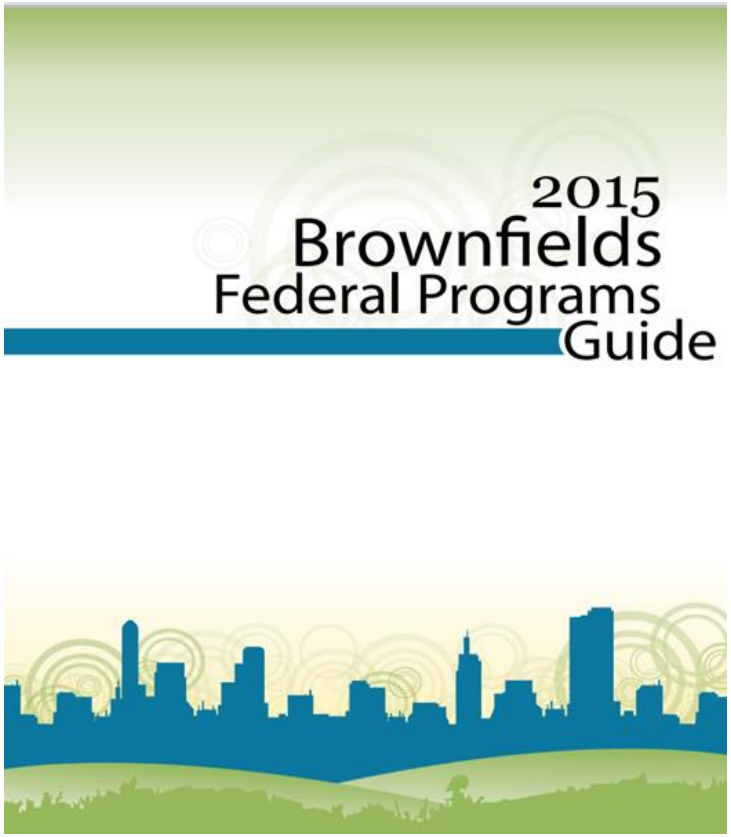
Identifying Funding

Finding Grants

- No real magic tricks
- Research, research, research!
- Free and fee based websites
- Ask similar agencies how they get projects funded
- Sometimes libraries and universities have subscriptions to sites

Places to Look

- Grants.gov
- The Foundation Center-http://foundationcenter.org/
- Grantwrangler.com
- Chronicle of Philanthropy- http://philanthropy.com
- Kentuckynonprofits.org- Check to see what resources they have-Grant Station
- Grantwatch.com
- Grant Resource List- List of grant writing and identification resources
- Google



http://www.epa.gov/brownfields/pdfs/2015-BF-fed-guide-7-8-15a.pdf

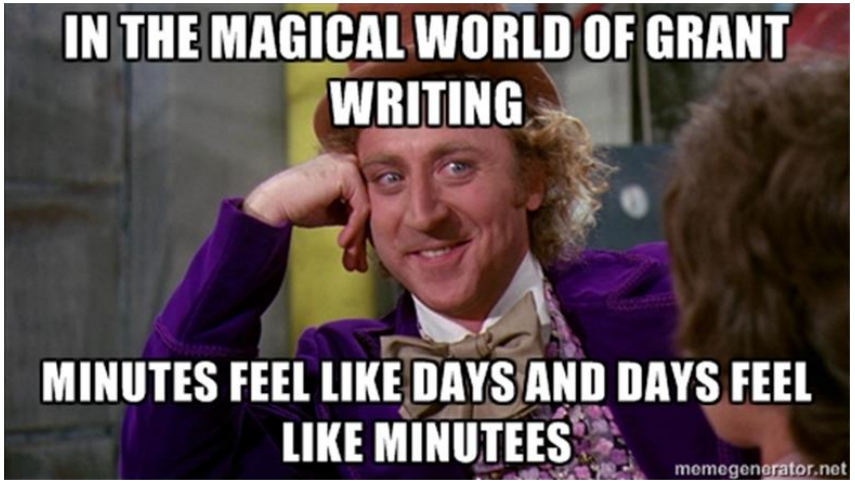
Keys to funding success

Keys to Funding Success

- Get to know potential funders- What have they funded in the past? Do your homework. Saves time/effort.
- Federal grants- webinars (current and archived), foundations- look at websites
- Avoid duplication of services.
- Partner with other organizations – win, win, win.
- Write a strong proposal- clear, concise & interesting

Keys To Funding Success cont.

- Allow yourself ample time. More than you think if you have never done one before.
- Know your project management style. Some grant elements don't work will with last minute operators.
- Know your strengths and weaknesses as a grant writer.



Keys to Funding Success

- Follow-up your proposal with personal contact (more for foundation, but talk to the Feds as well).
- Thank the funders (win or lose).
- Don’t give up if rejected. Get feedback.
- Evaluate your proposal. Post-mortem evals are critical. What elements didn’t work. Can they be fixed or is there a deal breaker?
- Continue relationship building, but don’t be a pest.

The Relationship

- Got a grant-nurture that relationship too.
- Comply with reporting requirements, ask questions, if changes are needed talk to them first.
- Send photos of “feel goods”
- Good relationships and project=more money down the line. You are a known quantity.

Most Important Key to Success

FOLLOW DIRECTIONS!!!!!

If you can't follow my directions, why should I trust you with actual money?

The Basics of Writing

- Read the Request For Proposals (RFP), re-read and read again.
- Highlight and take notes- Everything you need is there.
  - ✓ Format, deadlines, scoring rubrics, contacts, checklists, etc.
- Up to 60% of unsuccessful grant applicants end up that way because they were either ineligible or they didn't follow the RFP.
- Follow prescribed page length and format.

You're thinking, are they really that picky????

Yes, they are!

Latest News

Typing Error Means Women's Shelter Loses Grant Money

Peace for Families has been serving Placer County for nearly a quarter of a century, but a typing mistake may end its years of service to battered women and children.

The center was requesting $115,000 in grant money. It had gone through the process before, so there was no reason to believe this year's request would be turned down because of a technicality. The application was supposed to be double-spaced, but the shelter's executive director typed it single-spaced.

"It was like, 'How could I, after all these years of writing this grant, have screwed up so badly?' said executive director Arla Gibson. "I'm losing staff. I'm effecting people's lives. I'm not going to be able to serve the people that we intended to serve. It was devastating!"

The Oregonian

Click here to subscribe!

» More From The Oregonian

Center loses grants by slimmest of margins

Application borders two-tenths of an inch too big cost a Medford agency a shot at $703,000 in aid

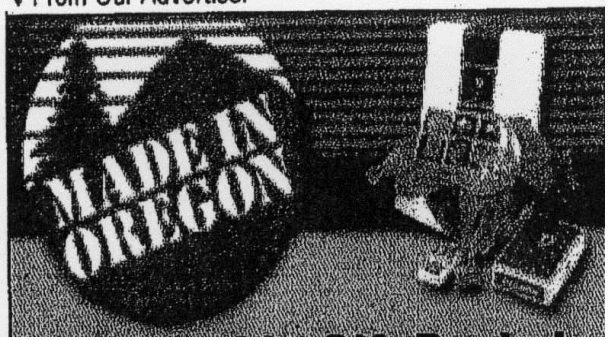
12/03/03

When it comes to the federal government, there's little margin for error.

A drug-and-alcohol treatment center in Medford learned that lesson firsthand when a federal agency rejected two grant applications because it used page margins that were less than an inch wide.

Rita Sullivan, OnTrack Inc.'s executive director, said the grants would have totaled $703,000 a year, but the center missed out because the application page margins were two-tenths of an inch too big.

▼From Our Advertiser



Grant Writing Basics

- Make it easy to read. Think about having to review 30 grants.
  - Use short paragraphs.
  - Create clear titles and subtitles that follow guidance.
  - Don’t overdo bold and underlining.
  - If there aren’t requirements on spacing and format, don’t try to cram too much on one page.
  - Font size 11 pt. or higher, but that may be specified.

Grant Writing Basics

Watch auto-correct:

- Nurturing professionals vs. neutered professionals
- Underserved population vs. undeserved population
- Targeted tutoring vs. targeted torturing
- In-depth counseling vs. inept counseling

The Basics of Grant Writing

- Be careful with the plea- don't be too desperate.
- Keep it real in terms of scope and capability.
- Find a good editor and extra sets of eyes. Is your mom busy?
- Use quality paper so your proposal looks nice and reproduces well if you submit by mail.
- For federal grants especially, packet should look like an 8th-grade book report.
- Write in 3rd person (federal), however for foundation grants sometimes the personal touch works.
- Have a grant file with things you typically need for grants.

Be Prepared!! Start a Grant File

- Your organization's history and credibility information
- Description of current projects and programs
- Special resources you have access to
- Documentation of special accomplishments
- Examples of community involvement
- Copies of publications produced
- Nice things people have said about you
- Staff bios
- Mission and objectives info

Grant File Cont.

- Past grant performance
- Statistics commonly used by your program- education stats, heath indicators, employment data
- Any type of information done through a needs assessment or survey of participants/clients

The Basics of Writing (cont.)

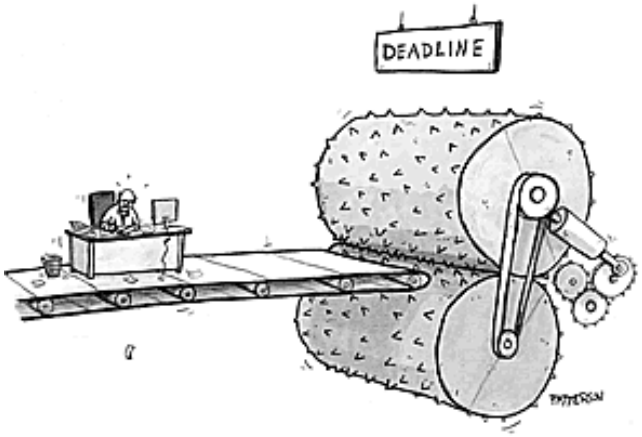
- Watch the submission requirements.
  - How many proposals do you need to send?
  - Paper vs. grants.gov
  - Deadline (specific date-postmarked or in-hand)
  - Where do you send it? One place vs. multiple locations
  - Cover letter and forms- What are the requirements?
  - What budget forms are included? 424, 424A for EPA
  - Find a checklist if they have one.
  - Attachments for the appendix

What Can Be Found in the Appendix?

- 501c3 letter
- Board of director's list
- Annual reports/audits
- Letters of support/commitment- have samples in your grant file
- Organizational charts
- Maps- should reproduce well
- Other references
- Watch for length limits on the appendix

The Basics of Writing (cont.)

- Be careful with acronyms and jargon.
- Have one main grant writer-but get help from many.
- Spell out at first, switch to acronyms later and then do a few reminders at the end.
- Need more room?
  - Where possible, condense spacing.
  - Arial Narrow
  - Condense headings
  - Remove extra lines in charts



Other Goofs

- Don’t ask for things that are ineligible expenses.
- If you have submitted in the past and are updating support letters, change the date, addresses, etc.
- Provide citations for facts that were provided (try to keep within the last 3-5 years unless it is census data).
- If you have trouble addressing all the questions in the RFP, turn the PDF into a Word doc and then answer the questions within the RFP. (PDFtoword.com)

Government Grant Tips

- Guidance can be 100+ pages, but you still gotta read it ☹
- Within that grant guidance, you can find priorities, scoring criteria and other golden nuggets to help you.
- Make sure that you strictly adhere to the page limit.
- Excess pages can be torn off and not considered.

- Most want single-sided so they can easily copy for multiple reviewers.
- Some federal grants require copies be sent to the region and headquarters.
- Some want submission through Grants.gov.
- If using grants.gov for the first time, get started early- can take 2 to 3 weeks to get account set up. Must have DUNS number, TAX ID, etc.
- Also have to register at www.sam.gov.
- If at all possible, don’t wait until the last minute. Grants.gov can get bogged down on a busy grant day.

- Watch how they want the budget and how much match they want you to provide.
- Look at the scoring rubric if it is included in the guidance. Sometimes there is info in the rubric that is not in the guidance. Welcome to federal grants. Ask the funder about discrepancies.
- Use the rubric as a checklist to score your own grant.
- Watch the points allotted for each of the sections. That should give you an idea of how much space to give it.
- Get copies of successful proposals.
- Federal reviewers are not required to look at the appendix, so don't depend on it to give info. Make sure info is in the body of the grant.

- You can get creative with funding sometimes but stay within the allowable expenses categories.
- Redundancy is ok in federal grants.
- Some guidance is more well developed than other depending on the age of the program.
- Look at the FAQs for nuggets of knowledge.
- Use a check list if available.

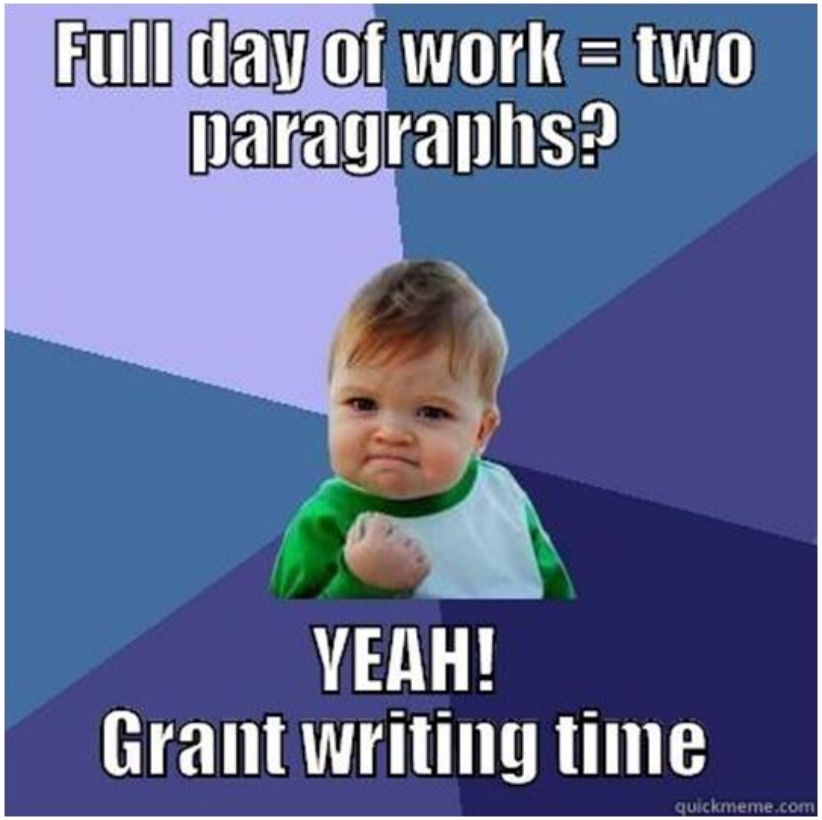
- Can’t address a criterion- Fess up. If you take up space answering a question you can’t really answer you are wasting space for other answers and using up the patience of your reviewer.
- Write stats as a story and don’t write a story without stats
- Minimize adjectives and adverbs. Use action words.

E-Clearing House

- Intergovernmental Review Process required by Executive Order 12372
- Kentucky's Single Point of Contact (SPOC) providing state and local input to federal agencies
- All federal applications are subject unless specifically stated not subject to EO 12372

Remember

- Be brief.
- Be concise.
- Be specific.
- Avoid jargon.



Grant Review Process

Review Process Revealed

B. Review and Selection Process:

1. Review Process: Eligible proposals will be reviewed by the Region's review panel. The review panel will be composed of P2 program staff in the Region and may include staff from other Regional program offices. Each Region will draft evaluation forms to score proposals and document comments. The evaluations will be based on the evaluation criteria and point scoring found in Section V.

2. Selection Process: Following the Region's evaluation, applicants will be notified by the Region of their status. The highest ranked *proposals from each Region will be recommended for funding. A memorandum listing the selected proposals and explaining the selection process will be forwarded to the Selection Official.*

3. Final Funding Decision: Final funding decisions will be made by the Selection Official based on the rankings and preliminary recommendations of the regional evaluation team. In making the final funding decisions, the Selection Official may also consider programmatic priorities and geographic diversity when allocating funding. Final concurrence is required from the EPA Headquarters Pollution Prevention Division Director or Deputy Director in order for selected grants or cooperative agreements to be processed for funding. Once final decisions have been made, a funding recommendation will be forwarded to the EPA Award Official.

Check Your Grant Guidance

A. Evaluation Criteria: Eligible proposals will be evaluated on the criteria noted below. Proposals can receive a maximum score of 100 points.

1. Programmatic Capability and Past Performance [12 points]

a. Programmatic Capability (Section I.B.4) **[6 points]:** Proposals will be evaluated based on the quality and extent to which the applicant clearly describes their organizational experience and resources to perform and support the successful completion of the proposed project(s). This includes experience achieving project objectives (Section I.B.4.a) and staff qualifications (Section I.B.4.b.).

b. Past Performance (Section I.B.5) **[6 points]:** Proposals will be evaluated based on the factors described in Section I.B.5 including the quality and extent to which:

(i) The applicant demonstrates it has successfully performed and managed federally-funded assistance agreements (federal grants and cooperative agreements and not contracts) of similar size, scope and relevance to the proposed project within the last three years. **[3 points]**

(ii) The applicant has complied with reporting requirements under these agreements including submission of acceptable final technical reports. **[3 points]**

Kentucky Brownfield Redevelopment Program

Threshold

- Guidance should give clues on scoring
- Some reviewed on regional level, some national, some have both
- Some grants have threshold criteria- pass/fail
- If not met, it is eliminated

Reviewing/ Scoring

- Reviewed by panels of 2-3 people who assign scores, reviewer make comments. Can include panel chairman (nonvoting).
- Many require a 10-point consensus so reviewers have to have a conference session and agree
- Reviewers may take into account special priorities set out by the agency in scoring
- Grants are assigned a score- average of the three reviewers
- Grants are sent to headquarters, Congress, etc. for approval

Where Politics Happen

Funding

- Grants are funded down the slate until they run out of money.
- They have the ability to partially fund in order to fund more grants.
- Sometimes they can set aside funds for special considerations- natural disasters, high unemployment, etc.

Feedback

- If your grant is not funded, you can request feedback- won't get score in some cases, but will get comments .

Other Notes on Scoring

- Identify your information sources (does not have to be formal annotation unless specified).
- A word on data sources- Credibility!!!!!!
- Spelling errors don't count against you, but they don't do you any favors.
- Always write your grant with the reviewer in mind.

Remember that your reviewer is unique and human

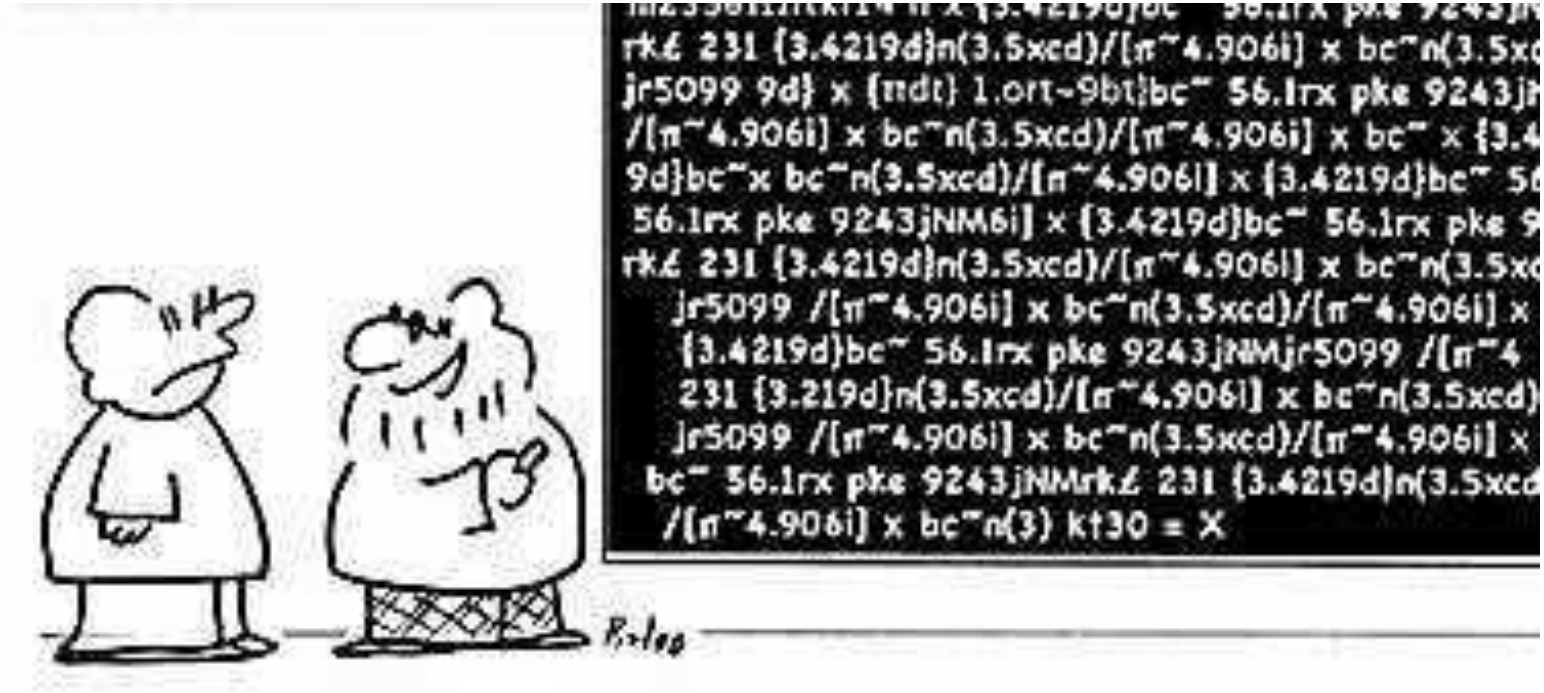
- Reviewers miss things. If you were not funded because of a reviewer error, ask about an appeal process. Just be sure.
- You may not have the same reviewer year to year, so what one sees as a problem, another might not, and vice-versa.
- They bring their own perspectives and biases.
- Write for all reviewers- the big picture person, the number cruncher, the technician- because they will play to their own strengths.
- Treat them all like a guy off the street.

Grant Politics

- Some grants have a more political nature than others
- Brownfields has its political moments
- We don’t necessarily recommend a letter from a senator or representative
- May be a good idea for others
- Regardless you can let them know about your project

Be Careful What You Wish For

- Federal grants are lots of work.
- There are quarterly/semiannual reporting requirements.
- Enter into a cooperative agreement.
- If the project is something that is a real stretch for your agency, consider your application carefully.

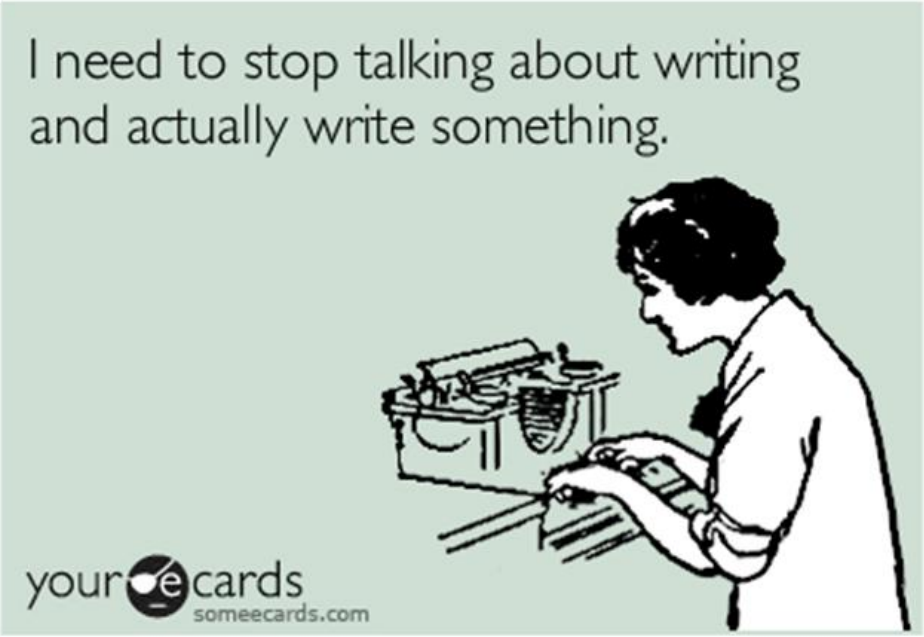


"It's a foolproof formula for writing grant applications."

What a grant proposal generally contains

- Cover letter
- Who are you- credibility statement
- Need statement
- Objectives/methods
- Evaluation
- Budget

Grant Writing



Cover Letters, Abstracts, Introductions and Communicating Need

Why is this important..

Grants are often so broken down in terms of scoring criteria your cover letter is one of the only places to present the big picture or important elements that fit nowhere else.

Cover Letter- Your Grant's Front Porch

Common Requirements:

- Description of project
- Eligibility if a federal grant
- Project fit to funder's mission
- Contact person info- could be the writer or head of an agency
- Contact person should be in the know about your proposal
- Watch length- 1-2 pages unless otherwise specified

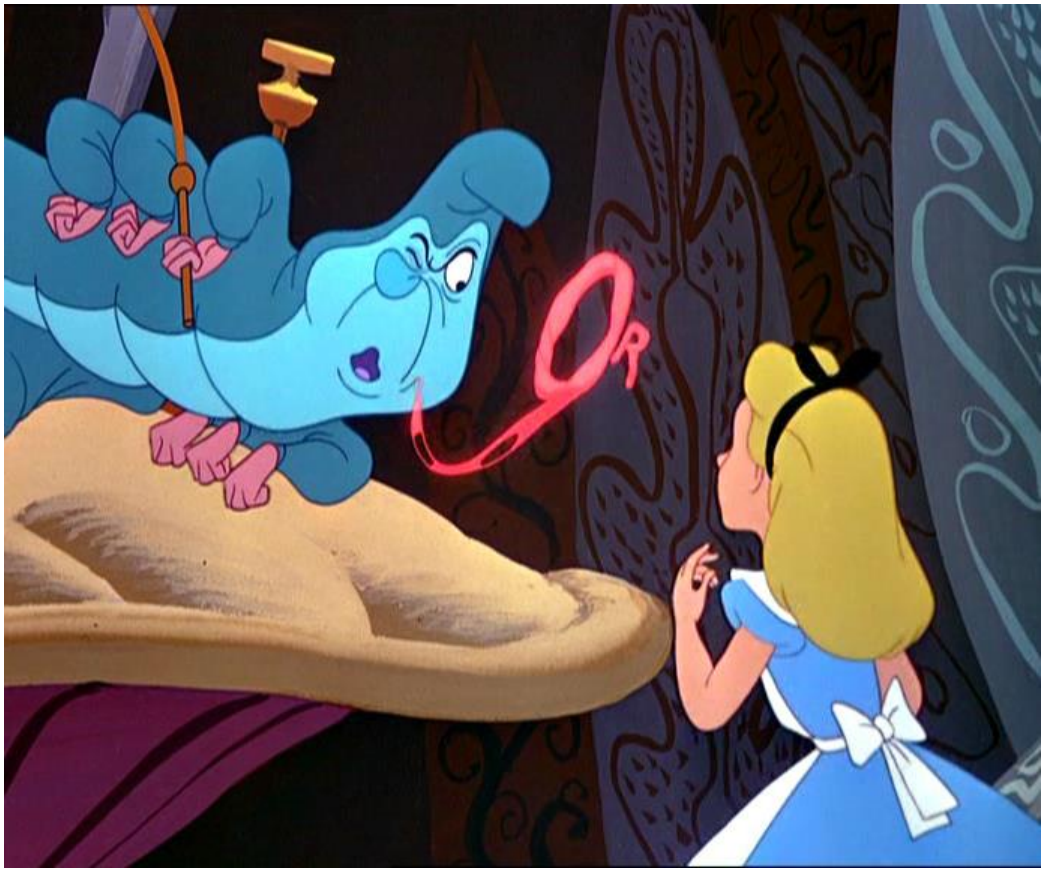
Abstracts

- Some grants require an introductory abstract.
- Abstracts and cover letters should be the last thing you write.
- It will be the first things they read. It may be the only thing some funders read and uptake.
- Make sure it is powerful . This should make you want to read the rest of the grant. Some aren't required to read further.
- One of the best ways to present the big picture because of the way grant guidance requires you to write.

What else can be in an Abstract or Cover Letter?

- Who are you and what do you do?
- What do you intend to do? – Project, population served, purpose, what need is met?
- Why is the work important?
- How are you going to do the work?
- What will be accomplished?
- What are the costs?
- Why is your organization a good fit for the project?

Introduction-Who Are You?



Why Is the Intro Important?

- It establishes who you are and your abilities to carry out a grant.
- It's one of the first things that they read and can color the rest of the grant- make a good first impression.
- If you are working on a federal grant, you may do a small intro in the beginning and then more detailed info in "Programmatic Capability."

Build Your Agency's Credibility- You May Want to Mention:

- How did you come into being?
- What are your goals, objectives, mission, etc.?
- How long have you been in existence?
- What have you accomplished?
  - If you are fairly new, mention accomplishments of board members, exec. director, other key staff prior to your agency.
  - How are you working toward goals and objectives?
- Have you had successes? Mention those, especially if they relate to funder's area of focus.

Credibility (cont.)

- Does your agency do things differently? How do you stand out in the crowd? Are you innovative in some way?
- Who has your back? Mention financial and collaborative support from donor's organizations and individuals.
- Are letters of endorsement allowed as attachments?
- If at all possible, use quantifiable data.
- Have you received honors?
- Model projects

Credibility Info to Keep at Hand

- Are there leaders in your agency's field who could be quoted about the importance of services you provide?
- Statistics that can prove your track record- If you are not evaluating, you'd better start.

OK

The Center for Strategic Initiatives has served the Anytown community for many years and is dedicated to helping improve the livelihood of Anytown's citizens. Our center provides employment resources and adult education.

Better

The Center for Strategic Initiatives, a nonprofit economic development agency, has served the Anytown community since 1945, and is dedicated to increasing employment opportunities, civic engagement and education access. Since inception, the center has reached more than 2,000 clients, created 750 work opportunities and provided over 400 adult education classes. Recently, Former Kentucky Governor Steve Beshear called the center “a comprehensive resource that has brought about positive economic and social change in Anytown.”

Your Community: Painting a Picture

- Reviewers often know little to nothing about the state/town you serve.
- Paint a picture of your area to help imprint it on their minds.
- This helps your application stand out.
- Is there something special or unique about your town?
- Try to find something the reviewer can relate to.

2nd in the Nation

Painting a Picture

Letcher County is located in the “Heart of the Hills” in Southeastern Kentucky. Three of the Eastern United States’ major rivers - the Kentucky, the Cumberland, and the Big Sandy – have their headwaters in Letcher County. Even after Daniel Boone and other settlers made their way into this area in the 18th century, Letcher County remained largely isolated until the 20th century when railroads reached into the hollows to extract the coal buried in the hills. Large corporations, like US Steel and Consolidated Coal, quickly built mining camps along the rail line and the first half of the 20th Century brought ten of thousands of immigrants to work the mines along with local farming families. This era is reflected in the film about country music singer Loretta Lynn, “Coal Miner’s Daughter,” which was filmed in Letcher County in the late 70s.

Problem/Need Statement

Creates the case for your services and funding.

Importance Need Statement

- The rest of your grant relates back to your need statement.
- All goals, activities, processes, evaluations, etc. will spring from it.
- Clearly demonstrate that you a addressing an need in your community that is not being addressed by an other organization.

Problem/Need Statement

- What is missing community? What are your problems?
- What aren't you doing well because of lack of funding?

What is your program missing that can fix the need?

- Clearly related to your vision/mission.
- Supported by statistical evidence.
- Contains some emotion, but not a tear-jerker.
- Start the section with a zinger, convincing statistic.
- Simple documentation unless a federal research grant.

Steps to Develop Need Statements

1. Create a list- what does your funder request in the RFP
2. Develop a plan to collect the data- What data do I need? Where do I find it?
3. Collect your data
4. Write your statement

Collecting Data- Sources

- Census
- State agencies- education, social services, labor, public health, parks, economic development- check for annual reports and special publications
- Local governments- police, school boards, planning commissions, social service departments

Collecting Data- Sources

- Local community groups- chambers of commerce
- Municipal and county leagues- league of cities, association of counties, mayors association, etc.
- Kentucky colleges and universities
- Local, state or national foundations

Collecting Date- Sources

- State, regional and national associations- focused on your particular problem
- Self generated data from projects or needs assessments
- Federal Statistics- www.fedstats.gov
- National Center for Education Statistics- http://nces.ed.gov/edstats/

Collecting Date- Sources

Census Bureau-www.census.gov

Kids Count-
http://www.aecf.org/MajorInitiatives/KIDSCOUNT.aspx

Collecting Data To Support Need

- Research and preparation are the most time-consuming parts of a grant.
- Do you have the most up-to-date data? Easy to pull up really old data on the internet. Check!
- What is the source? Reliable? Recognized? Does it address the needs in the RFP?
- Is it easy to make the connection between the data and the needs in the RFP?
- Does the data define the need of the target population?

Data to Support Need

- Data should be clear and convincing.
- National, state and neighboring community numbers are great for comparison but should not be used exclusively to state your need.
- Local data is the strongest and most persuasive.
- No Wikipedia, please. But you can use Wikipedia to find the original data source.

Project Area Statistics					
	Park Hill Corridor (project focus area)	**West Louisville (project impact area)**	**Louisville MSA**	**Kentucky**	**US**
Population	**5,096**	**75,733**	**1,025,598**	**4,041,769**	**281,421,906**
African-American, %	**80.6**	**69.0**	**13.8**	**7.3**	**12.3**
Unemployed, %	**16.0**	**12.1**	**4.6**	**3.5**	**3.7**
Population Below Poverty Level, %	**47.6**	**34.9**	**10.9**	**15.8**	**12.4**
Source: Bureau of Census, 2000					

For a state grant

	State	National
Population	4,339,367[1]	308,745,538[1]
Unemployment (Sept. 2010)	10.2%[2]	9.6%[2]
Poverty Rate	18.4%[3] (The poverty rate reaches up to 45% in select Appalachian counties and up to 35% in the Rubbertown neighborhood of Louisville)	14.3%[3]
Percent Minority	12.2%[1] (Select census tracts in "Rubbertown" area of Louisville are up to 98% African American.)	26.7%[1]
Children in Poverty	26%[6] (Ranking 48th among the states) [6]	20%[6]
Children in Extreme Poverty (family income < 50% of federal poverty level)	12% [6] (Ranking 47th among the states, 3-way tie) [6]	9%[6]

[1]2010 U.S. Census census.gov; [2]Bureau of Labor Statistics bls.gov; [3]2009 American Community Survey census.gov/newsroom/releases/archives/income_wealth/cb10-144.html; [4] U.S. Census/Kentucky State Data Center http://ksdc.louisville.edu/; [5]U.S. Census 2005-2009 American Community Survey census.gov; [6]Census Bureau (2009 data), summarized by Annie E. Casey Foundation kidscount.org

Need Statement Writing Tips

- Make the statement easy to read-simple sentences, short paragraphs and utilize commonly used words.
- Avoid technical jargon.
- Use strong words to communicate need, but don't over-exaggerate.
- Don't overwhelm. Don't present a nightmare scenario if you are not funded. Funders don't like to be threatened.
- If you are presenting a lot of data, use charts, graphs, etc., to simplify.

- Be legit. Don’t make bold statements not supported by the data that follows.
- Don’t argue that you need funding to continue a program. Funders concern is the needs of the community, not your organization.

- Make sure to include language that links the identified need to your program's services.
- If the grant money is for continuation or expansion of a program, provide data and outcomes of program benefits already realized.
- Don’t criticize other organizations to make yourself look good- we need this money because others aren’t doing a good job.
- If you can, end on a positive note

End on an point of optimism…

Educational research has demonstrated that the amount of time students spend on schoolwork is a good predictor of learning and performance on achievement tests. Our after-school program is designed to provide the additional time where Anytown Middle School students will be given the opportunity to learn and grow in a structured, supportive and safe environment.

Programmatic Capability and Partnerships

Yes, you can!!!!!

Programmatic Capability

A. Evaluation Criteria: Eligible proposals will be evaluated on the criteria noted below. Proposals can receive a maximum score of 100 points.

1. Programmatic Capability and Past Performance [12 points]

a. Programmatic Capability (Section I.B.4) **[6 points]:** Proposals will be evaluated based on the quality and extent to which the applicant clearly describes their organizational experience and resources to perform and support the successful completion of the proposed project(s). This includes experience achieving project objectives (Section I.B.4.a) and staff qualifications (Section I.B.4.b.).

b. Past Performance (Section I.B.5) **[6 points]:** Proposals will be evaluated based on the factors described in Section I.B.5 including the quality and extent to which:

(i) The applicant demonstrates it has successfully performed and managed federally-funded assistance agreements (federal grants and cooperative agreements and not contracts) of similar size, scope and relevance to the proposed project within the last three years. **[3 points]**

(ii) The applicant has complied with reporting requirements under these agreements including submission of acceptable final technical reports. **[3 points]**

Programmatic Capability

- Qualified staff- experience- past and present
- Sufficient staff- capacity
- Physical facilities to accommodate the project
- Fiscal and financial stability
- Client-friendly
- Willingness to partner with other organizations

Programmatic Capability

- Section of many federal grants
- May have to list key personnel involved in the projects
- Provide biographies for those individuals
- Provide a list of grants that have been managed in the past
- Verify that you have no adverse findings

Programmatic Capability

- Have you developed best practices that make your program successful? Mention it here.
- Foundation funders may ask for more detail than government funders. This can be part of relationship building.
- Do you have highly qualified volunteers that make your program cost efficient?

Nervous about programmatic capability???
Find yourself a few partners.

Why Partnerships?

- Larger pool of resources from which to draw
- Complimentary skills and experiences
- Safer investment of funds if there is less risk of failure
- Avoid duplication of services
- Evidence of being focused on what is best for the community
- Willing to work as a team
- Can help generate greater program support and community participation

Who Is a Good Fit? Ask……

- Which organizations have similar missions and visions
- Who already touches your target populations
- What are the organization's motivations
- Can this partner bring needed resources to the table
- Can you work well together and are your expectations of each other reasonable
- Help meet an in-kind grant match

Partnership Planning Worksheet

- Who governs the program activity?
- Who makes budget decisions?
- Who makes programmatic decisions?
- Google one today!

Potential Partnerships

- Career Tech Ed.
- Community colleges
- Universities
- Community Based Orgs (CBOs)
- Police
- Social service agencies
- Non Profit Orgs (NPOs)
- Parent/PTOs
- Mayor/city officials
- County/state officials
- Chambers of commerce
- Economic development agencies
- State education agencies
- Other federally funded programs
- Some grants are specific on who can be a community partner

Describing Your Partners

- Name each partner organization.
- What kind of organization is it?
- What are your partner's roles and responsibilities?
- Should include letters of support/commitment in appendix

Letters: Support vs Committment

Support

- Good to show community support for a project
- Describe who the letter writer is and what they do in the community.
- How many people do they reach?

Commitment/ Partnership

- Stronger
- Shows a commitment of time, staff, resources
- Details of what is to be provided and an estimate of dollar value
- Describe who they are and what they do in the community
- How many people do they reach?

Letter Etiquette

- Should be one of your first tasks in writing
- Give potential partners plenty of time, 2-3 weeks, to produce a letter
- Get hard and electronic copies of the letters
- Make sure that the letter is signed by the highest- ranking person in the organization and that person is made aware of the project.

If Requesting a Letter, Provide:

- The full name of the grant for which you are applying
- The names and physical addresses of the agencies, and contact person(s) the letter of support should be addressed to
- Include your organization's complete physical mailing address and telephone number.

- A brief 2- 3 page summary describing your organization, its service and how grant funds will be used should be included with your request.
- A copy of the project abstract is acceptable.
- List whether the letter of support should be mailed directly to the awarding agency with a carbon copy mailed to your organization or if the letter should be returned directly to you.

- Deadline. What is the date the letter needs to be returned to you or submitted to the awarding agency?
- Can provide a sample, but watch out. You may get letters that all sound the same.

- Or, just write it for them.

Writing Letter of Support

- If writing multiples make sure they sound different- Don’t do a form letter.
- Make sure the scope of support is correct
- Allow enough time for partners to edit, make additions, etc.
- If recycling letters make sure to change dates and names.

Remember

- Sometimes they call partners and ask questions, so prepare them.
- Give them a copy or summary of the grant after it is submitted.

Program Design and Implementation

"I'm a fiction writer in the grant-proposal genre."

what
how
who
when
action
plan

Remember

All of your activities should spring from your problem statement.

Elements of Program Design

- Target of services
- Work plan
- Advertising and recruiting plans
- Information dissemination
- Determining eligibility of services
- Monitoring activities
- Timelines

Who's Your Target

- Who is being served by your program/project?
- Describe the potential participants.
- Any geographical boundaries
- Socio-economic factors
- Age groups
- Male/female

Our program is geared toward Anytown middle school students that receive free or reduced lunch.

Details-The What and How

- If the person who wrote the grant were to leave, anyone in the organization should be able to pick up the plan and carry it out.
- What are the services that will be provided?
- When will services be available?
- Who will be performing the functions?

Tips

- Does your RFP recommend strategies and require certain elements? Ignoring recommendations can lessen your chance of selection or disqualify you.

Attracting People

- Advertising and recruiting
- How do you get people to look at your services?
- How do you get them to take part in a program?
- Once you get them there, how do you keep them engaged?

Advertising and Information Dissemination Avenues

- What is your plan for outreach?
- Make sure your method of outreach is suitable for your target population.
- Traditional methods:
  - Newspapers
  - Websites
  - Radio/ PSAs
  - Direct mail
  - Public meetings
  - Other organizations meeting/ presentations
  - Flyers
  - One-on-one

- If my dad has a Facebook page, so does most everyone else.
- Create a FB page for your project, school group or brownfield site.
- Post pictures of meetings.
- Tweet from meetings and gatherings.
- Post videos of meetings, interviews, news stories, etc.
- Blog about activites.
- Have people comment on planning and ideas.
- **FREE** and easy to use, but make sure you post often to keep people involved.

Eligibility

- How are you going to decide who participates in your program?
- What are your decision-making guidelines?
- What are your priorities?
- Think about a creating a matrix.
- Take the time to create a thorough intake/ decisions-making process.

Monitoring Activities

- How will you track progress?
  - **Quality Control-** Are services being delivered as promised and are they provided at an acceptable standard?
  - **Fiscal**- Are you following the budget? How will you track those expenditures?

Timelines

- Gives the funder an idea of what will happen when
- Helps you solidify the process in your mind
- Help organize the troops

What's Included in a Timeline?

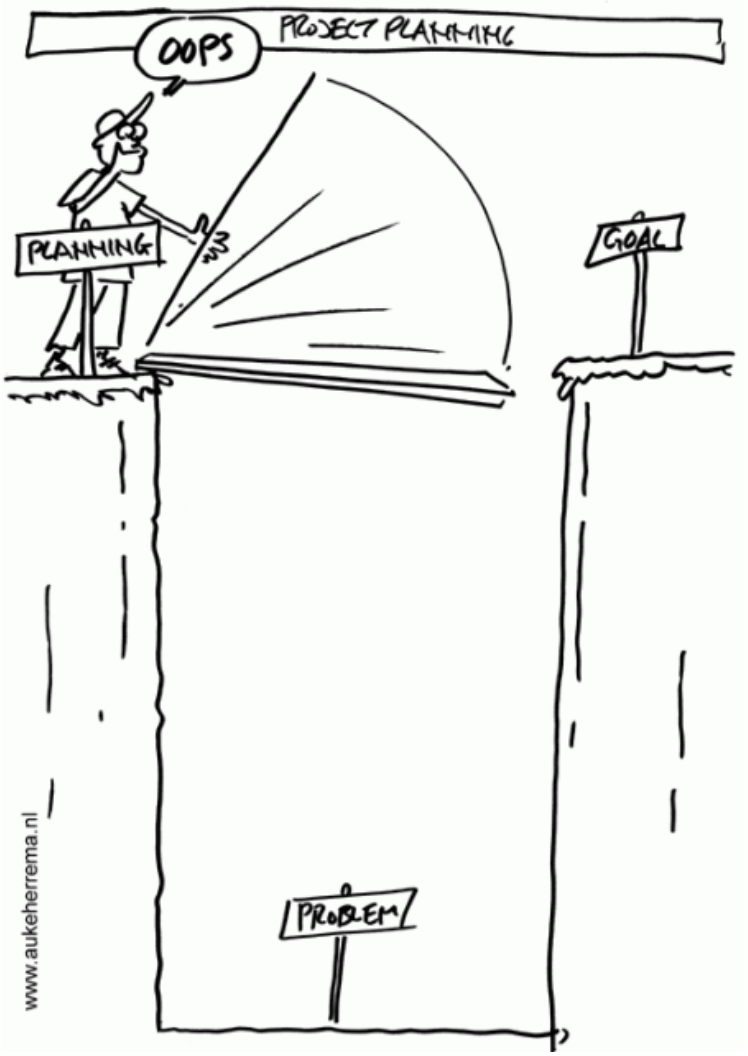
- Staff hiring and training
- Marketing and client research
- Education/materials development
- Client assessments
- Data collection for baseline
- Service delivery
- Reporting of progress
- Close out of grant

Timeline

Summary Timeline Anytown Youth Program											
Program Activity	Month										
	Jan.	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Lifeskill Training Modules											
Job Training											
Responsible Parenting											
Social Intervention											

Summary Timeline Anytown Youth Program											
Program Activity	Month										
	Jan.	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Lifeskill Training Modules		X	X								
Job Training			X	X	X	X	X			X	X
Responsible Parenting	X	X				X	X				
Social Intervention		X	X	X	X	X	X	X	X	X	

Task	Time Line	Status
Develop Outreach Strategy	October 2009	Pending
Arrange Stakeholder Meeting	October 2009	Pending
Identify Participant Mailing List	November 2009	Pending
Develop Pre- and Post-Workshop Survey	December 2010	Pending
Develop Workshop and Outreach Materials	January - March 2010	Pending
Arrange Workshop Logistics	January 2010	Pending
Stakeholder Review of Materials	March 2010	Pending
Send Pre-Workshop Survey	January 2010	Pending
Compile Pre-Workshop Survey Results	March 2010	Pending
Conduct Workshops	April - June 2010	Pending
Administer Post-Workshop Survey	October - December 2010	Pending
Compile Outputs and Outcomes	February 2011	Pending
Prepare Final Results Report	March 2011	Pending


OOPS
PROJECT PLANNING
PLANNING
GOAL
PROBLEM
www.aukeherrema.nl

Grant Writing

Program Evaluation

How to track and measure your success

Why measure performance?

- They require it. GPRA (1993)
  - Ensures government agencies achieve performance goals
  - Improve efficiencies
  - Identify areas for improvement
  - Improve service delivery
- The people that you serve deserve quality service.
- You need to prove your results.
- Your boss and governing body need it.

Why Performance Measurement?

- It helps secure funding down the road.
- Improves your credibility.
- Proves that you are worth the money they spent on you.

Measurement Plan Should Include These 4 Steps

- **Create your performance measurements-**outputs and outcomes.
- **Collect your data-**ID your sources and a collection process for each measure.
- **Analyze your data and reporting results-**How are you going to turn raw data into useful info?
- **Use your results to make improvements-**Using your results, identify improvement opportunities and make them.

Two Types of Measures

Outputs-products or services delivered (product of work)

- Miles of roads paved
- Reports compiled
- Meals served
- Training programs held
- Number of patients treated

Outcomes-Results of the work (events, occurrences, changes that occur as a result of your work)

- Increased test scores
- Reduced crime
- Reduction in traffic accidents
- Decreased secondary infections in a hospital

Outcomes are the reason that you exist. They should be linked to your mission.

The number of patients treated and discharged from a state mental hospital (output indicator) is not the same as the percentage of discharged patients who are capable of living independently (outcome indicator).

You may not be able to achieve all of your outcomes during the project period. Identify things that you can measure at the time.

Types of Outcomes

Intermediate Outcomes-
Outcomes expected to lead to the ends desired, but not the ends themselves

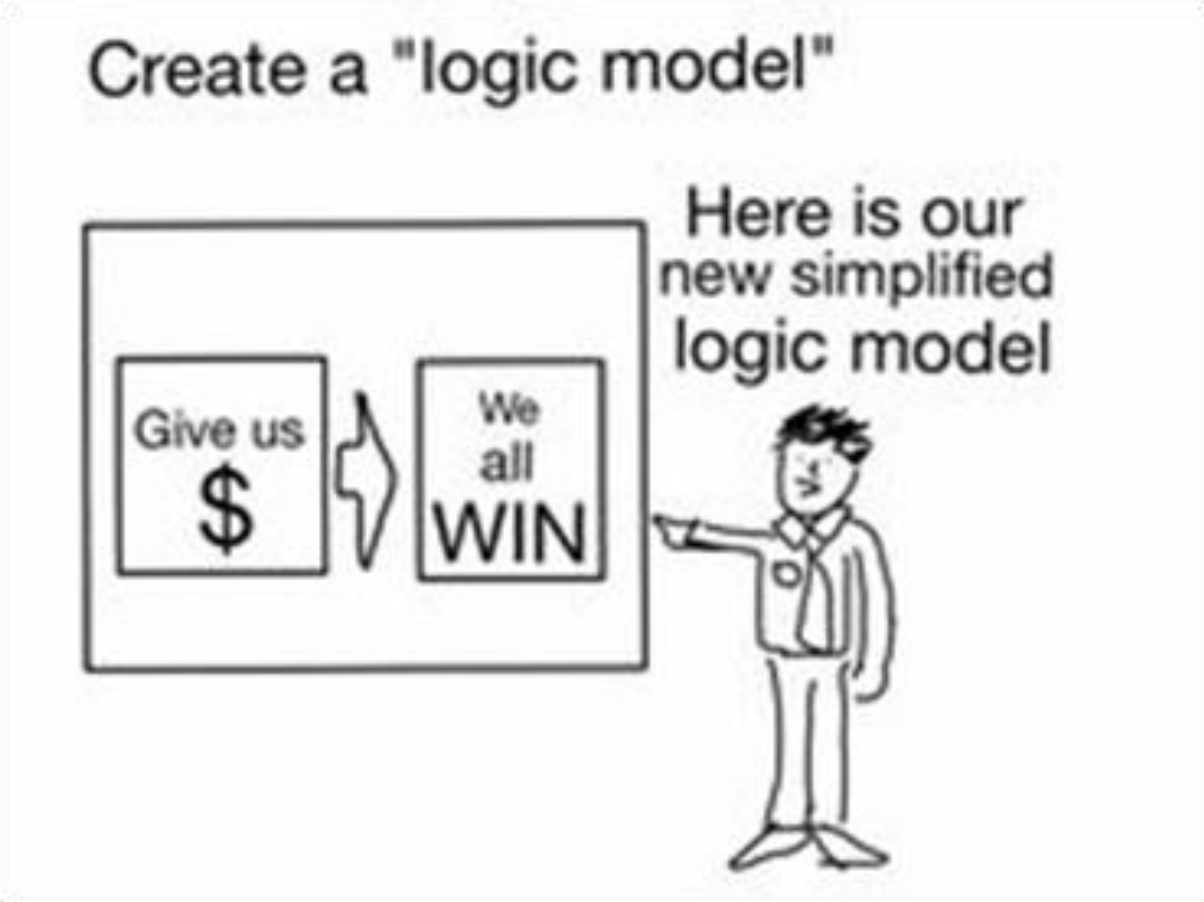
- People completing a voluntary work training program and show increase in knowledge.
- Number of people who started an exercise program, followed it and showed initial weight loss.

Long-Term or End Outcomes-
The desired results of the program

- Increased employment
- Improved overall health- reduced heart disease rates, diabetes, blood pressure, etc.

Service Quality-A special intermediate outcome

- Timeliness with which a service is provided
- Accuracy of assistance
- Customer satisfaction with a particular service
- Initial knowledge gained, measured through pre and post-tests


Create a "logic model"
Here is our new simplified logic model
Give us $
We all WIN

Kentucky Brownfield Redevelopment Program

Inputs	Activities	Outputs	Outcomes- Short-term, intermediate and long-term
• Money • Staff • Volunteers • Facilities • Equipments • Supplies	• Shelters • Training • Education • Counseling • Mentoring	• Classes taught • Counseling provided • Materials distributed • Hours of service delivered • Participants served	• New Knowledge • Increased skills • Changed attitudes ↓ • Modified Behavior ↓ • Improved condition • Altered Status

Good Performance Measures Are

- Matched well with your community needs and program objectives.
- Quantifiable (use specific numbers and or/percentage).
- Timely.
- Realistic (given the scope of your program).

Poor Measures

Program Objectives

1. Good attendance in program classes
2. Participating fathers better support their children
3. Increased adult literacy

Performance Measures

1. Student attendance
2. Improvement in support to children participating in the program
3. Improvement in adult literacy

Good Measures

Program Objectives

1. 35 parents will successfully complete the parenting educational curriculum
2. 85% of participants maintain or improve their report card grades
3. 50% increase in child support collections from participants

Performance Measures

1. Number of parents who successfully complete the parenting education program
2. Percent of participants that maintain or improve their report card grades
3. Percent increase in child support collections from participants

Timely

- Many grants require regular reporting through the project period.
- Performance measures should include information that you can gather during the grant period.
- Include all outputs and early client outcomes.

Realistic

- Objectives and outcomes should not be beyond your scope and ability.
  - During a one-year period, you will increase the adult literacy rate by 10%.
  - During the project period, the unemployment rate will decrease 20% because of your efforts.
  - There are too many circumstances out of your control that can impact these indicators.

Data Collection Methods

Quantitative/ Objective

- Surveys
- Pre and post-tests
- Service records
- Interviews
- Activity logs
- Case reports
- Performance reports

Qualitative/Subjective

- Testimonials
- Anecdotes
- Success stories
- Observations

Grant Writing

Budgets

Your Mantra:

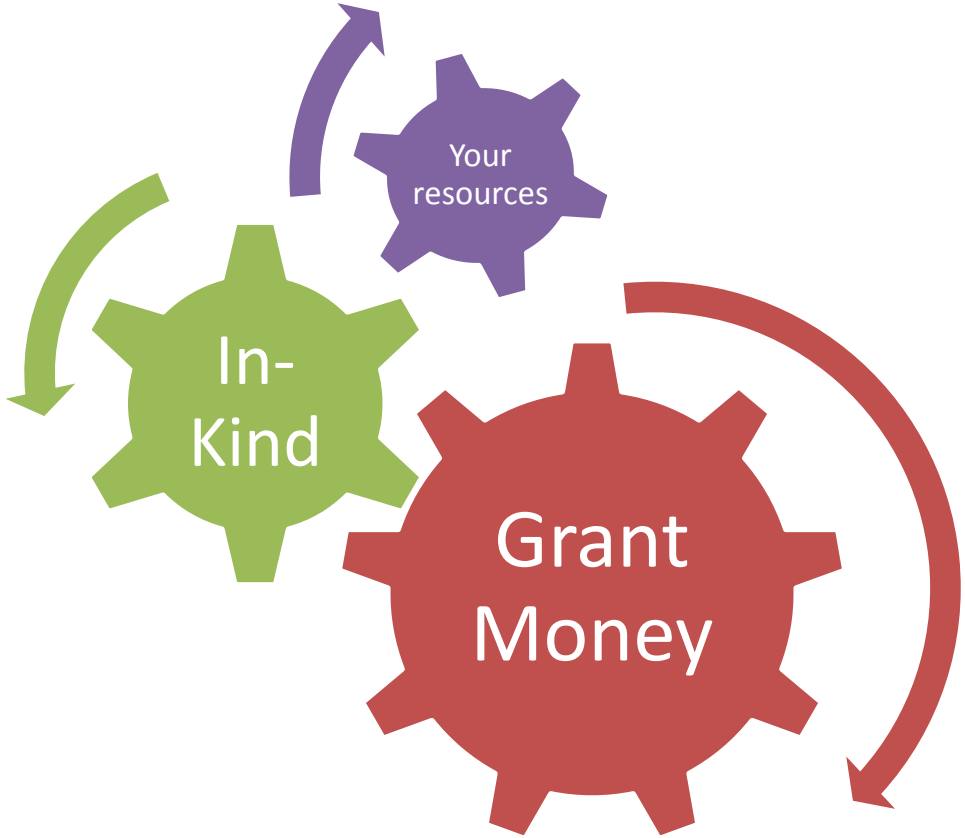
Budgets are not impossible.

Budgets are not evil.

Budgets weren’t created to torture me.

I can do this (I think).

Putting It Together To Make Your Project Work



Budget Section

- Chart of expenses
- Details of match/cost share if required
- Details of budget categories in narrative form

Budget Categories

- Salaries
  - Many grants don't cover administrative needs, but do cover programmatic.
- Employee Benefits/Fringe
- Professional/Contract Services
- Supplies
- Property
- Travel

Budget Categories Explained

Description of Object Class Categories

- **Personnel:** Indicate salaries and wages, by job title, of all individuals who will be supplemented with the grant funds.
- **Fringe Benefits:** Indicate all mandated and voluntary benefits to be supplemented with the grant funds.
- **Travel:** Indicate the number of individuals traveling, destination of travel, number of trips, and reason for travel.
- **Equipment:** EPA regulation and policy define equipment as tangible, non-expendable personal property having a useful life of more than one year and an acquisition cost of $5,000 or more per unit (40 CFR 31.3). The figure of $5,000 would represent the total cost of the equipment purchase or of the lease. Note that not all funding programs allow for the purchase of equipment and some programs encourage leasing rather than purchasing equipment. If your project requires the purchase of equipment, you are encouraged to check with the Regional Pollution Prevention contact prior to submitting your proposal to ensure that the equipment purchases are allowable.

Administrative VS. NonAdministrative a.k.a. Programmatic Costs

- General administration of the funded program. Includes accounting and payroll.
- Salaries and indirect costs associated with performing administrative functions
- Activities related to eligibility determinations
- Preparation of program plan, budget and schedules
- Program monitoring
- Supplies, equip., travel, office space, etc., related to administration
- Pushing paper at a desk= administrative

- Direct costs of providing program services, including client activities, assessment, project management
- Salaries and indirect costs associated with performing service/program functions
- Supplies, equip., travel, office space, etc., related to performing service functions
- Technology/management information systems not related to payroll, personnel or other admin. functions

Developing a Budget

1. Identify and study budget instructions and guidelines.
2. Read them and form a checklist of info to gather- salaries, supply costs, etc.
3. Determine what you need to carry out project- number of participants, staff hours, etc.
4. Develop a budget table listing expenses for each key category.
5. Complete your budget narrative.

What You Need

- Be realistic with capacity limits (facilities, staff, equipment, etc.). Overpromising can impact service quality.
- Estimate the demand for your services- Overestimating demand can cause your costs to be too high for the services provided.

Fuzzy vs. Specific

Fuzzy

- Travel= $324
- Supplies= $300
- Personnel/Salaries= $16,849

Specific

- Travel: Local mileage for project director
  - 100/mi/mo @ .27/mi x 12 mos
- Supplies= pens, pencils, paper clips $100/person/per year @ 3 people= $300
- Personnel/Salaries=
  - Director - 25 hrs x $39.26/hr
  - Project Manager - 75 hrs x $28.40/hr
  - Env Scientist III - 450 hrs x $28.10/hr
  - Env Education Spec - 73 hrs x $20.19/hr
  - Internal Policy Analyst – 20.3 hrs x $24.88/hr

Communicating Your Budget

Budget Category	Professional Trainings	Brownfield Assistance Team and Inventory	Visioning Exercises	Sustainability Institute	Technical Staff to Support Sustainability	Production of Educational Materials
Personnel	50,000	50,000	100,000	100,000	300,000	87,500
Fringe Benefits	14,000	14,000	27,250	27,250	100,000	25,000
Contractual	50,000	0	200,000	250,000	0	50,000
Travel	8,000	5,000	8,000	8,000	10,000	
Supplies	1,000	1,000	1,000	1,000	1,000	1,000
Equipment	1,000	1,000	1,000	2,000	3,000	2,000
Total	124,000	71,000	337,250	388,250	414,000	165,500

Provided personnel breakdown in narrative.

Object Class Categories	(1) Federal Funds	(2)Non-Federal Match Funds
Personnel/Salaries Director - 25 hrs x $39.26/hr Project Manager - 75 hrs x $28.40/hr Env Scientist III - 450 hrs x $28.10/hr Env Education Spec - 73 hrs x $20.19/hr Internal Policy Analyst – 20.3 hrs x $24.88/hr	$932 $2,024 $12,013 $1,400 $480 **$16,849**	$49 $107 $632 $74 $25 **$887**
Fringe Benefits 25% of salaries - Includes FICA, health, life and retirement	**$4,212**	**$222**
Travel	**$0**	**$0**
Equipment	**$0**	**$0**
Supplies	**$0**	**$0**
Contract Costs*	**$3,800**	**$200**
Other Costs	**$0**	**$0**
Total Direct Costs	**$24,861**	**$1,308**
Indirect Costs	**$5,745**	**$302**
Total Project Costs	**$30,606**	**$1,611**
	$32,217	

Develop Budget Narrative

- Your chance to relate budget to your objectives
- Provide detailed breakdown of costs
- Provide sufficient detail so the reviewer understands how various items were calculated
- Are you hiring a new employee?
- Explain unusual costs

Calculating Match/Cost Share

- Most federal grants have a cost share.
- Can't be matched by other federal funds-some exceptions.
- Can be in-kind- office space rental, use of equipment, money from partners, volunteer hours- just be ready to put a price tag on it.
- Cost share for many grants is calculated on total program costs. Watch the language. If you aren't sure, call the funder.
- It's not just the straight math you expect. You have to match your match.

The Math

- Look at the amount of your total direct costs.
- Divide that amount by the percentage of the project to be funded by the grant.

$150,000 divided by .90 for a 10% match

- This gives you a total cost for the project.

$166,667

- Subtract the amount of the grant funds you are requesting from the total.

For Instance

Conventional wisdom

- Say you have a 10% match for $100,000.
  - Ten percent of $100,000 is $10,000 so your match is $10,000 and total cost is $110,000.
  - This may be the case for a few grants, but for most federal grants, it would be wrong.

Grant Wisdom

- $100,000 ÷ .90= $111,111
- $111,111- $100,000= $11,111
- So, your match is $11,111.

Other notes about cost share:

- Many grant require cost share to be done during the grant period.
- If using the time of a professional (engineer, environmental consultant) as cost share, check to make sure that procurement is not an issue.

Important!!!!

- Make sure your budget columns add up.
- Watch how they want you to calculate match.
- You can only get indirect costs from federal grants if you have negotiated an indirect cost agreement.
- Use in-kind even if it isn't required. Shows a commitment by the organization. (don't include in chart)
- Watch for webinars regarding the grant. It's a great place to find out how much they usually fund.

- Can you use this funding to leverage other funding?
- Waivers-communicate need but not desperation.
- How are you going to maintain the program after the money is gone?
  - Membership fees, user charges, local organizations, other grants, traditional fundraising efforts, telethons, etc.

Federal Grant Budget

- Many times flexible after getting the grant- EPA allow us to move 10% without notifying project manager and are flexible when we need to move more.
- Often times in final paperwork you can make changes to the budget- you may have to go back and revise 424A, budget justification, etc.

BUDGET CRISIS
"Balancing the check book" claims yet another victim.

Grant Writing

Resources

Info Sources

- Grant resource list- http://dca.ky.gov/brownfields/General%20Grant%20Writing%20Resources/Resources%20for%20Grant%20Writing-%20Print%20out.pdf

Forget it, I will hire someone

PROS

- You don’t have to write.
- It will be done on time.
- You have control.
- You get the benefit of experience.

CONS

- He/she does not have institutional memory.
- You could pick the wrong person.
- Sometimes they can be formulaic.
- It costs.

Another Note

- If you feel comfortable, consider being a federal grant reviewer
- Agencies need peer reviewers
- Give you insight into the process
- Some provide a nominal compensation for your work
- Some online, some require travel (paid for by agency)
- Google it

Contact:

Amanda LeFevre

Ky Division of Compliance Assistance

300 Sower Blvd.

Frankfort, KY 40601

Amanda.lefevre@ky.gov

502-782-6398

Grant Review Exercise

Grant Background

- 15-page limit on the grant
- 100 points total
- Pay attention to desired program objectives and criteria for the narrative.

We will

- Score according to criteria.
- Try to come to a consensus on scoring.
- Report out.