Miami-Dade County
Office of Grants Coordination

Grant Writing Workshop for 501(c)3 Community-Based Organizations

MIAMI-DADE COUNTY

Reading Grant Announcements and Request for Proposals - RFP

- **Purpose**
  - **What's being funded?**
- **Eligibility**
  - **Who can apply? Are you eligible to apply?**
- **Grant Deadlines**
  - **When is the grant application due?**
- **Other Important Dates**
  - **Pre-proposal workshop(s); letter of intent; and deadline for questions, etc.**

MIAMI-DADE COUNTY

Reading Grant Announcements and RFP's

- **Funding Amount**
  - **How much can you request? Is the grant amount stated?**
- **Number of Projected Awards**
  - **How many entities will be funded?**
- **Matching Requirements**
  - **Is a match required? What type? What percentage or amount?**

MIAMI-DADE COUNTY

Reading Grant Announcements and RFP's

- **Funder Requirements**
  - **Evidence-based Program Models**
  - **Best Practices**
  - **Promising Practices**
  - **Logic Models and Program Outcomes (Inputs, Activities, Outputs, and Outcomes)**

MIAMI-DADE COUNTY

Reading Grant Announcements and RFP's

- **Proposal Document Requirements**
  - **Abstract, Executive Summary, Narrative, Budget, Audit, Letters of Commitment, Memorandum of Understanding, Letters of Support, and Attachments: maps, audit, 501(c) 3 letter, resumes, etc.**
- **Proposal Packaging Requirements**
  - **Original, specified number of copies, pagination, margins, font type and size, and binding of the document**
- **Proposal Submittal Process**
  - **E-grant, hard copy, and/or both**

Application Development Plan

- Read the RFP and the announcement and guidance completely
- Obtain approval to apply (organization requirement or funder requirement)
- Identify key organization staff need to prepare the application
- Identify potential partners and/or supporters
- Convene a kick-off meeting to discuss the grant project
- Identify match requirements
- Identify source of support letters, MOU, MOA, collaborative partners, need for resumes, job descriptions, etc.

MIAMI-DADE COUNTY

Application Development Plan Continued

- Prepare and disseminate a Time and Task Schedule
- Prepare the Project Narrative
- Prepare the Project Budget
- Thoroughly review the application
- Submit the application early, at least three days prior to the due date

MIAMI-DADE COUNTY

Building Collaborations and Partnerships

Funders often value or may require collaborations and partnerships as evidence of a holistic project strategy or approach

- **Collaborations and Partnerships may be voluntary, informal, and by word of mouth**
- **Collaborations and Partnerships may be formal and include Memorandum of Understanding (MOU), Memorandum of Agreement (MOA), and Letters of Commitment or Support**
- **Network to identify potential partner entities**
- **Obtain leads for prospective partners from local funders**
- **Partnership test in choosing a partner (compatibility, role and benefit to organization, experience, and track record of entity)**

MIAMI-DADE COUNTY

Ten Grant Writing Tips

1. **Read the grant announcement thoroughly, and several times for understanding, and research the grant opportunity**
2. **Prepare a Time and Task Schedule to include all activities from start to application submittal**
3. **Write with the reviewer in mind, and make a compelling case for project funding**

MIAMI-DADE COUNTY

Ten Grant Writing Tips

4. Write in a clear, concise, and focused manner; write to the Outline, and use format provided
5. Follow all directions and be creative and unique when explaining how you will implement your project; use terms, key words, and phrases used in the announcement, that will influence the reader/reviewer
6. State facts and support the facts with evidence
7. Prepare a Narrative and a detailed Budget and don’t hide anything

MIAMI-DADE COUNTY

Ten Grant Writing Tips

8. Follow the RFP’s instructions and guidance, and assemble your responses in accordance with the proposal announcement and guidance (instructions and format)
9. Thoroughly review the application and include peer or staff reviews
10. Submit the application early, at least three days prior to the due date

MIAMI-DADE COUNTY

Table of Contents (Sections)

- Definitions
- RFP Overview and Proposal Procedures
- Scope of Services
- Proposal Format
- Evaluation / Selection Process
- General Provisions
- Special Terms and Conditions
- Attachments

MIAMI-DADE COUNTY

Grant Writing Workshop for 501(c)3 Community-Based Organizations

This Grant Writing Workshop is designed to provide training in the preparation of a grant proposal in response to a Request for Proposal (RFP) similar to the <u>type and scope</u> utilized by local funding sources.

In the <u>Sample RFP Document</u> and this <u>PowerPoint</u> presentation, examples used are based on past history, and may include local requirements related to the use of federal funds.

Section 4.0 Proposal Format
Writing the Proposal

- **4.1 Instructions to Proposers**
- **4.2 Contents of Proposal**

A. Proposal Title Page

B. Table of Contents

C. Minimum Qualification Requirements

D. Abstract for the Proposed Services (one-page limit)

MIAMI-DADE COUNTY

Proposal Format
Writing the Proposal

- **E. Service Experience (Complete this section once in your agency's proposal and do not exceed 8 pages)**

1. Describe your organization's general history, mission, and goals including the date when the organization first started providing services.

Tip: identify who, what, when, where, why, and how

- Start with inception of organization
- Clearly state mission and goals
- Include activities, services, and early accomplishments

MIAMI-DADE COUNTY

Proposal Format
Writing the Proposal

- **E. Service Experience**

2. Identify the corporate/tax status of your organization (non-profit IRS 501(c)3). Include as Appendix X documentation of corporate/tax status in the name of the proposing organization and subcontractors.

- Provide a copy of your IRS 501(c)3 determination letter

MIAMI-DADE COUNTY

Proposal Format
Writing the Proposal

- **E. Service Experience**

3. List the agency's achievements. State the full range of services that your organization currently provides. If your organization is part of a multi-program organization, provide a description of the parent organization, and its involvement of the on-going operation of your service programs.

- List certifications attained, awards, recognition, etc.
- List full range of services
- Describe role and purpose of parent organization

MIAMI-DADE COUNTY

Proposal Format
Writing the Proposal

- **E. Service Experience**

4. Describe the staff's experience providing services, including the length of time the key staff has provided services to your program participants. Describe the staff's minimum qualifications and accreditations; document the ability of staff to manage and provide the services requested in this RFP. Provide resumes of key staff.

- List and describe number of years of staff experience, academic credentials, licenses, certifications, etc.
- Include resumes of appropriate and key program staff

MIAMI-DADE COUNTY

Proposal Format
Writing the Proposal

- **E. Service Experience**

5. Describe your organization’s capacity to respond to special client groups, such as persons with disabilities and special needs. Describe your organization’s cultural and linguistic capabilities.

- Describe organizational experience, uniqueness, skill sets, capacity, etc.
- Describe how you handle clients with disabilities
- List languages spoken by staff and how you handle language barriers

Proposal Format
Writing the Proposal

- **E. Service Experience**

6. Describe your organization’s participant/client intake and orientation processes, including the familiarization of participants/clients to services offered by the agency and those available in the community at large.

- Identify who conducts intake and orientation
- Describe the process and amount of time devoted to intake and orientation
- Describe any written information provided

Proposal Format
Writing the Proposal

- **E. Service Experience**

7. Describe your organization's internal participant/client screening processes to determine participant/client program eligibility requirements, and Miami-Dade residency eligibility for services.

- Describe how the process insures participation based on eligibility
- Describe documents or identification participants are required to provide

MIAMI-DADE COUNTY

Proposal Format
Writing the Proposal

- **E. Service Experience**

8. Describe your organization's policies and procedures for conducting internal and external referrals; explain all phases of the referral process; include, as Appendix X, a copy of all referral, linkage, and partnership agreements, letters of commitment, memorandums of understanding/agreement, or documentation of working relationships with other organizations providing services.

- Describe internal and external referral procedures.
- List partner entities in which your organization has written agreements and describe the type of agreement

MIAMI-DADE COUNTY

Proposal Format
Writing the Proposal

- **E. Service Experience**

9. Describe your organization’s policies regarding the development and update of participant/client records and charts; including updates to case notes; review of client charts by direct service and supervisory staff; and frequency of updates of eligibility documentation.

- Describe policies and their origin
- Describe type of updates, purpose and frequency
- Describe client/participant’s role in providing information and updates to charts, files, records, etc.

MIAMI-DADE COUNTY

Proposal Format
Writing the Proposal

- **E. Service Experience**

10. Describe your system for collecting, maintaining, and reporting participant/client level and service delivery data, as well as agency/administrative information. Describe how your organization will insure compliance with all Miami-Dade County contractual reporting requirements.

- Describe management information system
- Describe accounting or bookkeeping system
- Describe how participant/client information is captured by the program

MIAMI-DADE COUNTY

Proposal Format
Writing the Proposal

- **E. Service Experience**

11. Submit, as Appendix X, a complete copy of your organization's most current certified audit verifying that the agency is on sound financial footing and able to implement a funded service.

- Obtain an audit from a Certified Public Account or accounting firm
- If audit is not available, provide a certified financial statement, or uncertified financial statement
- Provide your organization's response to any "findings" and/or "management letters" received in connection with the audit

MIAMI-DADE COUNTY

Proposal Format
Writing the Proposal

▶ E. Service Experience

12. Explain your organization’s system for safeguarding the confidentiality of participants/clients, including the organization’s definition of confidentiality; policies regarding staff’s compliance with confidentiality regulations; the organization’s efforts to conduct regular training on confidentiality issues; the protection of client records; exchange and release of information; and the protection of the client’s privacy.

- Describe safeguards and procedures
- Describe quality controls used by the organization
- Describe files and records retrieval and storage procedures

MIAMI-DADE COUNTY

Proposal Format
Writing the Proposal

- **E. Service Experience**

13. Include as part of your proposal, a statement that ensures that your organization serves all clients without regard to race, color, religion, background, ancestry, sex, age, or national origin.

- Provide a policy stating the agency’s position

Proposal Format
Writing the Proposal

- **E. Service Experience**

14. Enclose, as Appendix X, a current listing of the Board of Directors and officers of the organization including affiliations; provide an ethnic/racial breakdown of Board members and of the organization's staff (paid or volunteer).

- Provide a Board and staff roster

MIAMI-DADE COUNTY

Proposal Format
Writing the Proposal

- **E. Service Experience**

15. Enclose, as Appendix X, a Resolution from the Board of Directors and officers of the organization, authorizing the organization to respond to the RFP and apply for grant funding.

- Provide a Resolution with appropriate authorization language
- The President of the Board and the Organization's Director should sign the Resolution

Proposal Format
Writing the Proposal

- **E. Service Experience**

16. Describe any prior or pending litigation, either civil or criminal, involving a government agency or other body which may affect the performance of the services to be rendered herein, in which the proposing organization, any of its employees or subcontractors (subconsultants) is or has been involved within the last three (3) years.

- Clearly state whether there is any prior or pending litigation
- Describe the litigation, its current status, and/or the disposition
- Describe any sanctions, penalties, fines, etc. imposed or agreed to by the organization

MIAMI-DADE COUNTY

Proposal Format
Writing the Proposal

- **F. Proposed Service(s) (Complete once for each proposed service and do not exceed 8 pages, not including forms and/or appendices)**

1. Briefly identify the need, condition, or problem, for which your organization is seeking funding, and who will be served by your agency including total number. Identify whether services will be directed to a specific neighborhood, demographic group, and/or target population.

<u>Tip: identify who, what, when, where, why, and how</u>

MIAMI-DADE COUNTY

Proposal Format
Writing the Proposal

- **F. Proposed Service(s)**

- Clearly state the local need, condition, or problem, and use statistics to support this statement
- Describe the population served, including total number, geographic, demographic, and socio-economic characteristics
- Describe distinctiveness of population, community, and/or target area

Proposal Format
Writing the Proposal

- **F. Proposed Service(s)**

2. Provide a description of your proposed program or service approach, and the rationale underlying the approach to be taken in providing the service.

- Describe program or service plan, program design, and/or program model
- Describe program or service approach appropriateness to the need, condition or target group
- Describe best practice, evidence-based practice, etc.

MIAMI-DADE COUNTY

Proposal Format
Writing the Proposal

- **F. Proposed Service(s)**

3. Describe your organization's past experience in providing the proposed service, including a description of funding received (i.e. other grants, etc.), and the number of participants/clients served and over what time period.

- Describe past service experience in detail
- Describe past history of funding received and type
- Provide participant/client service statistics and source

Proposal Format
Writing the Proposal

- **F. Proposed Service(s)**

4. If your agency currently provides the service for which you are proposing, indicate the number of clients served by gender and ethnicity; the number and level of staff providing the proposed service; and sources, amounts, and time periods of existing related funding. Complete a Funding Source Summary Form (Attachment X) and include as Appendix X).

- Describe current client population
- Describe level of staff, funding and funding time periods

MIAMI-DADE COUNTY

Proposal Format
Writing the Proposal

- **F. Proposed Service(s)**

5. Describe your agency's proposed activities and outcomes based on your organization's proposed program or service. Applicants must complete and submit the two (2) planning worksheets provided in Appendix X to identify the program's expected inputs, activities, outputs, and outcomes data.

MIAMI-DADE COUNTY

Proposal Format
Writing the Proposal

- **F. Proposed Service(s) (Logic Model and Program Outputs Worksheet)**

- Describe expected inputs consistent with specifications of the program, project, or initiative
- Describe activities which are consistent with implementing the proposed program and addressing the outcomes
- Describe outputs that are reasonable and match with the budget

MIAMI-DADE COUNTY

Proposal Format
Writing the Proposal

- **F. Proposed Service(s) (Logic Model and Program Outcomes Worksheet)**

- Describe outputs that are quantified and consistent with activities and expected outcomes
- Describe project program outcomes and benefits
- Describe specific measurement tools to gather data (i.e., surveys, tests, observations, etc.)
- Describe when and whose responsibility it is to collect and report data

MIAMI-DADE COUNTY

Proposal Format
Writing the Proposal

- **F. Proposed Service(s)**

8. Provide a schedule of hours of operation for each proposed service, a list of sites where services will be available, and estimates of the number of participants/ clients to be served, and the number of units of service to be provided.

- Describe hours of operation, and holidays observed if services are not offered
- Provide detailed participant/client information

MIAMI-DADE COUNTY

Proposal Format
Preparing the Budget

- **G. Proposed Budget**

1. All applicants must complete budget forms, and write a brief narrative within each line item to explain the expense. The budget forms and instructions are included in Appendix X. Provide a narrative budget justification that fully documents how line item costs were derived and is supported by a cost sharing plan.

MIAMI-DADE COUNTY

Proposal Format
Preparing the Budget

- **G. Proposed Budget**

Identify program costs that are reasonable and appropriate to ensure quality programming, given the expected number of clients/participants.

- Prepare a complete an appropriate budget in relation to the activities of the program or service proposed
- List and describe appropriate line item categories and cost

.

Logic Model and Program Outcomes

Inputs → **Activities** → **Outputs** → **Outcomes**

Resources
- Staff
- Time
- Volunteers
- Money
- Equipment
- Supplies
- Building space
- Insurance
- Recruitment
- Vehicles

Constraints
- Laws (legal)
- Regulations
- Funder

Services (f; i; d)
- Assessments
- Case Management
- Client training
- Client education
- Counseling 1:1
- Group therapy sessions
- Mentoring clients
- Client internships
- Client support groups
- Client newsletter
- Interactive website
- Health screenings
- Advocacy services

Products (number)

Activities
- # Classes taught
- # Counseling sessions
- # Outreach hours

Participants (unduplicated)
- # Intake
- # Counseled
- # Outreach contacts
- # Participants served

Materials
- Hits to website
- Educational handouts
- Brochures distributed
- Referral Cards

Benefits for People
- New knowledge
- Increased skills
- Changed attitudes; or
- Changed values

⬇

- Modified behavior

⬇

- Improved condition

⬇

- Altered status
- Quality of Life

MIAMI-DADE COUNTY

Breakdown of Logic Model and Program Outcomes

Inputs →

Resources

- Staff – effort and performance
- Time – allocated hours to perform specific tasks
- Volunteers – provide program support and assistance
- Money – compensation to staff and operating expenses
- Equipment – support for task completion and staff performance
- Supplies – essential for task completion and staff performance

MIAMI-DADE COUNTY

Breakdown of Logic Model and Program Outcomes

Inputs →

Resources

- **Building space – project/program location for delivery of services**
- **Insurance – protection for staff, clients, and office/facility**
- **Recruitment – process used to attract/obtain clients/ participants**
- **Vehicles – needed for transportation of clients/ participants**

MIAMI-DADE COUNTY

Breakdown of Logic Model and Program Outcomes

Inputs →

Constraints

- ❖ **Laws (legal) – EEO, HIPAA, etc.**
- ❖ **Regulations – MDC Cone of Silence, MDC Vendor Requirements, etc.**
- ❖ **Funder – allowable uses of funds, contract requirements, etc.**

MIAMI-DADE COUNTY

Breakdown of Logic Model and Program Outcomes

Activities →

Services (frequency, intensity, and/or duration)

- ❖ **Assessments – initial evaluation of client's need and/or readiness**
- ❖ **Case Mgmt. – prescribed administrative approach for client service delivery**
- ❖ **Client training – classroom, apprenticeship, on-the-job, cross training, etc.**
- ❖ **Client education – formal and structured learning process**

MIAMI-DADE COUNTY

Breakdown of Logic Model and Program Outcomes

Activities →

Services (frequency, intensity, and/or duration)

- **Counseling 1:1 – client and counselor interaction and information sharing**
- **Group therapy sessions – clients and therapist interaction and information sharing**
- **Mentoring clients – one-to-one and group interactive process (child/adult)**
- **Client internships – client participants in a structured learning setting**

MIAMI-DADE COUNTY

Breakdown of Logic Model and Program Outcomes

Activities →

Services (frequency, intensity, and/or duration)

- **Client support groups – groups formed to motivate and/or assist clients**
- **Client newsletter – informational literature to inform and benefit clients**
- **Interactive website – user friendly and client involved website**
- **Health screenings – preventive activity to identify health-based conditions**
- **Advocacy services – prescribed activities to support issues and clients**

MIAMI-DADE COUNTY

Breakdown of Logic Model and Program Outcomes

Outputs →

Annual Products (number) Activities

- **# Classes taught – 25 classes @ 5 hours = 125 client contact hours**
- **# Counseling sessions – 250 individual and 50 group sessions**
- **# Outreach hours – 20 hours of meetings and 12 hours presentations**

MIAMI-DADE COUNTY

Breakdown of Logic Model and Program Outcomes

Outputs →

Annual Participants (unduplicated)

- **# Intake – 300 participants/clients**
- **# Counseled – 270 participants/clients**
- **# Outreach contacts – 75 organizations and community groups**
- **# Participants served – 275 participants/clients**

MIAMI-DADE COUNTY

Breakdown of Logic Model and Program Outcomes

Outputs ➞

Annual Materials

- ❖ Hits to website – 2,500 visitations (registration, guest book, survey)
- ❖ Educational handouts – 100 packets, folders, and/or flyers
- ❖ Brochures distributed – 250 at meetings, trainings, presentations
- ❖ Referral Cards – 200 cards provided to participants/ clients

MIAMI-DADE COUNTY

Breakdown of Logic Model and Program Outcomes

Outcomes →

Benefits for People (clients/participants)

- ❖ **New knowledge – learning/awareness, diploma/degree, or certification**
- ❖ **Increased skills – new skills sets, increased proficiency, or greater performance**
- ❖ **Changed attitudes – altered perceptions and/or beliefs**
- ❖ **Changed values – enhanced sense of ethics and/or moral principals**

MIAMI-DADE COUNTY

⬇

Breakdown of Logic Model and Program Outcomes

Outcomes →

Benefits for People (clients/participants)

- **Modified behavior – inappropriate behavior extinguished, good behavior pattern developed, and improvement in decision making**

⬇

- **Improved condition – employed, drug free, no longer homeless, or obtained a GED**

⬇

MIAMI-DADE COUNTY

Breakdown of Logic Model and Program Outcomes

Outcomes →

Benefits for People (clients/participants)

- ❖ **Altered status – fulltime employment, homeowner, responsible parent, or student**

⬇

- ❖ **Quality of Life – dramatically enhanced, high/increase self-esteem, and desire to pursue life goals**

MIAMI-DADE COUNTY

Outcomes Focus: Quality of Change

	Quantity	Quality	Data Source
Outputs measure effort	How much service did we deliver?	How well did we deliver service?	Reports, Test Surveys Interviews Evaluations Observation
Outcomes measure effect	How much change did we produce (#)?	What quality of change did we produce (%)?	Reports, Test Surveys Interviews Evaluations Observation

MIAMI-DADE COUNTY