Grant Writing: *An Advanced Workshop for Established Community-Based Organizations*

Grant Writing and Grants Management

Presented by:

Miami-Dade County

Office of Management and Budget

Grants Coordination

www.miamidade.gov/grants

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Retool the Organization

- Redefine vision or mission to refocus the organization
- Provide staff training and Board development
- Get some new Board Members; they will provide energy, direction, commitment
- Utilize all human resources (staff, board, and volunteers)

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SWOT Analysis

Strengths

capabilities

competitive advantage

resources (assets, people)

experience/knowledge

diversity

location

certifications

management

Weaknesses

gaps in capabilities

lack of competitive advantage

financials

reputation

deadlines

moral

management

SWOT Analysis Continued

Opportunities

market developments

competitors vulnerabilities

lifestyle trends

partnerships

global influences

social enterprise

Threats

environmental effects

loss of staff

sustained funding

market demand

legislative / political effects

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Assessment of Program(s)

Assessment:

- ► Program Model should be consistent with organization's vision, mission, and purpose
- ► Identify or reaffirm target group, current need, condition, or problem to be addressed
- ► Develop goal statements, supporting objectives, impact strategies, and outcome measures for program
- ► Does the organization have the required capacity
- ► Identify resources and costs
- ► Identify method to evaluate effectiveness of proposed program

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Program Assessment Continued

Determine Grant Purpose:
New project, continuing, expansion, and/or demonstration

- Identify *Best Practice* and *Evidence-based* approach if applicable Identify or reaffirm target group, current need, condition, or problem to be addressed

- Document the need, problem, or condition

  (who, what, when, where, why, and how)

- Determine evidence need for documentation (statistics, photos, studies, reports, surveys, etc.)

Program Assessment Continued

- Assess target group, target area, or condition
- Make an assessment (before–after) pre and post-impact of project funding
- Evaluate current need, condition, or problem, and/or level of activity, then consider the impact of funding

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Fiscal Assessment

▶ Conduct a cost/benefit analysis

▶ Financial operations, accounting, and bookkeeping

▶ Fiscal Procedures and Policies (payroll, purchasing, donations / contributions, etc.)

▶ Administrative / Indirect Cost (accounting, financial, contracting, or general legal services; general liability insurance for the organization; directors and officers insurance; and audits)

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Building Collaborations and Partnerships

Funders often 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 of perspective from United Way, The Children's Trust, and other local funders
- ► Partnership test in choosing a partner (compatibility, role and benefit to organization, and experience and track record of entity)

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Grant Program – Types

Program/Project Purpose:

- ▶ New Initiative
- ▶ Continuing Project
- ▶ Project Expansion
- ▶ Demonstration Project
  - ▪ innovative
  - ▪ cutting-edge

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Grant Categories – Types

- Block Grants
- Formula Grants
- Continuing Project
- Non-Competing Grants
- Research Grants
- Cooperative Agreements
- Competitive Grants
- Entitlement Grants

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RFP, RFA, RFQ, ITN, and ITB

Funding opportunities, requests, and business Solicitations are prepared in several styles and formats, and are named below:

- ▶ RFP: Request for Proposals
- ▶ RFA: Request for Applications
- ▶ SGA: Solicitation for Grant Application
- ▶ RFQ: Request for Quotes
- ▶ ITN: Invitation to Negotiate
- ▶ ITB: Invitation to Bid

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Reading Grant Announcements and Request for Proposals - RFP

- **Purpose**
  - What's being funded?
- **Eligibility**
  - Who can apply?
- **Grant Deadlines**
  - When is the grant application is due?

Reading Grant Announcements and RFP's Continued

- **Funding Amount**
  - How much you can request?
- **Number of Projected Awards**
  - How many entities will be funded?
- **Matching Requirements**
  - If required, what percentage/amount?
- **Conduct Research**
  - Get list of prior year grant awards

Reading Grant Announcements and RFP's Continued

- **Letter of Intent**
  - Funding source wants to know who/how many will apply
- **Letter of Inquiry**
  - Pre-proposal used to evaluate project initiative
- **Concept Paper**
  - Pre-proposal used to evaluate project initiative, more detailed and in-depth

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Reading Grant Announcements and RFP's Continued

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

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Reading Grant Announcements and RFP's Continued

- Sign up for e-mail updates from the funder to receive changes and modifications to the funding opportunity

- Register and participate in phone conferences and webinars presented prior to the application deadline to become further informed regarding the grant opportunity

- Make a list of questions or concerns that you can raise during webinars and phone conferences

- Download Frequently Asked Questions (FAQ) from funder websites, especially prior to, or following webinars and phone conferences

- Attend (non-mandatory) pre-proposal conferences when held by funders

Application Development Plan

▶ Read the RFP and the Announcement and Guidance

▶ 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.

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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

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Essential Application/Proposal Elements

1. Title page
2. Abstract or Executive Summary
3. Project Narrative
   - Statement of Need
   - Organizational Information
   - Project Description (Goals, Objectives, Methodology, or Implementation Plan)
   - Statement of Performance Outcomes

Essential Application/Proposal Elements Continued

➢ Evaluation Plan / Methodology

➢ Sustainability Plan

4. Project Budget (Line Item and Narrative Justification)

5. Appendix (Attachments) (support and/or commitment letters, memorandum of understanding, maps, audit, IRS 501(c)3 letter, resumes, job descriptions, etc.)

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Budget Checklist – Direct Costs

➢ **Personnel** (staff salaries, fringe benefits, stipends)

➢ **Travel** (local, out-of-town)

➢ **Equipment** (fixed, moveable, office, program)

➢ **Supplies** (office, program)

➢ **Contractual** (consultants, contractors, contract workers)

➢ **Construction** (new, renovation, restoration, rehabilitation)

➢ **Other** (office space rental, utilities, maintenance, insurance, communications, bus passes, etc.)

Overhead / Administrative Expenses – Indirect Costs

- ➢ Rent
- ➢ Electricity
- ➢ Phone/Fax
- ➢ Duplication
- ➢ Postage
- ➢ Building maintenance
- ➢ Bookkeeper
- ➢ Human Resources

Overhead Rate = Overhead Expenses divided by Program Costs

Evidence-based Program Models and Best Practices

► **Program Model** is the strategy, design and an approach used resulting in the creation and implementation of a project or program

► **Evidence-based** is also referred to as science-based and research-based **models**

► **Best Practices** are those strategies and programs deemed research-based by scientists and researchers. Substantial research and evaluation have shown these strategies and programs to be effective

► **"Best practice"** or **"promising practice"** programming models should be utilized if these models meet community needs and can be implemented, or are required by the funder
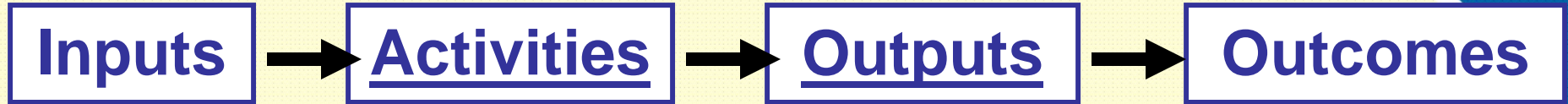
SMART
Goals and Objectives

Establishing GOALS and OBJECTIVES:

➢ S = Specific

➢ M = Measurable

➢ A = Attainable

➢ R = Realistic

➢ T = Timely

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

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Logic model framework

Indicators	→	Influencing factors	→	Data source	→	Data management

Evidence

- # &% assessed
- # &%
  participated
  fully;
  partially;
  rarely
- # &% complete
- # &% attrition
- # &%
  increased;
  maintained;
  decreased
  a change

Risk Factors

- disability status
- unemployment
- low income
- abuser
- recent immigration
- poor school
  performance
- juvenile with record
- juvenile without a
  record
- frail senior
- long-term abuser
- gang members

**Source
tool**

- program records
- formal assessments
- self report surveys
- logs
- trained observers
- reliable (produce
  consistent responses)
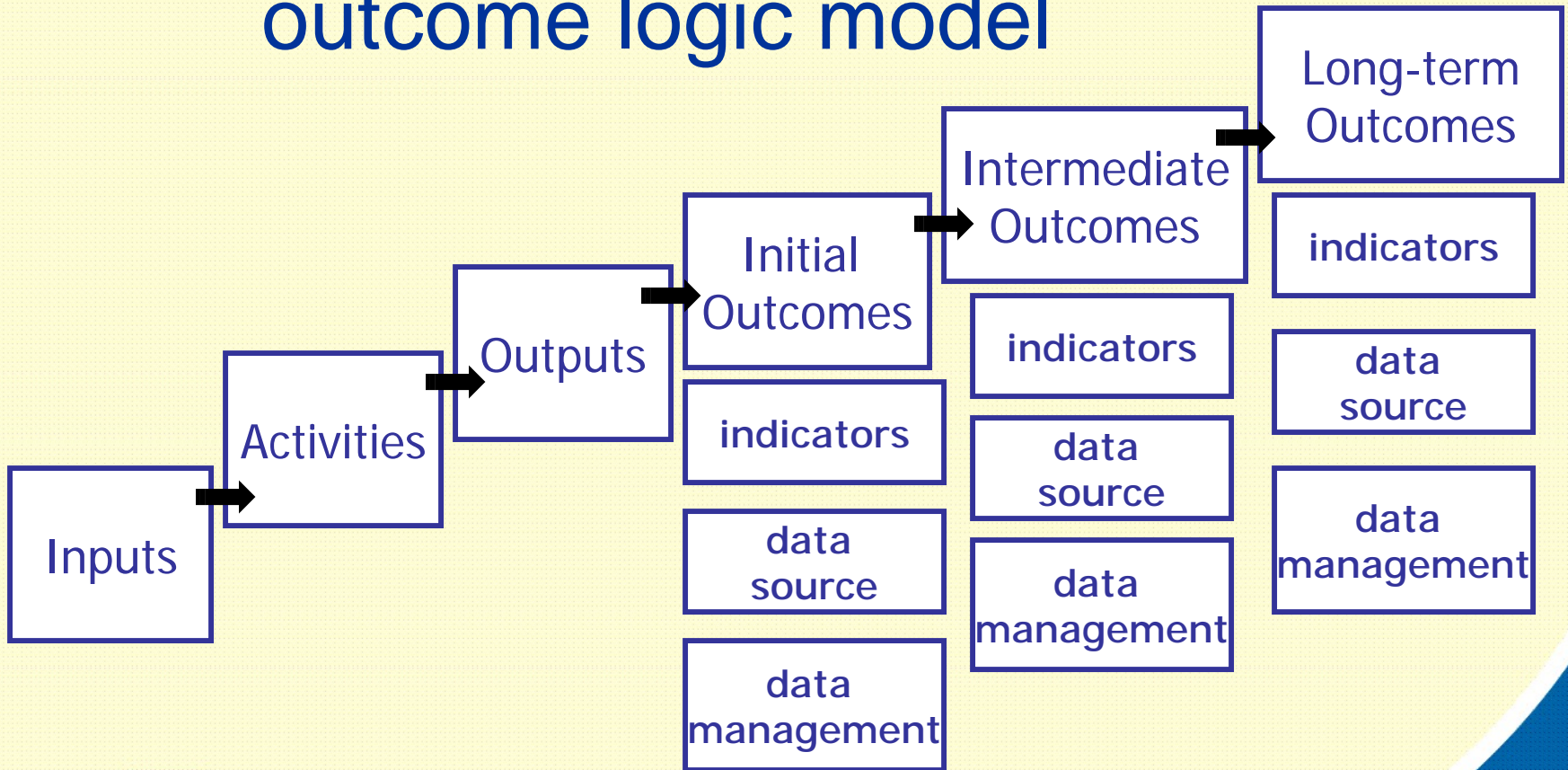- valid (good measure
  for the indicator)

from whom

- participants
- parents
- guardians/caregivers
- teachers

Protocol/methodology

- who
- what
- where
- when
- why
- how

data is collected, stored
and analyzed

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Conceptual chain outcome logic model

Inputs → Activities → Outputs → Initial Outcomes → Intermediate Outcomes → Long-term Outcomes

Initial Outcomes
- indicators
- data source
- data management

Intermediate Outcomes
- indicators
- data source
- data management

Long-term Outcomes
- indicators
- data source
- data management

Outcomes Focus: Quality of Change

	Quantity	Quality
Outputs measure effort	How much service did we deliver?	How well did we deliver service?
Outcomes measure effect	How much change did we produce (#)?	What quality of change did we produce (%)?

Program/Project Evaluation Major Types

1. Goals-Based

➢ Measures whether or not you've achieved objectives

2. Process-Based

➢ Analyzes strengths and weaknesses

3. Outcomes-Based

➢ Examines broader impact

➢ What greater good was served

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Evaluation and Methods

Tests

Pre and Post-Test

Performance against control group

Participation

Attendance

Completion

Certificates

Follow-on tracking

Data Collection

Surveys

Questionnaires

Interviews

Checklist

Feedback forms

Performance

Grades

Graduation

Drop in recidivism

Job placement

Permits, inspections, certificates

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Evaluation and Methods Continued

Financial Reports

Cost to Budget

Cost per unit of service

On time on budget

Post cost benefit analysis

Subjective

Journals

Testimonials

Observations

Photographs

Clippings

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Grants Management and Audit

- **Start-up and Implementation**
  - Contracts and Agreements
  - Selecting and hiring staff
  - Setting up accounts and files
- **Program Management and Reporting**
  - Non-performance and Performance-based contracts
  - Project costs and reimbursement
  - Monitoring and site visits
  - Program reports

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Grants Management and Audit Continued

▶ **Records and Audits**

- Files/records maintenance and storage
- Program closeout
- Agency audit

Ten Program and Grants Management Tips

1. Retool the organization/agency as needed
2. Conduct a SWOT Analysis
3. Conduct an assessment of programs/projects and fiscal operations
4. Build long-term collaborations and partnerships
5. Prepare compelling grant applications and proposals, including cost-based budgets consistent with program and agency needs
6. Prepare and submit timely programmatic and fiscal reports to grantors

Ten Program and Grants Management Tips

7. Where possible, use evidence-based and best-practice program models

8. Develop program goals, objectives, and outcomes that are SMART

9. Manage grant projects successfully to achieve objectives and performance outcomes within budget, and within the grant-project funding period

10. Plan for, and obtain an audit from an independent CPA or accounting firm

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