Grant Writing

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Ice Breaker!

If you agree with the statement raise your hand...

- I have applied for a grant for my agency.

- I consider myself a grant expert for my agency.

- My agency has applied for a competitive grant program before.

- My agency was not selected for a grant they applied for.

- Grant writing is complicated and scary.

- Grant management is burdensome and complex.

- I love grants.

Agenda

- **Grant Overview**
- **Finding Funding**
- **Solicitations**
- **App. Development**
- **Problem Statement**

- **Methods (SOW)**
- **Timelines**
- **Evaluations**
- **Budgets**
- **Reviews**

Grant Overview

What is a grant?

money provided by one entity to another for a particular purpose

FDLE gives money to City of Elm Tree to conduct drug task force activities.	Elm City gives money to ABC LLC to provide drug treatment services.	Walmart Foundation gives money to Elm Police Department for public safety initiatives.

Grant Overview

What types of grants are available?

There are traditionally two types of grants for government agencies. Cooperative agreements are included as a grant in this presentation.

Discretionary grants are awarded to eligible recipients at the discretion of the awarding agency. They are mostly awarded competitively.

Formula (block) grants are awarded to eligible entities based on a specific, defined formula. The formula is often driven by rule or law.

Cooperative agreements are similar to discretionary grants except they contain a high level of oversight from the awarding agency.
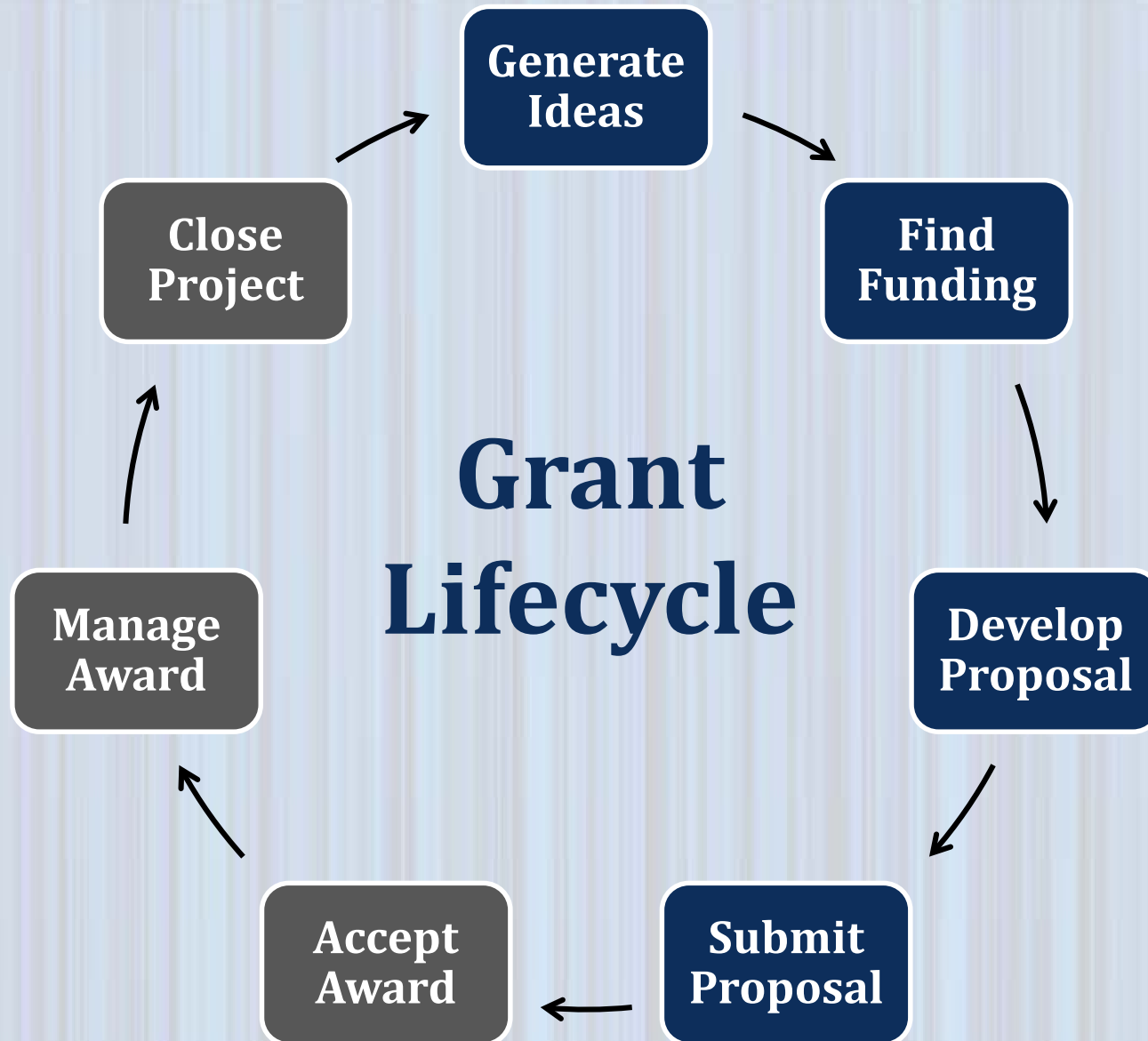
Grant Overview

**Federal Grant
Open Season**

| JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC |
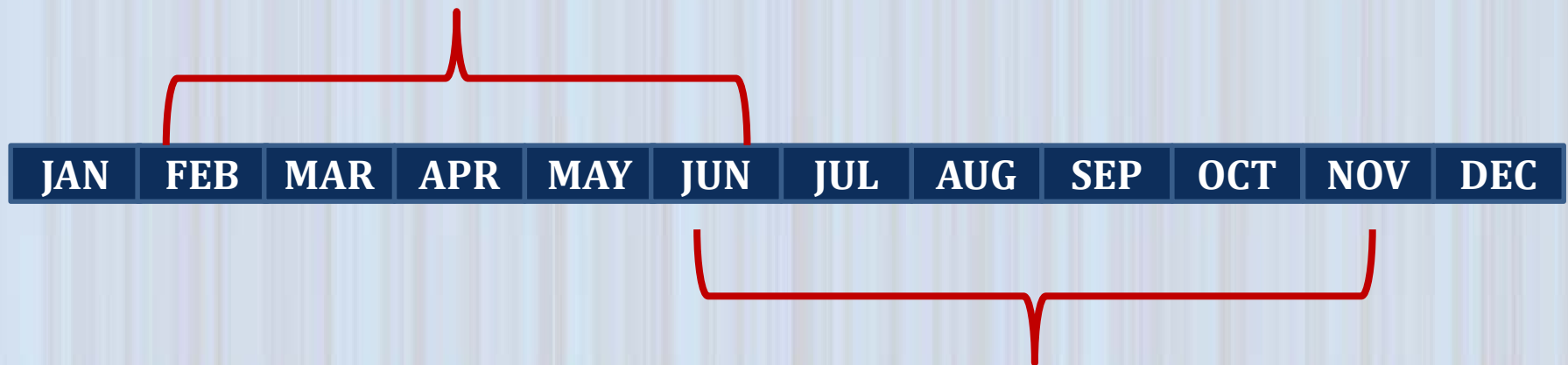
**State/Local Grant
Open Season**

Private grants are often done at different times or are open to applications year round.

Grant Overview

Generate Ideas

Find Funding

Close Project

Grant Lifecycle

Develop Proposal

Manage Award

Accept Award

Submit Proposal

Generating Ideas

How do we get ideas for funding?

Strategic Planning

Known Deficiencies

Recent Events

Generating Ideas

When do we generate ideas?

Dependent on operational procedures:

- **Annually**

- **Randomly**

- **Every 5 years**

- **Post-event**

Regardless, it should be before the solicitation is released.

Finding Funding

Where can we find funding ?

Federal Government

State & Local Government

Private Organizations

Finding Funding

Federal Government
www.grants.gov

Finding Funding

State & Local Government
Agency Websites

- **Department of Law Enforcement (FDLE)**

- **Department of Corrections (FDC)**

- **Department of Juvenile Justice (DJJ)**

- **Department of Children and Families (DCF)**

IMPORTANT

For local government grant opportunities call the jurisdictional city or county.

Finding Funding

Private Organization
Websites

Mostly directed toward specific programs, such as:

- **At-risk youth**

- **Domestic violence**

- **Gun violence**

- **Alternatives to incarceration**

A small list of private funders for criminal justice activities can be located at:

 https://www.insidephilanthropy.com/crime-violence-funders

Solicitations

What is a solicitation?

Document designed to solicit grant applications and provide information on specific program requirements.

Synonyms: Notice of Funding Opportunity (NOFO), Request for Proposal (RFP), Request for Applications (RFA)

Solicitations

What information is in a solicitation?

- **Program eligibility requirements**

- **Limitations on use of funding**

- **Pre-approval requirements**

- **Project specific requirements**

- **Deadlines**

- **Application instructions**

IMPORTANT

READ YOUR SOLICITATION

EXAMPLE: FY2019 PREA Solicitation

Solicitations

Finding the perfect solicitation:

D   **Deadline**

R   **Reason**

E   **Eligibility**

A   **Amount**

M   **Match**

Y   **"Yucky"**

GRANT WRITING USA

Solicitations

D **Deadline
Is it feasible?**

- How much time is required to write the application?

- Can you write it by yourself, or does it require significant collaboration with other teams?

- Does the information required in the application exist?

- Do you have the authority (approval) to write it?

Solicitations

R **Reason**
Why this funding?

- **Why should you apply for this opportunity?**

- **Why should the grantor select you?**

- **Is there a specific issue or focused project you are addressing?**

- **Is your proposal inline with the intent of the funding?**

Solicitations

E **Eligibility
Can you submit?**

- **Do you meet the eligibility criteria?**

- **Does the funding only apply to certain geographical area?**

- **Does the program require collaboration with partners?**

- **Is your proposal inline with the intent of the funding?**

Solicitations

A **Amount**
Is it worth it?

- **Is the amount enough to operate the program?**

- **Are there limitations on necessary costs such as equipment, staff, etc.?**

- **Does a portion of the funding have to be reserved for specific purposes (evaluation, training, travel, etc.)?**

Solicitations

M **Match**
Is it required?

- **Does the program require match contributions?**

- **Does it specify cash match or are in-kind services possible?**

- **Can match come from other sources (i.e. state grant funding)?**

IMPORTANT

Federal match requirements cannot be met with another federal funding source

Solicitations

Y "Yucky"
Juice worth the squeeze?

- Does it sound like a bad grant?

- Is it possible to implement your program under the requirements?

- Are you capable of meeting the grant application requirements?

- Do you have to "sell your soul" to comply with post-award requirements?

- Are the odds of winning reasonable?

Solicitations

Best Practices for Reviewing Solicitations

✓ **Read it – and read it more than once**

✓ **Highlight any must, will, or shall**

✓ **Make note of any common theme or focus**

✓ **Highlight requirements expected in the application**

✓ **Identify conditions expected to be followed after approval**

✓ **Determine steps needed to achieve compliance**

Tips for Grantseekers

Steps for Finding Grants and Reviewing Solicitations

Research	Find opportunities at all levels (federal, state, local, etc.)
Eliminate	Be selective; don't apply for every possible opportunity
Review	Gauge fit with your goals and your timeline
Question	Interrogate the solicitation; any burning questions?
Contact	Email funder with questions (if appropriate)
Review	Conduct final review before writing your application

Application Development

Where do I start writing?

Before diving in...

... create an application development plan.

Application Development

App. Development Plan Steps

1. List all must, will, and shall in the solicitation
2. Breakdown the required tasks
3. Assign tasks to relevant staff members
4. Set due dates for tasks
5. Leave ample time for review and revisions
6. Schedule regular status/review meetings

Application Development

Common Components of a Grant Proposal

Credibility	Who are you? Why should you get the money?
Problem	What's the issue? How bad is it? How do you know?
Methods	What actions are you going to take?
Timeline	How long will it take to implement? How long will it last?
Evaluation	How will you track progress? How is success measured?
Budget	What is the money actually paying for?

Application Development

Credibility

Who are you? Why should you get the money?

Most solicitations include a requirement to describe your organization's ability to manage the grant, if selected.

Organizational characteristics	**Organizational goals**	**Organizational experience**

Sell your organization's capabilities and competencies to the funder.

Application Development

Who are you? Why should you get the money?

Which would you select? Why?

Agency A	Agency B
For more than 20 years, our law enforcement agency has served to reduce the crime rate in Elm City.	Elm City has experienced a crime rate decline of 0.5% each year for the past five years. During this same time period, the Elm City Police Department has implemented new programs and practices to ensure this trend continues.

Application Development

Problem — What's the issue? How bad is it? How do you know?

Problem Statements should be about an external problem.

They should not be about you and what your organization does not have or needs.

BEST PRACTICE — Keep asking yourself "Why is this a problem" until you get an external problem

Application Development

Problem

What's the issue? How bad is it? How do you know?

Topic: Dispatch Center Improvements

What factors contribute to issues in dispatch centers?

- **Increased calls for service**

- **Outdated equipment**

- **Lack of training**

- **Employee turnover**

Application Development

What's the issue? How bad is it? How do you know?

Topic: Dispatch Center Improvements

Problem	Methods
• We need more positions	
• We need new technology	NEED -------- Not describing an external issue.....
• We have high turnover due to the traumatic stress factor of the job	

Application Development

Problem

What's the issue? How bad is it? How do you know?

Topic: Dispatch Center Improvements

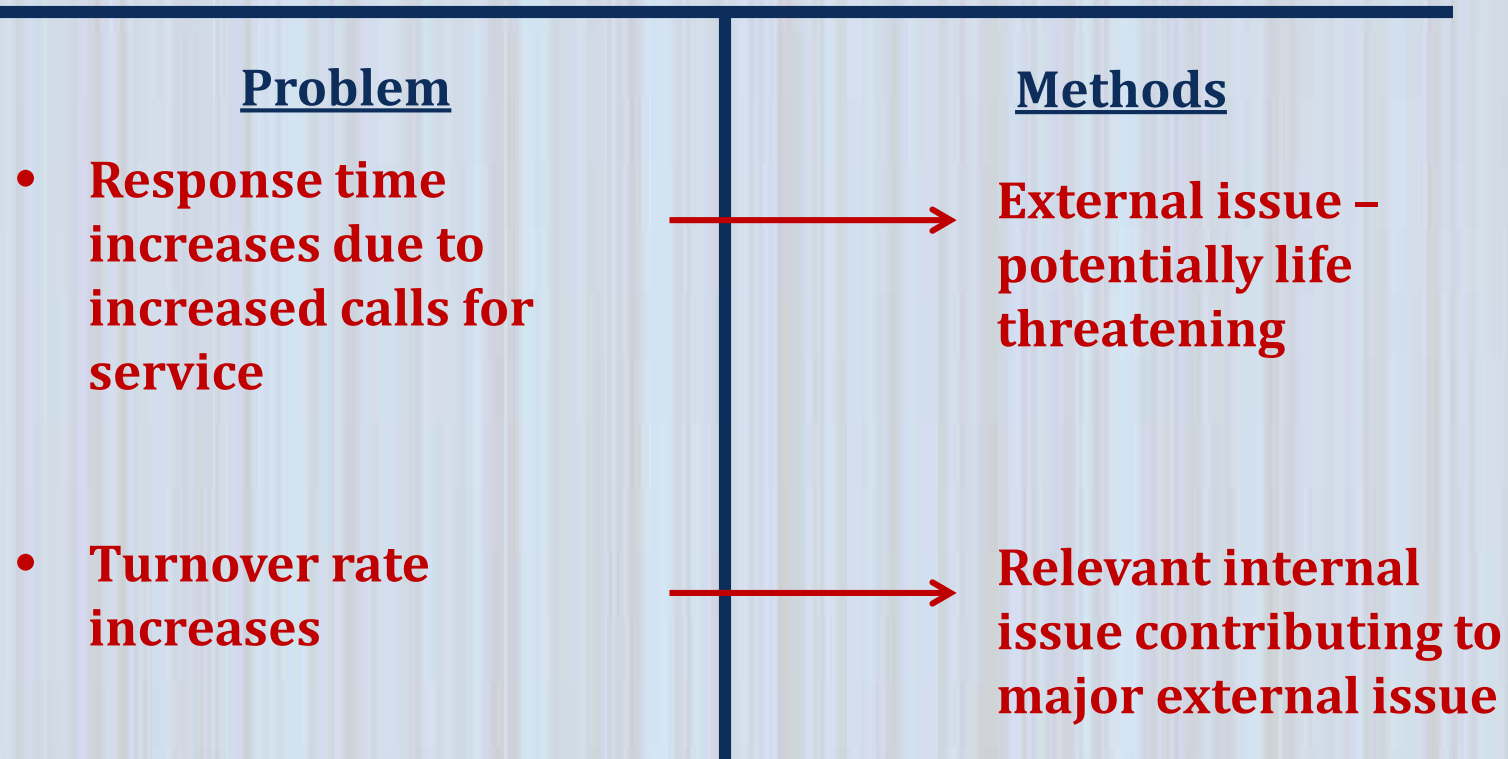| Problem	Methods
• **Response time increases due to increased calls for service**	→ **External issue – potentially life threatening**
• **Turnover rate increases**	→ **Relevant internal issue contributing to major external issue**

Application Development

What's the issue? How bad is it? How do you know?

Topic: Dispatch Center Improvements

Problem	Data/Trends
• Response time increases due to increased calls for service	CAD/RMS records; population increases, crime rate increases
• Turnover rate increases	Exit interview statistics, human resource complaints, etc.

Application Development

Methods

What actions are you going to take?

A.K.A. Scope of Work (SOW) or Program Narrative

What the organization is going to do address the issue…

This is where it can be about "you"…

Application Development

What actions are you going to take?

Topic: Dispatch Center Improvements

Problem	Methods
• Response time increases due to increased calls for service	Hire new staff to relieve workload and improve response time
• Turnover rate increases	Replace outdated system and technology to allow for more efficient response times and communication with first responders in the field
	Mental health services to cope with work and trauma related stress

Application Development

Timeline   How long will it take to implement? How long will it last?

How are you going to implement your plan?

- **Be reasonable**

- **Account for the unexpected**

Application Development

How long will it take to implement? How long will it last?

Topic: Dispatch Center Improvements

Timeline	Methods
• **March 1 – May 1**	**Hire new staff to relieve workload and improve response time.**
• **March 1 – September 1**	**Replace outdated system and technology to allow for more efficient response times and communication with first responders in the field.**
• **???????**	**Mental health services to cope with work and trauma related stress**

Application Development

Timeline

How long will it take to implement? How long will it last?

Topic: Dispatch Center Improvements

Timeline	Methods
	Mental health services to cope with work and trauma related stress
• March 1 – May 1	• RFP for services (develop and release)
• May 2 – May 10	• Vendor selection (review and score)
• June 1	• Contract execution
• July 1	• Services begin

Application Development

Evaluation

How will you track progress? How is success measured?

Goals vs. Objectives

Goals
- **Big and broad**
- **Not specific**
- **May require additional programs to accomplish**

Objectives
- **Focused**
- **Measurable**
- **Always includes timeframe**

Application Development

Evaluation

How will you track progress? How is success measured?

Objectives should always be.....

S	**Specific**
M	**Measurable**
A	**Achievable**
R	**Relevant**
T	**Time-bound**

Application Development

How will you track progress? How is success measured?

Is this a SMART objective?

Elm County will improve dispatch operations by hiring ten additional dispatchers by May 1.

Application Development

Evaluation   **How will you track progress? How is success measured?**

Is this a SMART objective?

Elm County will improve dispatch operations by procuring and implementing a new CAD/RMS system.

Application Development

How will you track progress? How is success measured?

Is this a SMART objective?

Elm County will improve dispatch operations by procuring and providing 1 hour individual mental health debriefs with dispatchers each week beginning July 1.

Application Development

Evaluation

How will you track progress? How is success measured?

Post-Implementation

Evaluations are important to measure progress and adjust the project as necessary to achieve objectives.

Application Development

Evaluation | **How will you track progress? How is success measured?**

Post-Implementation Evaluations

- **Who will perform? How often?**

- **Methods of data collection?**

- **Who reviews?**

- **How will project adjustments be handled?**

Application Development

How will you track progress? How is success measured?

Topic: Dispatch Center Improvements

Hire new staff to relieve workload and improve response times

- Monthly average response times

- Monthly number of calls placed on hold

- Compare to baseline

- Do we need more staff?

Application Development

How will you track progress? How is success measured?

Topic: **Dispatch Center Improvements**

Replace outdated CAD/RMS for more efficient response time and communication in the field

- **Monthly average response times**

- **LE/EMS/Fire response times**

- **Time spent on data entry and communication with field**

- **Compare to baseline**

Application Development

How will you track progress? How is success measured?

Topic: Dispatch Center Improvements

Mental health services to cope with work and trauma related stress

- **Monthly leave reports**

- **Monthly turnover rate**

- **Compare to baseline**

- **Do we need to increase the frequency or time permitted?**

Application Development

What is the money actually paying for?

How will you spend the money?

- **Use actual costs to base estimates**

- **Allowable, reasonable, necessary**

- **Consider all possible expenses**

- **Show all calculations**

Application Development

Budget | What is the money actually paying for?

Common Budget Categories

| Personnel | Fringe Benefits | Travel | Equipment |

| Supplies | Consultants Contractors | Other Costs |

Application Development

Personnel	Includes: full-time, part-time, overtime

Example: One (1) Government Analyst II (GAII) position @ $46,000 per year; the grant will fund 100% of this <u>new</u> position. The GAII will work 50% of their time on this project.

Example: 200 hours of overtime @ $35 per hour.

Application Development

Fringe Benefits	**FICA, Medicare, Unemployment, Health/Dental/Life insurance, retirement**

Example:

FICA @ 7.50%
Medicare @ 1.45%
Unemployment @ 3%
Sworn Retirement @ 22.5%
Health Insurance @ $550 per month
Dental Insurance @ $100 per month
Life Insurance @ $40 per month

IMPORTANT

Health-related insurance benefits should always represent the employer sponsored amount; not the amount deducted from the employees pay.

Application Development

Travel	Airfare, hotel, per diem, meals, incidentals, transportation, etc.

Example:

Airfare @ $650 (roundtrip) x 1 trip x 1 person
Baggage @ $60 (roundtrip) x 1 trip x 1 person
Hotel @ $150 per night x 4 nights x 1 person
Meals @ $36 per day x 5 days x 1 person
Parking @ $10 per day x 5 days x 1 vehicle
Taxi to hotel @ $35 per trip x 2 trips

IMPORTANT

Registration costs associated with conference travel should appear in the other cost budget category.

Application Development

Equipment

Items purchased which exceeding your organization's operating capital threshold

Example: **(Operating Capital Threshold = $1,000)**

Five (5) ~~Dell~~ laptops @ $1,200 each
Manufacturer warranty included.
Shipping = $100 total

IMPORTANT

Be specific but do not restrict yourself; always account for shipping; extended warranties may or may not be allowable

Application Development

Supplies	Small items not exceeding organization's operating capital threshold

Example: (Operating Capital Threshold = $1,000)

Five (5) ~~Lexmark~~ printers @ $200 each
Manufacturer warranty included.
Shipping = $100 total

IMPORTANT Be specific but do not restrict yourself; always account for shipping; extended warranties may or may not be allowable

Application Development

Consultants
Contractors

Contracted services with specialized individuals (consultants) or businesses (contractors)

Example: One system programmer @ $85 per hour

2000 hours of mental health counseling @ $40 per hour

IMPORTANT

Federal grants require approval for consultant rates over $81.25 per hour; they also have specific requirements for any contractors

Application Development

| Other Costs | Registration fees, software licenses, utilities, postage, printing costs |

Example:

Two (2) FL symposium registrations @ $350 ea.

Five (5) Adobe Pro licenses @ $110 ea.

Five (5) cell phones @ $100 ea. per month

IMPORTANT

Since this category serves as a catch all, you must breakdown all costs within it.

Application Development

Best Practices for Budgets

- ✓ **Budget amount is appropriate for the solicitation**

- ✓ **Budget contains proper amount of match (if applicable)**

- ✓ **Calculations are correct**

- ✓ **Items are appropriate for activities identified in the methods section**

- ✓ **Items are allowable, reasonable, and necessary**

Application Reviews

Before you submit your application.....

REVIEW IT!!!!

Application Reviews

Best Practices for Application Reviews

- ✓ **Re-read the solicitation!!!**

- ✓ **Read the application out loud.**

- ✓ **Read the application backwards.**

- ✓ **Walkaway for a certain period of time.**

- ✓ **Use an external reviewer.**

- ✓ **Develop a peer review process.**

- ✓ **Score your own application using the solicitation's scoring criteria.**

Questions?

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