Responding to DC's FY19 Consolidated Justice Grants Request for Applications

5/2/2018

10AM-1PM

House Keeping Items

- Previous Trainings
  - https://cjcc.dc.gov/page/grants-planning
- Bathrooms
- Mailing Lists
- Slides
- Evaluations

OVSJG

Office of Victim Services and Justice Grants

Responding to DC's FY 2019 Consolidated Justice Grants Request for Applications

May 2, 2018

Presented by: Michelle M. Garcia

OVSJG
Office of Victim Services and Justice Grants

WE ARE WASHINGTON DC

The mission of the Office of Victim Services and Justice Grants (OVSJG) is to develop, fund, and coordinate programs that improve public safety; enhance the administration of justice; and create systems of care for crime victims, youth, and their families in the District.

Mission

Safer Stronger DC

Reduce domestic and sexual violence, and improve outcomes for survivors

Make DC the safest big city in America

End homelessness

OVSJG Office of Victim Services and Justice Grants

Promoting partnerships

Building capacity

Developing continuums of care

Goals

Grant awards will be consistent with the Mayor's priorities and federal funding purposes and requirements.

OVSJG prioritizes funding that falls within a continuum of services, i.e. each grant applicant has a responsibility to work with other funded programs to best serve the needs of the client.

Funded programs will have objective, concrete, measurable outcomes; include formal procedures for evaluating progress towards those outcomes; and exhibit a commitment to continuously improve the program.

OVSJG funding will be primarily used to support existing programs; as a resource to launch or spark creative initiatives, policies and practices; promote capacity building and system reform efforts; and assist the District in funding statutorily required programs.

Funding Principles

OVSJG will concentrate funding on agencies and organizations that are responsible administrators of awarded funds and comply fully with:

- OVSJG programmatic and financial requirements
- Local and federal laws and requirements

OVSJG will seek to ensure that every funded initiative achieves outcomes that improve the District's justice system, strengthen services for crime victims, reduce truancy and juvenile delinquency, and give returning citizens increased opportunities to lead successful lives.

Funding Principles

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The District Anti-Deficiency Act of 2002, effective April 4, 2003 (D.C. Law 14-285; D.C. Official Code § 47-355.01 *et seq.*), is intended to prevent overspending by District agencies.

It sets forth reporting requirements to alert District officials to potential overspending so that remedial actions may be taken.

District Agencies may not make or authorize an expenditure or obligation exceeding an amount available in an appropriation for an agency or fund or obligate the District for the payment of money before an appropriation is made.

Anti-Deficiency Act

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Objective

- To review the FY 2019 Consolidated Request for Application (RFA) for Justice GrantsJuvenile Delinquency (Prevention) and Community Corrections (Reentry)

Overview

Abstract

A brief description of project

- 150 character limit
- Key activities
- Population targeted
- Number to be served

Example: Provide intensive case management services to 75 LGBTQ victims/survivors of hate or bias crimes throughout the District.

Project Narrative

This section of the application should contain a general description of activities that justifies and describes the program to be implemented.

Project Description

- ❑ Need for project
- ❑ Target population to be served
- ❑ Specific services to be provided
- ❑ Evidence based
- ❑ Trauma-informed
- ❑ Identified promising/best practices

Organization, Experience and Qualifications

Performance Measures

- Outputs and Outcomes

Qualifications, Experience, Expertise

- Evidence that applicant can address the needs of target population
- Organization's capacity to achieve identified outcomes
- Past and present experience operating a similar project

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Evaluation and Data Collection Plan

- Detailed plan of how applicant will collect an report data measures
- Describes how data will inform and enhance service delivery

Sustainability Plan

- Prospects for continued funding
- Efforts made to continue project
- Planned future sources funding/strategic planning
- If partial funding is requested, source and amount of additional funding

Project Work Plan

Must include:

- Project objectives, activities and outcomes
- Method of collecting required data measures and performance outcome data
- Estimation of data measurement and performance outcomes

APPENDIX B
PROJECT WORK PLAN

Project Goal:

Objective:	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.

Activities:

Outcome:

Project Goal:

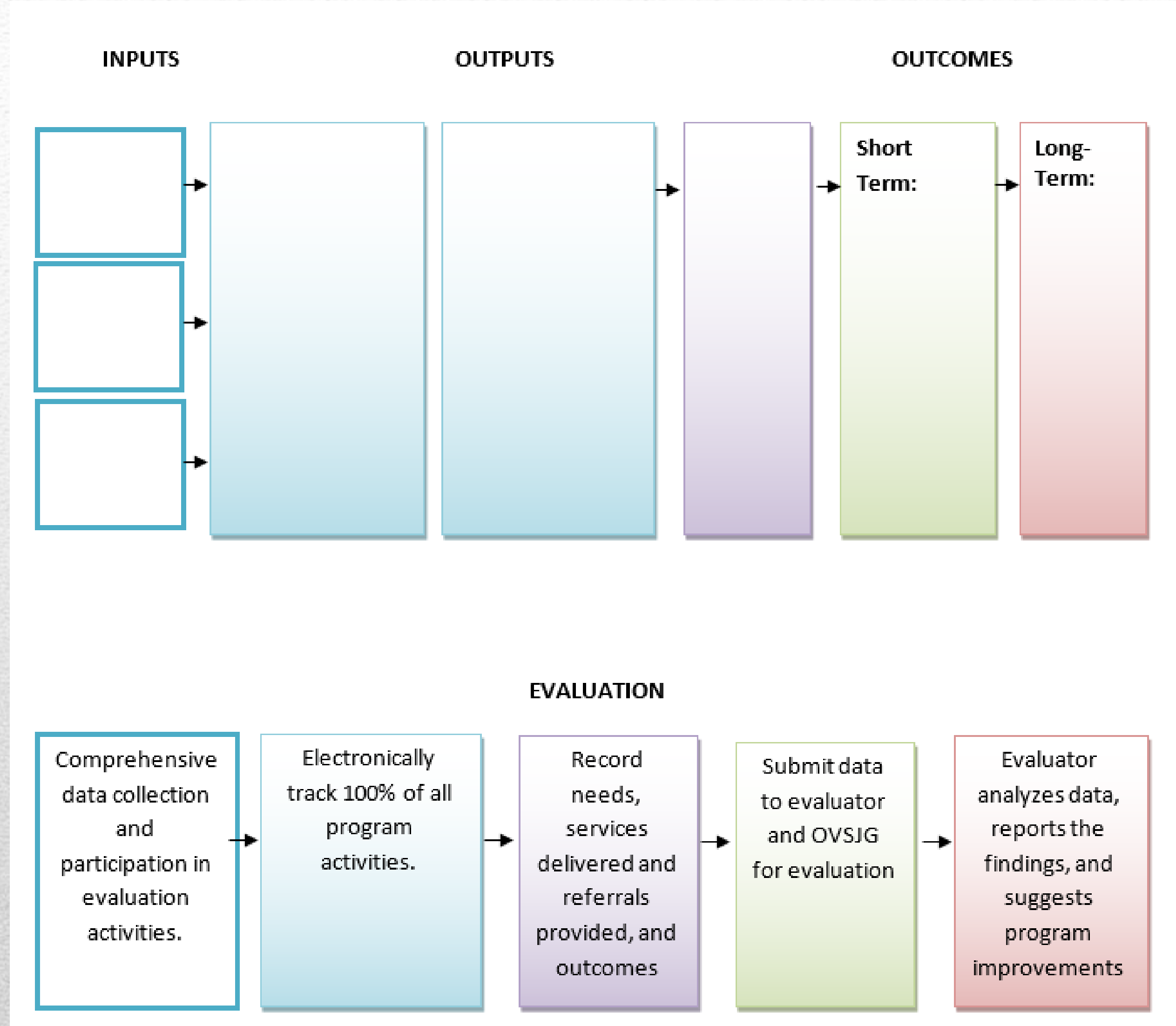
Objective:	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.

Activities:

Outcome:

Please use additional pages as necessary

Logic Model


INPUTS
OUTPUTS
OUTCOMES
Short Term:
Long-Term:
EVALUATION
Comprehensive data collection and participation in evaluation activities.
Electronically track 100% of all program activities.
Record needs, services delivered and referrals provided, and outcomes
Submit data to evaluator and OVSJG for evaluation
Evaluator analyzes data, reports the findings, and suggests program improvements

For applicants who received funding in FY18 and are designated as high-risk, describe progress related to corrective action plan

Corrective Action Plan

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Project Budget

All applicants must use Project Budget worksheet to prepare budget and budget narrative

- Budgets must be submitted as attachments – either Word or Excel
- Budgets must include narrative and summary

Budget amounts must also be submitted in Zoomgrants Budget/Budget Narrative tab

A. PERSONNEL: List each position by title and name of employee. Show the annual salary rate, percentage of time to be devoted to the project, and related cost to the grant. An explanation of the requested position(s) and their relationship to the proposed project activity must be included in the budget narrative. Compensation paid for employees engaged in grant activities must be consistent with that paid for similar work within the applicant organization. Verification of salary may be requested. Include any projected salary increases for the award period.

EXAMPLE:

Name/Position	Computation	Cost
Project Manager, Maria Smith	$60,000 x 50%	$30,000

B. FRINGE BENEFITS:

Fringe benefits should be based on actual known costs**.** Fringe benefits are for the personnel listed in the personnel budget category (A) and only for the percentage of time devoted to the project. List name and actual cost of fringe expense for each employee.

EXAMPLE:

Name/Position	Computation	Cost
Project Manager, Maria Smith	$30,000 x 22.4%	$6,720
Staff Assistant, TBD	$11,250 x 22.4%	$2,520
Outreach Worker, Aaron Jones	$13,000 x 9.15%	$1,190

Fringe benefits include FICA, health insurance, worker's compensation, unemployment compensation, and retirement and are based on actual anticipated expenses for each employee.

C. TRAVEL/TRAINING: Provide the purpose of the travel under the grant. **Requests for travel will only be considered if the proposed use directly supports the goals and objectives of the proposal** and budget narrative must describe how the planned travel in necessary for the success of the project.

EXAMPLE:

Item	Computation	Cost
Transporting clients to/from court	50 trips x 6.4 miles x $0.535	$ 171
Attendance at VAN meetings	6 meetings x $4.30 Metro RT	$ 26
Staff training	Airfare: $500 x 2 staff	$1,000
Conference on Crimes Against Women	Lodging: $150 x 3 nights x 2 staff	$ 900
Dallas, TX	Per diem: $56 x 4 days x 2 staff	$ 448
	Ground: $50 x 2 staff	$ 100

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PERSONNEL:

List each position by title and name of employee. Show the annual salary rate, percentage of time to be devoted to the project, and related cost to the grant. An explanation of the requested position(s) and their relationship to the proposed project activity must be included in the budget narrative. Compensation paid for employees engaged in grant activities must be consistent with that paid for similar work within the applicant organization. Verification of salary may be requested. Include any projected salary increases for the award period.

EXAMPLE:

Name/Position	Computation	Cost
Project Manager, Maria Smith	$60,000/year x 50%	$30,000
Staff Assistant, TBD	$45,000/year x 25%	$11,250
Outreach Worker, Aaron Jones	$20/hour x 10-15 hours/week	$13,000

The Project Manager, Maria Smith, will oversee the daily operations of the project and supervise project staff. Ms. Smith is also responsible for drafting and submitting programmatic and financial reports.

The Staff Assistant, to be hired, will provide administrative support to the project, including responding to client contacts via phone and email, compiling data for programmatic and financial reports, and responding to other requests for information.

The Outreach Worker, Aaron Jones, is a part-time employee who be compensated at $20 hour for 10-15 hours per week. The number of hours will vary each week depending on need. An average of 12.5 hours per week was used to calculate the cost. Mr. Jones will engage in community outreach activities to increase program participation.

TOTAL PERSONNEL: $54,250

FRINGE BENEFITS:

Fringe benefits should be based on actual known costs. Fringe benefits are for the personnel listed in the personnel budget category (A) and only for the percentage of time devoted to the project. List name and actual cost of fringe expense for each employee.

Fringe benefits include FICA, health insurance, worker's compensation, unemployment compensation, and retirement and are based on **actual anticipated expenses for each employee.**

EXAMPLE:

Name/Position	Computation	Cost
Project Manager, Maria Smith	\$30,000 x 22.4%	\$6,720
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Outreach Worker, Aaron Jones	\$13,000 x 9.15%	\$1,190

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TOTAL FRINGE BENEFITS: \$10,430

TRAVEL/TRAINING:

Provide the purpose of the travel under the grant. Requests for travel will only be considered if the proposed use directly supports the goals and objectives of the proposal and budget narrative must describe how the planned travel in necessary for the success of the project.

CONSULTANTS/ CONTRACTS:

Contract and consulting services, including contracts such as rent, IT contracts, technical assistance, training, outsourcing of program services, maintenance/service agreements, accounting, etc. that can be directly attributed to grant-funded activities. Provide a description of the project or services to be procured by consultant/contractor and an estimate of the costs. Applicants are encouraged to promote free and open competition in awarding contracts. A copy of executed contract/written agreement between the sub-grantee and service provider prior to any reimbursement payment.

- **Consultant Fees:**

  For each consultant enter the name, if known, service to be provided, hourly or daily fee (8-hour day), and estimated time on the project. List all expenses to be paid from the grant to the individual consultants in addition to their fees (i.e., travel, meals, lodging, etc.). Consultant rate cannot exceed $650 per day.

- **Contracts:**

  Provide a description of the product or service to be procured by contract and an estimate of the cost. Applicants are encouraged to promote free and open competition in awarding contracts. Rent expenses should be based on project allocation. For example, provide the square footage and the cost per square foot for rent, or provide a monthly rental cost and how many months to rent.

SUPPLIES:

List the supplies that will be purchased under the grant and provide a description in the budget narrative explaining how the supplies are necessary for the success of the project. Include all known vendors. These costs cover such items as office supplies, paper, toner, and other items that must be used directly for project activities;

EQUIPMENT:

These funds are to be used for the purchase of equipment that is essential and used directly by the project

OPERATING COSTS:

List items by type that will be charged to the grant and provide a description in the budget narrative explaining how the requested item(s) are necessary for the success of the project. Include all known vendors. These funds are limited to 10% of total project cost.

INDIRECT COSTS:

If the applicant possesses a negotiated indirect cost rate (NICRA), they can submit it in this section and request reimbursement for operating expenses at said rate. **Any costs included in the calculation of the NICRA cannot also be requested as direct costs.** NICRA documentation must be submitted with the application.

Alternatively, applicants can request reimbursement of the "de minimis" rate which is 10% of the Modified Total Direct Costs (MTDC). When using this method, cost must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. Also, if this method is chosen then it must be used consistently for all awards.

What is the Modified Total Direct Cost, or MTDC?

- This base includes all direct salaries and wages, applicable fringe benefits, materials and supplies, services, travel, and subawards up to the first $25,000 of each subaward (regardless of the period of performance of the subawards under the award).
- MTDC excludes equipment, capital expenditures, charges for patient care, rental costs, tuition remission, scholarships and fellowships, participant support costs, and the portion of each subaward in excess of $25,000. Other items may only be excluded when necessary to avoid a serious inequity in the distribution of indirect costs, and with approval.

FREQUENTLY ASKED

Q. Where do I submit an application?
A. All applications must be submitted electronically at ZoomGrants.com

Q. Will partial applications be accepted?
A. No. Only complete applications will be considered for funding.

Q. Does my organization need to translate all materials to comply with the District of Columbia Language Access Act?
A. According to the Language Access Act of 2004, not all materials need to be translated. However, there are threshold requirements. All applications should demonstrate a plan to ensure compliance with the District's Language Access Program. *Stay tuned for notice of upcoming training on Language Access.*

Q. What is the best way to upload resumes, contracts, etc.?
A. Upload separately, labeled with document name. Word or PDF.

Q. When will award decisions be made?
A. Notices of intent to fund will be sent to approved applicants late August.

TIPS for Proposal Preparation

- ❑ Make sure Applicant Profile is signed by authorized official
- ❑ Title project different from funding source
- ❑ Use budget template to complete the budget
- ❑ Round budget figures to nearest dollar
- ❑ High-risk grantees include progress on Corrective Action Plan
- ❑ Follow prescribed format when developing proposal
- ❑ **ASK** questions early
- ❑ Applicants encouraged to submit 48 hours in advance
  - Zoomgrants closes at 7pm EST
  - OVSJG closes at 5pm EST

Applicant Checklist

General Requirements

- ❑ Applicant Profile
- ❑ Abstract
- ❑ Project Narrative
- ❑ Corrective Action Plan and progress (**High-risk applicants only)**
- ❑ Evaluation and Data Plan
- ❑ Sustainability Plan
- ❑ Project Work Plan
- ❑ Logic Model
- ❑ Project Budget and Narrative
- ❑ Letters of Support/MOU

Administrative Requirements

- ❑ Audited Financial Statements
- ❑ IRS 501(c) (3)
- ❑ Business license
- ❑ Disclosure of legal proceedings
- ❑ Statement of certification from DC Office of Tax & Revenue
- ❑ Statement regarding lobbying, debarment, suspension and drug-free workplace
- ❑ Standard Assurances
- ❑ Board of Directors roster
- ❑ Key resumes and job descriptions
- ❑ Applicable staff license or certification required to perform services

Office of Victim Services and Justice Grants

Proposal Writing Principles

The Magi Group, LLC
CJCC Grant Writing Class

What's an RFP?

- Request for Proposal is an invitation for suppliers, often through a bidding process, to submit a proposal on a specific commodity or service.
- Different sections of the RFP may be written by different authors, and sometimes boilerplate language is inserted. Do not be surprised to find contradictions and ambiguities. Ask questions if you are unclear.
- Sometimes the interplay between the various sections can provide valuable insight into what they have in mind.
- Make sure you comply to the RFP and give the funder what they want instead of what you want for them.
- If there is an electronic submission, check to be sure that the online version matches the RFP. (Questions, points, attachments, etc.)
- If they offer a Bidder's Meeting, make it a priority to attend. Pay attention to Question and Answer amendments.

Finished files are the result of years of scientific study combined with the experience of years

RFP/RFA Reminders

- Though it may seem cumbersome, review the entire RFP/RFA. The actual RFP/RFA content you have to read vs. how much it is boilerplate regulations makes it manageable.
- Put the RFP in a three-ringed binder for easy use during the response process. Use small post-it notes and a highlighter to mark important pages and paragraphs. Do the same with every document received in conjunction with the solicitation i.e. correspondence, amendments, etc
- If you do not understand information in the RFP contact the Contracting Officer. Put it into writing. Make sure there is a date by which questions are due and that you respond by that date.
- Make sure you word your questions carefully to ensure you do not giveaway your strategy or pricing to your competitors.
- **REVIEW ANY CHECKLISTS AND CONFIRM THAT ALL IS ACCOUNTED FOR, AS REQUESTED, BEFORE SENDING!!!**

Project Abstract/ Executive Summary

Abstract/ Executive Summary

- If you think a proposal's abstract or executive summary is really a summary, you're missing the point. What you're really trying to do is lay out the case for your proposal.

- While the abstract or executive summary is usually the shortest part of a proposal, it' s also the portion that your potential customer reads first. Thus, this section requires the most skillful writing. It generally should be written last.

- The abstract or executive summary balances an efficient delivery of key information with a persuasive, well-substantiated pitch. Above all, it must demonstrate a clear understanding of the funders needs.

- Indeed, some evaluators can be so put off by a executive summary . . . one that is confusing or difficult to understand that they fail to evaluate the rest of the proposal with an open mind.

Abstract/ Executive Summary

- Be consistent. Don't introduce new information at this point. Only use information that has already appeared in some part of your proposal.
- Emphasize why should your organization do this program (as opposed to any other organization)
- Be sure to pay attention to the word/page/section guidelines for the Executive Summary.

Statement of Need:

Making the Case

The Statement of Need

- It is a component or document within a grant proposal that:

1. Supplies an overview of an organization's recognition of a specific community-based issue, or problem.

2. Supplies the research and statistics on this community issue to support the need for the project being proposed.

3. Provides a strong rationale for why support should be provided.

4. Establishes an organization and/or approach as the best candidate to address the need.

Why a Statement of Need?

- The most important thing a Statement of Need answers for a funder is "Why"
  - Why this specific target?
  - Why this specific area?
  - Why does your organization care?
  - Why should I care?
  - Why your organization?
  - Why your approach?
  - Why should I believe you?
  - Why should I believe my resources make an impact?
  - Why now?
  - Why hasn't the been solved by somebody else?
  - Why is this a sufficient amount of money?

Basic Truths About Statements of Need

1. If you do not have a compelling need, you do not have a compelling project.

2. Funders and reviewers are not required to care about your need or project until YOU compel them to care.

3. If you confuse your organization's needs with the needs of your target population, you have set yourself up for failure.

4. If the need is in your community, you must show the impact there.

5. No one is required to believe anything that you have not proven with accurate, credible data.

6. Your data is only as persuasive as the context you place it in.

7. If you raise an issue, you had better respond to it, given your size and resources.

8. A statement of need is comprehensive, but not boring.

Statement of Need “Don’ts”

- Not providing information requested in the RFP
- Proposing something outside the scope of the RFP
- Using outdated or suspect information
- Gathering insufficient data
- Statistical pile-up (Data dump)
- Unfamiliar concepts, jargon, or terms
- Emotional appeal, instead of rational appeal. (Editorializing)
- Providing circular reasoning as an argument.
- Lack of Citations.

Data and Statistics

- Should back up/support the issue you want to address
- Needs a point of comparison
- Provides objective, outside information to substantiate the issue

Data and statistics should be:

- Timely: data needs to be as recent as possible
- Unbiased: Who did the research? Who funded the research?
- Reliable: it is considered reputable by other?

Data and Statistics Sources

- U.S. Census – www.census.gov
- Bureau of Labor Statistics – www.bls.gov
- National Technical Information Services (NTIS) – www.ntis.gov
- USDA Economic Research Service - www.ers.usda.gov
- FedStats – www.fedstats.gov
- Behavioral Risk Factor Surveillance Survey – www.cdc.gov/brfss/index.htm
- DC BFRSS - http://doh.dc.gov/doh/cwp/view,a,1374,q,602444.asp
- Neighborhood Info DC - www.neighborhoodinfodc.org
- Annie E. Casey Foundation – datacenter.kidscount.org

Data and Statistics “Don’ts”

- Data that represents geographic areas larger than the area you are targeting.
- Data that is outdated and old.
- All of the data you’ve ever found that relates somewhat to the problem. (Data dump)
- Data that is not immediately relevant to the problem.
- Data from newspapers, magazines, and TV news programs – sources that are not in the business of distributing reliable data.
- Exclusively including data about the number of people you serve, the number of people who are on your waiting list, and/or the number of activities you conduct each year. (If you list, you must show the outcome of their participation)

Program Narrative:

Program Narrative

A program narrative is generally composed of the following components:

- Statement of Need – Why the project is necessary.
- Project Design – What you will do.
- Implementation Plan – How you will put the program into operation.
- Management Structure - How and who will manage a program
- Evaluation Plan – How you prove success and implementation
- Sustainability Plan – How the program will continue after funding

Project Design

- Identify the geographic boundaries of the proposed program, as well as the SPECIFIC target population to be served.
- Describe the goals and objectives, with services to be provided.
- Describe outreach and referral strategies to ensure access to the target population.
- Describe the evidence-based program, approaches, or practices
- Describe how program will be performed, how intake is conducted, locations, program hours of availability, and length of time
- Describe how your program will ensure cultural competence .
- Describe any potential barriers to implementing the project and strategies to overcome them.

Program Narrative Tips

1. Answer ALL of the questions in the RFP!!!!!
2. Develop clear goals and strong, specific objectives.
3. Assume that the funder knows nothing about your organization.
4. Mention the best practices, models, approaches, and programs in your field. Give examples!!!
5. Walk the reader through EACH step of the process.
6. Narrative, need statement, and budget must align.
7. Proofread everything!!!!

Goals

- Long term aims that you want to accomplish
- Goals define the destination, but not the specific steps
- Goals describe the behavior or condition expected to change
- Goals tend to be long term in their accomplishment
- Should be listed in the order of priority/importance
- Should lead clearly to one or more measurable results

Objectives

Specific accomplishments that must be achieved in total, or in some combination, to meet the goals .

Objectives answer:

- **Who** is going to be impacted or changed?
- **What** is going to happen?
- **When** will it happen?
- **How much** change will take place?
- **How** will change be measured?

Objectives Format

To <action verb and statement of results and measurement indicator>

by <degree of change>

by <deadline>

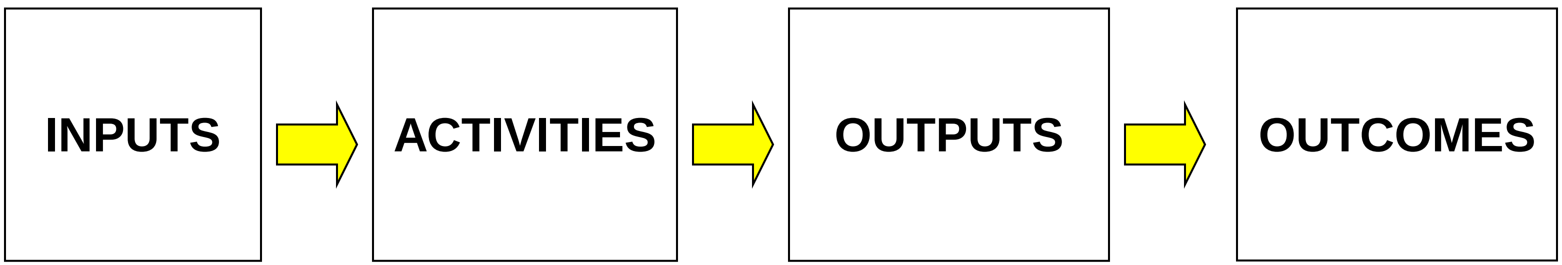
Example: *To increase by at least one grade level the reading skills of 75% of the children who complete the Reading Enrichment Program.*

Sample Objectives

- To improve the reading level of 25 middle-school youth, by at least one grade level, by the completion of the program (outcome)
- To recruit 20 high school students, by the end of the semester, for a culinary training program given by Stetson University students. (process)
- To reduce the incidents of violence committed by 50 youth, ages 13-18, who reside in the Boston Edison Neighborhood. (outcome)
- To provide 40 hours of parenting training to 100 teen parents, resulting in 80% enrollment and 50% participation in the activities of a six-month parent-child education program. (process)

Basic Logic Model

A graphic representation that shows the logical representation between:



The resources that go into a program – INPUTS

The interventions the program undertakes - ACTIVITIES

The tangible results of activities - OUTPUTS

The change or benefits that results - OUTCOMES

"If-Then" Assumptions

1. Certain resources are needed to operate your program.
2. If you have access to them, then you can use them to accomplish your planned activities.
3. If you accomplish your planned activities, then you will hopefully deliver the amount of product and/or service that you intended.
4. If you accomplish your planned activities to the extent intended, then your participants will benefit in specific ways.
5. If these benefits to participants are achieved, then certain changes in organizations, communities, or systems might occur under specified conditions.

Inputs

Resources necessary to be able to deliver the program and outcomes

- Staff
- Volunteers
- Money
- Materials
- Equipment
- Technology
- Partners

Activities

- Who you reach – PARTICIPATION (Specific!!)
  - Clients
  - Agencies
  - Participants

- What you do – ACTIVITIES (Clear)
  - Training/Sessions
  - Deliver services
  - Develop products and resources

Outputs

Tangible results/product of the Activities:

- Outputs are generally described as deliverables or milestones in a work plan or timeline.
- Outputs are statements of your “process” objectives, the measures used to show that you have completed the activities you have identified as necessary to achieve your goals.
- For example, an activity might be “delivery of services” and the output would be “# of services actually delivered.”
- Satisfaction would be considered an output. (Not an outcome!!)

Outcomes

- The changes or benefits that occur as a result of a program/intervention.
- Outcomes occur along a path from short-term achievements to longer-term end results (impacts).
- Short Term – Changes in learning
- Medium – Changes in actions
- Long – Changes in conditions
- Impact – Change in systems

Short Term Outcomes (Learning)

- Awareness
- Knowledge
- Attitudes
- Skills
- Opinions
- Aspirations
- Motivation
- Behavioral Intent

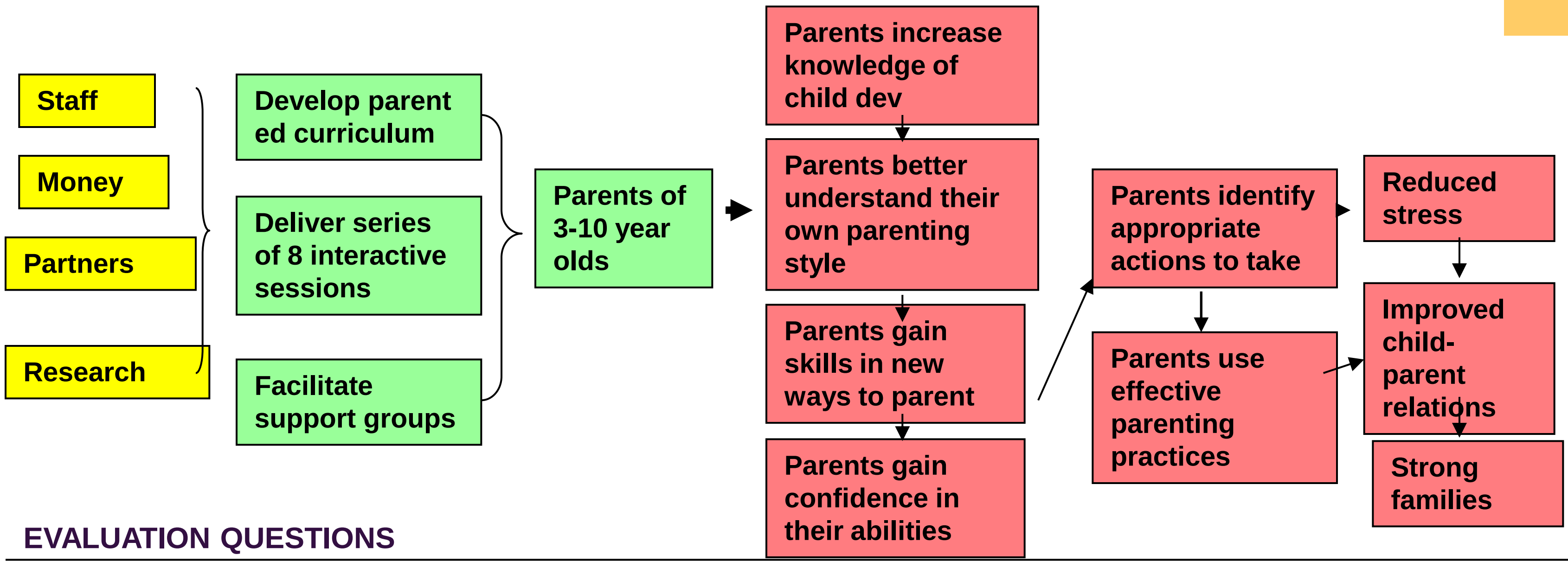
Medium Term Outcomes (Action)

- Behaviors
- Decision-Making
- Policies
- Social Action

Long Term Outcomes (Conditions)

- Conditions
- Social (Well-being)
- Health
- Economic
- Educational
- Civic
- Environmental
- Financial
- Employment

Parent Education Example: Evaluation questions, indicators



EVALUATION QUESTIONS

What amount of $ and time were invested?	How many sessions were held? How effectively? #, quality of support groups?	Who/how many attended/did not attend? Did they attend all sessions? Supports groups? Were they satisfied – why/why not?	To what extent did knowledge and skills increase? For whom? Why? What else happened?	To what extent did behaviors change? For whom? Why? What else happened?	To what extent is stress reduced? To what extent are relations improved?

INDICATORS

# Staff $ used # partners	# Sessions held Quality criteria	#,% attended per session Certificate of completion	#,% demonstrating increased knowledge/skills Additional outcomes	#,% demonstrating changes Types of changes	#,% demonstrating improvements Types of improvements

Organizational Capability and Project Staffing

Organizational Capability

1. Describes the agency's accomplishments, track record, and characteristics.

AND

2. Describes how those qualities demonstrate that the agency is qualified to undertake the proposed project.

Things to Highlight in Organizational Background

- Financially stable
- Well managed
- Provides essential community services
- Understands community needs
- Board and staff members that reflect the diversity of the community
- Highly respected by the community

Items to Include in Organizational Background

- The full, legal name of your nonprofit and its legal status.
- Your location - the headquarters plus other operating sites.
- The history of your nonprofit. Your mission statement, when the organization was founded, who founded it, for what purpose, and the community and/or clients it serves.
- A summary of your programs.
- Your organization's position and role in the community. Mention any collaborating partners in your community.

Items to Include in Organizational Background

- Key staff with level of experience, qualifications, background, etc.
- Key organizational systems– Fiscal, MIS, Quality Assurance, HR, etc
- How your organization is unique. Explain why your services do not overlap with other similar services.
- Your organization's most notable achievements that relate to this proposal. Include any awards or special recognition your organization has received. Use a bullet format for these accomplishments.
- A brief statement about your board, staff, and volunteers.

Organizational Capability

- Establishes the organization's credibility in successfully undertaking the project.
- It provides confidence that the agency is programmatically sound, administratively strong, and qualified to address the needs and problems in an effectively, fiscally responsible manner.
- It is a reflection of the agency's contribution to the clients it serves and the community's regard for those same contributions.
- **YOU MUST PROVIDE QUANTITATIVE EVIDENCE OF YOUR AGENCY'S ACCOMPLISHMENTS!!!**

Organizational Capability Components

- **Agency Mission** – why you exist
- **History of the Agency** – overview of when, where, why, and how the agency got started. Has focus changed over time?
- **Organizational Resources** – funding track record and human/material resources, particularly as it relates to project
- **Community Support and Recognition** – how agency is regarded, awards won, and the involvement of community in operations and programming of agency.
- **Interagency Collaborations and Linkages** – support available from other agencies, what they will specifically contribute, and how it relates to project.
- **Agency Program and Track Records** – quantitative overview of the programs and the effect of those programs
- **Agency Strengths** – description of what makes you particularly suited for the project

Staffing Plan

Also called "Management Plan" or "Key Personnel". They convey three primary things:

1. How you are going to staff your proposed project, i.e., what are the positions/titles that will be needed to perform the project;
2. Who are the personnel who will fill these positions — their names, qualifications, backgrounds, etc.; and
3. How you will recruit, train, supervise, and evaluate the project staff

Resume Format

- **Bio** – Accomplishments and how they are a fit for the project
- **Experience** – work experience and accomplishments
- **Education** – academic schooling and professional training. (Dates attended, major, degrees conferred)
- **Skills** – additional training, certifications, etc
- **Activities** – demonstrate community involvement, familiarity with target, or desired participation (list time frames)
- **Awards** – awards conferred (list award bodies and title)
- **Memberships** – professional associations

Keep In Mind

- Describe (in detail) the experience and qualification of the Project Director and key staff that will be involved in the project.
- Describe the roles and responsibilities of the staff (based on project activities) and how the project will be supervised.
- If allowed, include an organizational chart to show lines of accountability and your overall structure
- Mention your financial; record keeping, and MIS systems and the measures that are taken to manage and safeguard financial resources and sensitive information/records
- Describe organizational resources that will support the project

Keep In Mind

- Describe collaborative partners and methods of communicating with them (if not included in the narrative)
- Establish how you will communicate to the funder and in what format (programmatic and financial)
- Describe how you maintain/sustain the project once funding has been exhausted. (it is not sufficient to say "We will look for additional funding"
- It is not sufficient to just mention the numbers you serve, mention the outcomes and impact
- Highlight your methods of addressing cultural competency in detail

Program Evaluation

Why Evaluate?

- To improve, you must have baseline information about your programs and organization
- To be relevant, you must know if your services are aligned with your funder's goals
- To build a case for better support, you need data that demonstrates the value of your programs

Five Common Types of Program Evaluation

- Outcome Evaluation (Summative)
- Impact Evaluation
- Process Evaluation
- Formative Evaluation
- Cost-benefit Evaluation

Outcome Evaluation

- Documentation of whether or not the program caused an improvement among the participants on certain areas of interest and by how much.

- Outcome evaluation answers:
  - Did your program work? Why? Why not?
  - Should you continue the program?
  - What can be modified that might make the program more effective?
  - What evidence proves that funders should continue to spend their money on your program.

Process Evaluation

- Assesses the extent to which a program or process is operating as intended and identifies opportunities for streamlining the program or process.

(i.e. are the steps taken effective? ”

- May assess the extent to which the program adheres to timelines, work plans, or guidelines.

Formative Evaluation

- Method of judging the worth of a program while the program activities are forming or happening

- Conducted in the planning stage or early in the implementation of a program, helps in defining project scope and in identifying appropriate goals and objectives. In addition, can be used to pre-test ideas, strategies, and communication tools. *(i.e. collecting continuous feedback from participants to revise a program as needed)*

- Often conducted more than once

Cost-Benefit Evaluation

- Identifies program benefits, outputs, or outcomes and compares them with the internal & external costs to produce them.

(i.e. cost of intervention vs. incarceration)

- Often asks are resources being used optimally.

Evaluation Model

1. Define the question.

2. Collect data – determine needed data and method of collection.

3. Analyze the data.

4. Draft report and recommendations.

5. Develop an action plan

Collect Data: Determine Needed Data and Method of Collection.

- Qualitative – information that is expressed in words
  - Open-ended questions
  - Focus groups
  - Case studies

- Quantitative – information that is expressed with numbers or statistics
  - Attendance records
  - Surveys/questionnaires
  - Statistics

Evaluation Reporting

We address three (3) basic items:

1. What did you want to do?

2. What did you actually do?

3. So what? (intended/unintended impact and next steps)

Proposal Budgeting

What is the Budget?

- The expenses you anticipate to incur for a specified period of time, as well as earned income that the project will generate over that period of time.
- The budget is the financial picture of the program/project/organization.
- The organization's commitment to the grant request from the standpoint of *both* cash and in-kind services.
- The budget answers:
  - What personnel will be expending effort on this project?
  - What will I need to spend in order to accomplish the goals and objectives?

Budget Principles

Budgets for federal contracts and grants should be prepared in accordance with guidelines incorporated with 2CFR 220 (formerly Office of Management and Budget Circular A-21)

- **Reasonable** - costs a prudent person would have incurred
- **Allowable** - costs are allocable, reasonable and not specifically excluded
- **Allocable** - costs directly benefit the project to which they are charged and are in proportion to the benefit received by the project

Arrange Items by Category

- Federal Direct Budget Line Items
  - Personnel
  - Fringe Benefits
  - Travel
  - Equipment (No item should exceed $5,000)
  - Supplies
  - Contractual
  - Construction
  - Other

Arrange Items by Category (Personnel)

- This category captures the personnel costs required to perform the project.
- Personnel generally only includes the project staff who are employees of the applicant organization.
- All personnel should be listed by title, with roles directly related to the technical and professional aspects of the project.
- It should include the personnel’s bases annual salary and FTE equivalency or percentage of effort.

Arrange Items by Category (Personnel - Fringe)

Fringe is non-wage compensations provided to employees in addition to their normal wages or salaries which may include:

- Vacation and sick leave
- FICA - Social Security (12.3%) and Medicare (2.9%)
- Local, State, and Federal taxes
- Group insurance (medical, life, dental, vision)
- Disability income protection
- Retirement benefits
- Tuition reimbursement
- Daycare

If the rate exceeds 35%,you need to provide a listing of the benefits included

Arrange Items by Category (Other Direct Costs)

Direct costs are non-personnel expenses you would not incur if you did not do the project.

- Office Supplies – copier, software, bulk mailing/postage,
- Communications/Marketing – newsletters, brochures, fliers, printing
- Meeting Expenses – space, audio/video, food, guest speakers, etc.
- Telephone – commercial carrier, long-distance, cell phone, fax
- Equipment – include accessories needed to make it operable, installation fees, maintenance, delivery costs, insurance, and taxes
- Travel – mileage, parking, per diem, and air/rail
- Evaluation – survey design and development, data analysis, focus group costs, participant stipends, etc.
- Project Space – rental/mortgage of programmatic space

Arrange Items by Category (Professional and Contractual Services)

Represents fees or honoraria paid to individuals for a specific service provided based on an agreed per diem rate such as:

- Consultants – according to IRS Revenue Ruling 87-41 (20 criteria)
- Subcontracts
- Contracted services – i.e. web development/maintenance, data analysis, drug testing, etc.

Facilities and Administration/Indirect Rate

- Budgetary items that might be included in overhead
  - Facility Rent (not including programmatic space)
  - Utilities (Electricity, water, gas, phone, etc)
  - Executive Management
  - Human Resources
  - Fiscal/Accounting
  - Administrative Assistance/Reception
  - Maintenance
  - Legal
  - Management Information Services (MIS)/Information Technology (IT)
  - Insurances (general liability, Directors & Officers, automotive, etc)
  - Security
  - Depreciation
  - General office supplies (not programmatic)
  - Subscriptions and memberships

Budget Musts!!!!

1. Check with the agency to see if they have suggested/required budget categories that they want you to use. Make sure that all budget items meet the funding agency's requirements. If not, explain how they will get paid for.

2. Focus on the cost-benefit ratio. Clarify how grant dollars will be maximized, how the grant will leverage other funding, and how the benefits will be long-term.

3. Budget line items should reflect the values of your organization. For example, if working with individuals with an addiction, then hiring individuals with first-hand experience for entry level positions might make more sense than staffing the project only with more expensive licensed therapists.

4. Check for consistency between the project description, budget narration, and budget line items. At least one other person close to the project look over the package to ensure that nothing has been left out, and that the budget accurately reflects the description of the project

5. Grant experts recommend that budgets aim for no more than 35%-40% personnel costs, with 60% -65% for direct program support.

Budget Musts!!!!

6. Do not include a “miscellaneous” budget category. Small expenses should properly be allocated to a similarly appropriate category.

7. For staff, identify the percentage of time that each individual will spend on this particular project and pro-rate the costs appropriately. If a position is 100% covered by another funder, then a supplemental percentage of this position cannot be charged to a different funder. (Supplanting)

8. Use only whole numbers (no cents) with proper formatting: $1,270 (not 1270).

9. Beware of including generalized costs for letterhead, postage, photocopying, and utilities, if not essential to project operations. The funder might perceive these expenses as part of normal operating costs and view relatively trivial line items as artificial budget inflation.

10. Costs should be in reasonable proportion to the outcomes that you anticipate. If your costs will be prohibitive, scale back your plans or adjust them to remove the least cost-effective expenditures. Verify salaries, mileage, travel, etc with industry standards.

QUESTIONS?

CRIMINAL JUSTICE COORDINATING COUNCIL for the DISTRICT OF COLUMBIA

CJCC