

# *Strategic Planning for Grant Success*

10:00AM-1:30PM

11/16/2016

District Citywide Conversance Center, Room 1107S  
441 4th Street N.W. Washington, DC 20001



# Housekeeping Items

- \* Bathrooms
- \* Coffee
- \* PowerPoints
- \* Mailing Lists
  - \* CJCC
  - \* OPGS Funding Alert: <http://opgs.dc.gov/service/funding-alert-information>
- \* Additional Resources

# Resources from the 2015/2016 Training Series

- **Local, Federal and Foundation Funding: Identifying Relevant Grant Opportunities**
- **Developing a Strong Application: From Problem Statement to Performance Measurement**
- **Grants Management: Financial and Programmatic Oversight, Reporting and Compliance**

All training materials can be found at: <http://cjcc.dc.gov/page/grants-planning>

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441 4th Street N.W. Washington, DC 20001



# *Strategic Planning: How to Align the Work of Your Agency with Local and Federal Funding Priorities*

10:10- 11:15AM





# TARGETING APPROPRIATE FUNDING

NOT ALL MONEY IS GOOD MONEY

Michelle Palmer  
Executive Director  
Wendt Center For Loss and Healing

# TYPES OF GRANT FUNDING

- Federal Grants
- Local Government Grants
- Foundation Grants
- Corporate Grants
- Corporate Sponsorship

# FEDERAL FUNDING

- Tends to be the “heaviest lift” in terms of grant preparation/submission and grant reporting.
- Tends to be multi-year
- Typically reviewed by peer reviewers who are considered experts in either the topic area, evaluation, or budgeting
- 2 types of federal funding- grant and cooperative agreement. The difference between a grant and a cooperative agreement is the amount of oversight and input the federal agency has on the design and implementation of the project.
- Funding announcements done through an RFA/RFP (request for application/request for proposals)



# LOCAL AND STATE GOVERNMENT GRANTS

- Processes vary widely based on jurisdiction, agency serving as the grantor, grant awards, and grant period
- Depending on the agency, grant applications can be reviewed by external peer reviewers similar to the federal grant process or internally by identified agency staff
- Two types of local government grants- those using local dollars and those using federal dollars. Use of local dollars allows for more flexibility of the grantor
- Funding amounts done through an RFA/RFP

# CORPORATE GRANTS

- Exactly as they sound. A company or corporation identifies a topic area or population they are interested in funding
- Typically has a philanthropic “arm” who manages the grant processes
- Corporate grants are typically announced through an RFA/RFP process
- Grant submission, grant reporting, and amount of funds available vary greatly among corporations
- Tend to be interested in ensuring “marketing” of their corporation is done by grantees

# CORPORATE SPONSORSHIP

- It's not about what you know, but who you know.
- Most challenging to successfully achieve for most non-profits
- Once a relationship is established however, it tends to be a long-term relationship

# QUESTIONS/CONSIDERATIONS BEFORE APPLYING FOR FUNDS REGARDLESS OF THE FUNDING SOURCE

Does my agency have the infrastructure necessary to:

- Accurately account for use of funds
- Include new and existing staff on project
- Meet the evaluation and reporting requirements

Is my organization best positioned to win this award and fill this need?

Would the application be made stronger by identifying partners to work on the proposed project?

Will my organization be able to sustain the project and/or the staff after funding ends?

What will this award do to the culture of my organization?

What will be the impact on current staff?

Is this smart and sustainable growth?

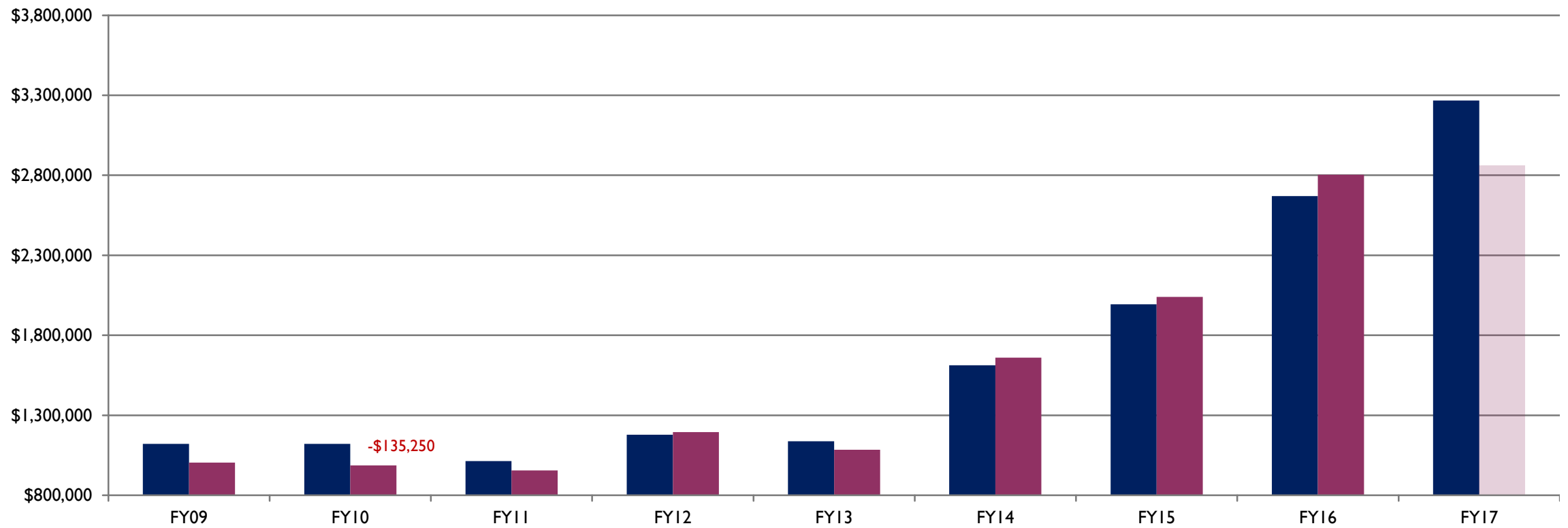
Does it align with my agency's mission and strategic plan?

Does the organization have a pre-existing relationship with the funder? If yes, what is our track record?

# GO/NO GO

- Is this funding aligned with our mission?
- Does it support existing programs/services?
- Does it fill a gap?
- How does this funding help us with the goals of our strategic plan?
- Does it require a match?
- Do we have staff resources to execute, or does it require (and fund) new staff/needed resources?
- Do we have sufficient infrastructure to absorb the growth?
- Is it likely to be sustainable? How?
- Do we have sufficient resources to write the proposal (development, access to needed partners, etc.)?

# DEVELOPMENT TARGETS VS. ACTUALS: 9-YEAR OVERVIEW



# RESOURCES

- Federal- [www.grants.gov](http://www.grants.gov)
- DC- [www.opgs.dc.gov](http://www.opgs.dc.gov)
- MD- [www.grants.maryland.gov](http://www.grants.maryland.gov)
- VA- <https://governor.Virginia.gov/policy-priorities/grants>
- Foundation Center- [www.foundationcenter.org](http://www.foundationcenter.org)
- Guidestar- [www.guidestar.org](http://www.guidestar.org)



THANK YOU!!!



# TELLING US WHAT YOU DO

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Defining What You Do and Discussing Your Success

Cortney Fisher

Deputy Director for Victim Services

Office of Victim Services and Justice Grants

# Think Before You Write...

- You should know your model, your program, your population, your work BEFORE you ever apply for a grant
- You have about a page to hook your reader....
- Some questions to think about...

# WHAT are you doing?

- No, really. WHAT are you doing?
  - “I work with kids in after-school programs...”
  - “We are helping reentering citizens...”
  - “We run environmental clean-up programs...”

# WHY are you doing it?

- Demonstration of need
  - Are there national statistics that you can impute to the District?
  - Are there localized statistics?

# For WHO are you doing it?

- Geographic
- Income-specific
- Age specific
- Service specific
- Circumstance specific

# HOW are you going to do it?

- Walk the rope between demonstration of need and criticism of the systems in place...
- How do you plan to work with providers already providing the service? Are you complementing what exists? Filling a gap? Or duplicating services?
- What is your model? Is it evidence-based? Is it new? Is it different from what is being done? Is there a theory that supports your model?
- How does this model meet the needs of the population that you mentioned above?
- How will you gain access to your client population?

# And we know it works because...

- How will you collect data on your program?
- How will you evaluate your program?

# For example...

- I am going to [what you will do] for [who will you serve] at [where will you provide the service]. We will use [how] to provide this service.
- XY Consulting will provide counseling to youth in the District who have experienced crime.
  - What is missing here?



# Small Group Skill Building: Refining Your Organizational Elevator Speech

- \* **Refining Your Organizational Elevator Speech**

- \* **Thinking Through Your Speech – 5 Minutes**

- \* **Ensure to Include:**

- \* What is the core function of your organization?
      - \* Who you work with? – Population (youth, adults, systems, agencies, etc.)
      - \* What you do with them? (education, therapy, case management, rehabilitative services, training, etc.)
      - \* Where in the city do you work?
      - \* Why are you doing what you're doing? (Lower recidivism, develop pro-social behaviors, improve public safety, improve graduation rates, etc.)

- \* **Practicing Your Speech: Small Group Excessive– 10 Minutes**

- \* **Larger Group Report Out - 5 Minutes**

# *The Nuts and Bolts of Preparing an Application for Submission*

12:20-1:30 PM





# **Department of Youth Rehabilitation Services (DYRS) Grant Competitions and Local Funding Opportunities**



- Office of Victim Services and Justice Grants:  
Major Grant Initiatives
  - Timelines
  - General Award Information
- Department of Youth Rehabilitation Services:  
Major Grant Initiatives
  - Timelines
  - General Award Information
- Grantor's Perspective: Common mistakes applicants make





# OVSJG Major Grant Initiatives

## Funding Opportunities

- **Prevention**
  - Show Up Stand Out Community-Based Truancy Reduction Program Funding
  - Local Appropriations
- **Adult and Juvenile Justice**
  - Byrne Justice Assistance Grants
  - Project Safe Neighborhood Funding
  - Title II – Juvenile Justice and Delinquency Prevention Funding
  - Local Appropriations
- **Victim Services**
  - Crime Victim Assistance Grant Program
  - STOP Violence Against Women Act Funding
  - Sexual Assault Services Program Funding
  - Vision 21: Victim Legal Assistance Network Program funding
  - Local Appropriations

## Key Times

- Announcements
  - March – April
- Applications Due
  - May – June
- Awards Made
  - July – August
- Award Start Date
  - October 1<sup>st</sup>

To learn more see out:

<http://ovsjg.dc.gov/>





# DYRS Major Grant Initiatives



## The Community Programming Initiative: DC YouthLink and Achievement Centers

The Capacity Building and Administrative Partner serves as coordinator for the delivery of a comprehensive system of programs and services for court-involved youth and families.

- charged with providing technical support to service providers
- provides financial management of funds dedicated to the service providers
- organizes and manages special events and programs
- partners with DYRS to develop, enhance, manage and evaluate the effectiveness of services provided to youth and families
- **Current Partner: Progressive Life Center**

DYRS also selected local organizations to deliver high quality programs and services that provide the experiences, skill-building opportunities, supports, resources and enrichment activities that assist youth in reaching their personal goals and developmental milestones. This past year, DYRS put out an RFP seeking up to (16) providers to participate in the Service Coalition for Fiscal Year 2017 in the areas of: Educational Tutoring, ABE/GED Support Services, Mental Health Counseling, Substance Abuse Counseling, Family Advocacy and Reunification, Vocational Training, Health and Fitness, and Creative Arts.





# Major Grant Initiatives

## The Credible Messenger Initiative

The Credible Messenger Initiative serves youth and families under DYRS supervision by providing the following services: (a) Transformative Mentoring; (b) Family Engagement; (c) Restorative Justice; (d) Economic Opportunities; and (e) Neighborhood-Based Programming.

- aimed at providing these services to DYRS youth and families in neighborhoods most impacted by youth crime and incarceration
- consists of community members who share similar lived experiences with the youth and families served by DYRS.
- Credible Messengers are those who have experienced and overcome various challenges and have certain characteristics, such as: overcome past involvement with the justice system, live in the same neighborhoods, possess a unique ability to build relationships, and share similar ethnic and racial backgrounds as those they mentor.
- Credible Messengers serve in a variety of capacities to coach, guide, mentor, and advocate for youth and families in both group and individual settings.

This past year, DYRS put out an RFP seeking up to (6) providers to participate in the Credible Messenger Initiative for Fiscal Year 2017. Another solicitation for providers will occur this year for participants in the FY 18 Credible Messenger Program.





# General Timelines

## Community Programming Initiative (CPI)

**FY 17 Administrative Partner Competition:** April to July (Spring /Summer Cycle)

**FY 17 Service Coalition Competition:** May to August (Spring/Summer Cycle)

## Credible Messenger

**Service Providers: May to August (projected for FY 18)**

- Same as Service Coalition- Currently, DYRS plans to bring Credible Messenger into the CPI for FY18, so the cycle for service coalition providers is the applicable timeline.





# General Competition and Award Information



**All documents related to DYRS grant competitions are located on the DYRS website, <http://dyrs.dc.gov/page/doing-business-dyrs>.**

**DYRS publishes all opportunities in the OPGS Funding Alert Newsletter when funding opportunities are available.**

**Information on Awards: Award amounts vary based on approved District Budget (local dollars) and are subject to the availability of funds, as well as final budget negotiations between the awardee and DYRS. Awards are typically granted for one Fiscal Year (October 1- September 30). Some grants have continuation option years (up to 2 years) based on performance.**





# Grantor's Perspective



## Common mistakes applicants make...

1. Not following directions for submission in the RFP
2. Missing basic required documents (business license, Clean Hands/OTR certification, etc.)
3. Application Packet and Responses do not follow the order in the RFP (have to search for things)
4. Missing required signatures





# Questions



- **Questions**
- **Future inquiries can be submitted via email to [melissa.milchman@dc.gov](mailto:melissa.milchman@dc.gov)**



# Office of Justice Programs

## Vision

Safe Just and Engaged  
Communities

## Values

Equal Justice  
Fairness and Transparency  
Community Engagement  
Strong Science  
Effective Stewardship

## Mission

To provide leadership,  
resources and  
solutions for creating  
safe, just, and  
engaged communities



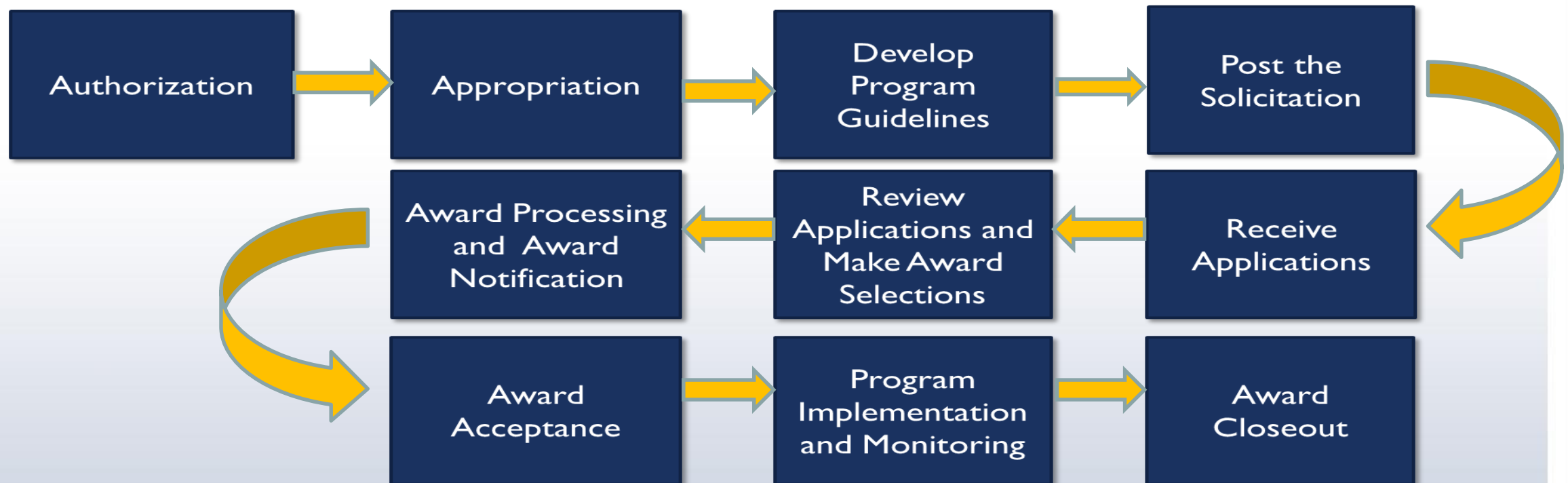
# OJP Focus Areas

- Building Community Trust and Justice
- Law Enforcement Support
- Justice Reinvestment
- Alternatives to Incarceration
- Reentry
- Juvenile Justice
- Substance Abuse and Mental Health
- Violence Prevention
- Victim Services



## OJP Grant Funding

### Grant Process







## Types of Awards

### ❖ Formula

- Statutorily pre-determined eligibility and criteria
- Examples - Justice Assistance Grants (JAG), Residential Substance Abuse Treatment (RSAT), and other programs.

### ❖ Discretionary (Grants or Cooperative Agreements)

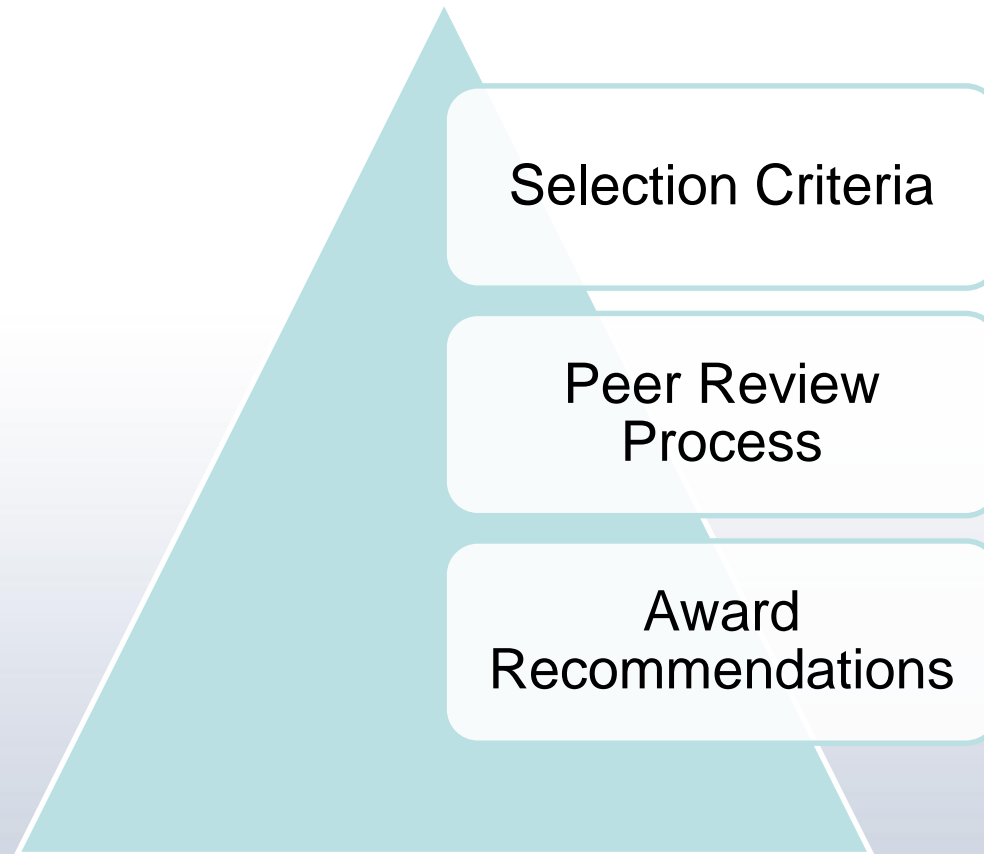
- Competitive award process with pre-set criteria, established in a solicitation, and that include the majority of BJA Programs
- Second Chance Act, Justice and Mental Health Collaboration Program, and various other programs.

### ❖ Payment Programs

- Formula based awards for expenses incurred in a prior fiscal period.
- Examples - State Criminal Alien Assistance Program (SCAAP)



# Successful Applications & Scoring Process







## Grant Application Basics

- ❖ Start gathering vital information needed to submit an application as soon as a funding announcement has been released. Use solicitation Application Checklist as a benchmark for information tracking/collection (see last page of solicitation).

- ❖ Ensure that your agency has an active/updated DUNS number.

Data Universal Numbering System – A business identity number established by Dun & Bradstreet and required for all federal applications.

Registration process can take up to 2 weeks.

Register and create a profile.

- ❖ Additional Resource: See BJA's "BJA Grant Writing and Management Academy" for more information. This training is located on BJA's web site and is an overview of project planning, management, administration, and assessment of federally funded programs -

- <https://www.bja.gov/gwma/index.html>



## Grant Application Basics (Cont.)

- ❖ Register with SAM (formerly CCR)

System for Award Management must be updated or renewed annually.

Required for submitting through [Grants.gov](https://www.grants.gov).

Repository for standard information about federal financial assistance applicants, recipients, and sub-recipients.

REMEMBER – The registration process can take up to 2 weeks.

- ❖ Go to [www.grants.gov](https://www.grants.gov) and register - Create a Grants.gov user name, password, and profile.

- ❖ Go to OJP's Grant Management System - <https://grants.ojp.usdoj.gov/>



## Some Tips for Success

- ❖ Read the solicitation again
  - Who is eligible to apply?
  - Requirements and Allowable/ Unallowable Costs
  - Due date – When does the solicitation officially close?
  - Criteria for scoring
  - Required performance measures
- ❖ Check to make sure you submitted under the right solicitation!
- ❖ Tie everything together. **For example:** If you have travel in your budget, make sure you mentioned the need for travel in your project description.
- ❖ Submit early. **Always** anticipate system slowness due to the high number of applications being submitted simultaneously, and especially during the last few days of the application closure date.



## Some Reasons That Applications are Denied

- ❖ Did not provide an adequate description of the problem
- ❖ Did not make a compelling case of financial need
- ❖ Requested items which are low priority
- ❖ Failure to convince the peer reviewers that the agency/jurisdiction can sustain the project when grant funds are exhausted
- ❖ Failure to Follow Directions
  - Incomplete overall application (information missing)
  - Incorrect format - May include program narrative being too long or too short
  - Funds requested exceeded the allowed limit
  - Did not submitted application in timely manner based on solicitation deadlines



# Stay Updated

<http://ojp.gov/funding/Explore/CurrentFundingOpportunities.htm>

Sign up for Email Updates: [E-mail updates](#)

# The ABC's of Pulling Together a Grant Application

11/16/2016



Strategic Management Division  
Email: [StrategicPlanning@dcsc.gov](mailto:StrategicPlanning@dcsc.gov)  
Phone: 202-879-2286.

# Grant Application Process

## Pre-Application

- \* Read the eligibility criteria carefully
- \* Ensure you have a DUNS number and an Employer Identification Number (EIN)
- \* Ensure you have an up-to-date log-in for whichever agency you are attempting to seek funding from.
- \* Download and review supplemental materials

## When Approaching an Application

- \* Decision to apply for the grant
  - \* Get executive buy-in
  - \* Get division or department buy in
- \* Set up the grant application team
  - \* Ensure that your early meetings have decision makers at multiple levels
  - \* Ensure all the relevant stakeholders are included in the team
  - \* Identify potential external partners

# Grant Application Process

## Getting started

- \* Link the “problem” to the work of your organization and how the proposed intervention/program will address the problem identified in the solicitation.
- \* Pull together program and executive staff to flesh out the proposed initiative and get buy in on the Abstract
- \* Create a timeline to ensure that others are accountable to getting you pieces of an application that may be needed
- \* Ensure that coordination of the application is centralized with one or two people to ensure accountability.

## Project Abstract

- \* Reference to the problem that will be addressed.
- \* Basics information on your organization.
  - \* Who you work with;
  - \* What you do; and
  - \* Why your organization is positioned for this funding opportunity.
- \* Succinct summary of the intervention/program to be funded.



# Program Narrative (1 of 2)

## Must Haves

- \* Clear Statement of the Problem
- \* Capabilities, Competencies and Coordination
- \* Project Design and Implementation
  - \* Detailed description of the proposed intervention/project.
  - \* Description of how the intervention/project will be rolled out during the funding period
  - \* Timeline and tasks to be funded
- \* Plan for Collecting the Data Required for the Solicitation's Performance Measures

## Do's and Don'ts

- \* Define the problem using data from:
  - \* Local or Federal Government
  - \* Established Research Entities (universities, think-tanks and non-profit research orgs)
  - \* Works referenced in the funding announcement
  - \* Research from your agency
- \* Ensure that you have some output or outcome data in your application which speaks to the work of your agency does now

# Program Narrative (2 of 2)

- \* If you have partners in a grant application ensure that their capabilities and competencies are addressed and be sure to discuss how the agencies will coordinate.
- \* Leverage the early buy-in to frame out the proposed initiative and work with management and program staff to fill in the details of implementation (staffing, resources, contractors, data collection and initiative responsibilities)
- \* If implementation will be monitored by a team, discuss the composition of this team and their responsibilities.
- \* Don't forget to discuss how you will collect performance data laid out in the solicitation

# Cost Application (Budget)

## Must Have

- \* Use the correct financial templates
- \* Budget with adequate level of details (unit costs)
- \* Budget narrative that directly reflects the detailed budget

## Do's and Don'ts

- \* Approval for grant matching (Cash or In-kind)
- \* Budget amount does not exceed the grant approved budget
- \* Justification for all the costs included in the budget
- \* Cost application certifications signed by the authorized person

# Supporting Materials

## Potential Materials

- \* Letters of Support or Memorandum of understandings
- \* Logic Model
- \* Other required documents
  - \* Equal Employment Opportunity Compliance
  - \* Standard Assurances
  - \* Drug Free Certification
  - \* Audited financial statement

## Do's and Don'ts

- \* If you need letters of support, send these out at least 2-3 weeks before you need them with the abstract
- \* All supporting documents are current-download the correct and updated format.
- \* All supporting documents are signed by authorized person

# Strategic Management Division

Email: [StrategicPlanning@dcsc.gov](mailto:StrategicPlanning@dcsc.gov)

Phone: 202-879-2286.

# Reflections from a Grant Reviewer

November 2016

# Top 5 Mistakes Made in Grant Applications

- ☐ It's hard to understand what the problem is
- ☐ There are no measurable objectives
- ☐ It's unclear how the money will be used
- ☐ The proposal does not answer the "So What?"
- ☐ The Application is incomplete



# Define the Problem

- **Be specific**
  - Identify the reasons, causes and geographical specifics where you are serving clients
  - Focus on your community; not just the larger problem
- **Show me the research**
  - What are the needs of your target population?
  - Make sure the information is current
  - Cite your sources
- **Keep it simple**
  - Can the reader understand what I'm presenting?
  - But make sure it captures the reader's attention
- **Present your solution**
  - Introduce your plan of action for addressing the problem





# Who Are You?

- **Describe your organization...why do you exist?**
  - Make it clear that your organizational objectives and program proposal align with the grant-making priorities of the Funder
- **What is your Vision, Mission, Values?**
  - Ensure that your Board of Directors is aware of the funding request
- **What is the organizational structure?**
  - What does your board look like? How many staff? Who volunteers? What do they do?

# It's All About the Numbers

- Who do you serve?
  - Who might you serve?
  - Who comes to you for service?
- What about your clients and your programs?
  - Intake
  - Participation
  - Outcomes
- What IMPACT are you able to make if you are granted the funds?



# Putting It Together

- **How you are going to “get the job done”?**
  - What makes you unique and different from other organizations?
  - This is where you fully present your solution(s) to the problem
- **Match objectives to the problem statement**
  - 2-3 goals with measurable outcomes
  - Use the S.M.A.R.T. Goal Framework (*see next slide*)
- **Highlight past successes**
  - Insert data here
  - Tell me a story about a client achievement
- **Show me the money**
  - Don't ask for the wrong amount (make sure the numbers add up)
  - Illustrate how you are going to utilize the grant money
  - Identify any other funding sources for this specific project



# Writing a S.M.A.R.T. Goal

- **Specific** - What exactly are we going to do and for whom?
- **Measurable** - Is it quantifiable (*you will need to have a target number*) and can we measure it?
- **Achievable** - Can we get it done in the proposed time frame with the resources and support we have available?
- **Relevant/Realistic** - Will this objective have an effect on the desired goal or strategy?
- **Time Frame** - When will this objective be accomplished?

# It's All In The Details

- **Remember your audience**
  - Answer the “so what” at the beginning, middle and again at the end
  - If this Funder has already supported your work (currently, or in the past) acknowledge that and recap the project/program they supported.
  - Send a Thank You Note after every interaction
- **Complete the entire application**
  - Follow the instructions in the funder’s guidelines.
  - Don’t cut and paste from prior proposals. Make each proposal original and unique.
  - Review the RFP to make sure you have covered everything the Funder has asked for.
- **Ask for feedback** (Have someone else read it)
  - Grammatical errors and typos
  - Does it make “structural” sense?
  - Does it capture their interest?





*“From beginning to end, grant seeking is all about good communication. It really comes down to relationships and getting to know people.”*

-Jim Durkan, president of the Community Memorial Foundation, in Hinsdale, Ill

**Source:** <https://www.philanthropy.com/article/Grant-Makers-Reveal-the-Most/183799>



**Other helpful resources:**

<http://opgs.dc.gov/>

<http://foundationcenter.org/>

<http://nonprofithub.org/>

[https://www.grantstation.com/Public/tracks\\_to\\_success/Mistakes/1.asp](https://www.grantstation.com/Public/tracks_to_success/Mistakes/1.asp)

<https://granttrainingcenter.com/>

# Questions?

## Contact Me:

Heather McGowan, MSW

Department of Youth Rehabilitation Services

[heather.mcgowan@dc.gov](mailto:heather.mcgowan@dc.gov)

(202) 299-5004



# Thank you for attending!

