



**GOVERNOR'S OFFICE OF
FEDERAL ASSISTANCE**

NEVADA'S FEDERAL GRANT RESOURCE

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Grant Writing Information Packet



RESOURCES

The following resources may help you to identify funding sources and learn grant writing:

Resource	Description	Website
Nevada Governor's Office of Federal Assistance	<p>Provides grant resources, advocacy, and coordination for all federal grant seekers including state agencies, Tribes, non-profits, and for-profits.</p> <p>Single Point of Contact for Nevada's federal grant applications that are subject to intergovernmental review.</p> <p>Supports the Nevada Advisory Council on Federal Assistance,</p> <p>Works with Nevada's federal delegation on grant-related initiatives.</p>	https://ofa.nv.gov/
Grants Identification Tool – part of the U.S. Digital Response (USDR)	<ul style="list-style-type: none"> • Finds federal grants faster than on grants.gov • Empower regional collaboration with strong project management • Stay organized on your pipeline of federal grant opportunities 	https://ofa.nv.gov/GrantDiscovery/ https://www.usdigitalresponse.org/program-areas/federal-grants-portfolio
Grants.gov	Provides a common website for federal agencies to post discretionary funding opportunities and for grantees to find and apply to them.	www.grants.gov
Candid	<p>Includes:</p> <ul style="list-style-type: none"> • The Foundation Center Directory • Introduction to Proposal Writing (free, online) 	https://candid.org/ https://fconline.foundationcenter.org/ https://learning.candid.org/training/courses/introduction-to-proposal-writing/
GuideStar	Access to IRS 990s of foundations often include lists of grants awarded (scroll down to the end)	https://www.guidestar.org/



SOME GENERAL ADVICE . . .

- Never frustrate or anger the people who review your grant. Make your applications easy to read, follow their instructions exactly, avoid acronyms and jargon.
- Write down the basic requirements for submitting the grant on a separate piece of paper when you first begin. Include things like the due date and time, the procedure for submitting the grant (online, mail, or in person), the number of copies, whether it should be single or double spaced, what size font to use, i.e., 12-point font or higher. Believe me, you'll forget this during crunch time.
- Assemble/create standard paragraphs you can use repeatedly such as a paragraph that describes your organization's history, a paragraph that describes your programs or services, a paragraph that describes your achievements, etc. You can edit these for each specific grant but there's no reason why you can't use them many times.
- Involve your community and staff as much as possible in designing the grant project/program. They're the ones who will do the work of implementing and delivering, usually not you.
- Good writing is not the most important thing in getting a grant. Having a good plan, a trustworthy organization, and qualified people are much more important.
- The latest statistics say that one out of every three grants written is awarded. For foundation grants, 14% of those submitted are awarded.
- Most people speak much more clearly than they write. If this is true for you, try recording your thoughts on a tape recorder and then writing them down.
- Flowery, big words, or buzz words are not necessary. Be plain, simple, and clear. Most readers will appreciate it and most people can see through the flowery stuff and figure out when you don't have a good plan or reputation.
- **DO NOT TRY TO SUBMIT A GRANT ON THE DAY IT IS DUE!**
- Take care of yourself while you're writing a grant. Practice whatever works for you to alleviate stress.



Common Grant Application

Reference: <https://crcamerica.org/resources/common-grant-forms/common-grant-application/>

Most proposals include these sections. You can start gathering the information (paragraphs) you need for these sections BEFORE you find a grant opportunity. This will help you become “grant ready.”

As you write, try to answer the questions Who? What? Why? When? Where? How?

- ***Abstract/Summary***
- ***Background***
 - *Organization Description*
 - *Current Programs*
 - *Inclusiveness/Diversity*
 - *Strategic Plan*
 - *Board/Governance*
 - *Volunteers*
- ***Needs Statement***
- ***Program/Project Description***
- ***Goals, Objectives, Activities***
- ***Scope of Work***
- ***Collaboration/Partners***
- ***Evaluation***
- ***Budget***
 - Line-Item Budget
 - Budget Narrative



Abstract

Write this section last. You probably won't have this information until you've fleshed out the details of your application.

Include:

- Name of project
- Name of organization
- Location of project
- Summary of project goals and objectives
- Funds requested
- Key personnel



Background

Organization

Describe your organization/agency. Include the date the organization was formed, mission, vision, description of who you serve, and your achievements.

Current Programs

Describe your current programs. What do you offer? How many people do you serve or want to serve per month, per year? What are the results you've achieved?

Inclusiveness & Diversity

Who do you serve? Do you serve everyone? If not, why? Do your staff, volunteers and board reflect the people you serve or want to serve? If not, why? How do you plan to become or continue being inclusive and diverse?

Planning

How do you plan? How often do you plan? Do you have a strategic plan? Who approved it?

Board/Governance

Who are your board members? How were they selected? What information about governance is in your bylaws?

Volunteers

Do you have volunteers? How do you recruit them? Who are they? What do they do? What have they achieved?



Needs Statement

This is where you make the case for why your project should receive funding.

You must know the basic strengths and needs of your community, organizations, and personnel. If you don't, start gathering that information now, before you write a grant.

Strengths and needs must be clearly expressed and supported by hard data, i.e., it's not enough to say you have a need, try to show it with examples, statistics, etc. Local statistics are better than national or statewide. Use local census data, now available online with American Fact Finder.

Defend or justify your request. Think of a grant application as a persuasive tool. You're trying to persuade a funding source to support your project.

Include evidence of your need from external, impartial sources if available.

Explain why your organization can best solve the problem or need.

List what resources you have and who you will work with to solve the problem.

Never assume the funding source understands your community, the people you serve, or your problems. Spell them out precisely.



Program/Project Description

Describe your program and project in narrative form for this section.

How does it address/solve the problem or needs stated above?

Why is your organization the best choice to receive this funding?

Who will it serve, how, when, and where?

How many people will you be able to serve?

How much will it cost? What will it cost per person served?

What would happen if you received less or more money than you requested?



Goals, Objectives, and Activities

Concept	Definition	Example
GOAL	<p>Overall long-range agency purposes. They are necessary and compelling, but difficult to measure. They define the social change you want to see. They are your realizable vision.</p> <p>Goals are broad in focus and tend to have a long-time frame.</p>	GOAL: To create a safer community.
OBJECTIVE	<p>Are specific, attainable, quantifiable components of a goal.</p> <p>A specific, operational statement of desired result, which, when accomplished, will either meet or partially meet the goal for which it is specified.</p> <p>Objectives should be written in terms that specify the performance or results to be achieved within a definite time span.</p>	OBJECTIVE: To reduce crime by 20% on the reservation by December 2023, the Crime Reduction Task Force will hire eight new community-oriented police officers and design and implement a Community Oriented Policing Program.
TASK	<p>A specific, operational statement of a proposed action which, when accomplished, will meet, or partially meet an agency objective. These steps specify each division or unit's key responsibilities and thus assist to describe the agency's program objectives. Tasks should be stated in measurable terms.</p>	<p>TASK 1: By February 2024, the Law Enforcement Captain will form a task force of community members, staff, and leaders to develop a Community Policing Program.</p> <p>TASK 2: By April 2024, the Personnel Committee will approve job descriptions for Community Policing Officers.</p>
ACTIVITY/ EVENT	<p>Are specific action steps that you can use to achieve an objective.</p> <p>An interim result that can be accomplished within a short time span and that should lead to the achievement of a task step. Activities should be stated in specific and, if possible, measurable terms and should always be verifiable.</p>	<p>ACTIVITIES:</p> <ol style="list-style-type: none"> 1. Publicize task force and invite community participation. 2. Arrange location of first meeting. 3. Schedule speakers for first meeting. 4. Hold meetings. 5. Draft program design. 6. Review program design. 7. Make changes. 8. Approve program design.



Scope of Work (or a Workplan or Timeline)

This section should:

- Describe program activities in detail
- Describe sequence, flow, and interrelationship of activities
- State specific time frames that are depicted graphically on an activity or work plan chart,
- Assign responsibility for each part of the project to specific individuals
- Present a reasonable scope of activities that can be accomplished within the stated time frame and with the resources of your agency

SAMPLE SCOPE OF WORK					
Goal: To create a safer community.					
Objective	Tasks	Activity/Event	Person(s) Responsible	Timeline	Evaluation Tool(s)
To reduce crime by 20% in the community, the Crime Reduction Task Force will hire eight new community-oriented police officers and design and implement a Community Oriented Policing Program.	TASK 1: By February 2004, the Law Enforcement Captain will form a task force of community members, staff, and leaders to develop a Community Policing Program.	1. Publicize task force and invite community participation.	Coordinator	Month 1	Press Releases
		2. Arrange location of first meeting.	Coordinator	Month 2	Reservation documentation
		3. Schedule speakers for first meeting.	Coordinator	Month 2	Contracts with speakers
		4. Hold meetings.	Coordinators	Months 3-6	Minutes
		5. Draft program design.	Task Force Committee	Months 2 and 4	Drafts of program design
		6. Review program design.	Task Force Committee & Community Council	Month 5	Notes of review Meeting minutes
		7. Make changes.	Task Force Committee	Month 6	Revised draft.
		8. Approve program design.	Task Force Community Committee & Council	Month 6	Final program design.



Collaboration/Partners

Describe any partners or collaborators that will be involved in the program/project. Attach letters of support or letters of commitment if possible.

To learn more about collaboration, here are a few resources:

<https://www.geofunders.org/resources/what-capacities-do-nonprofits-need-in-order-to-collaborate-660>

Himmelman Collaboration for Change

<http://tennessee.edu/wp-content/uploads/2019/07/Himmelman-Collaboration-for-a-Change.pdf>



Evaluation

Most funding sources will require you to include a section on how you'll evaluate the success of your proposed project. There are two kinds of evaluation:

Process Evaluation

Examines the conduct of the program.

Asks the question, "Did you conduct the project in the way that you said you would, spend the budget in the ways that you said you would?"

Process evaluation uses procedures that determine:

- Whether the program has been conducted in a manner consistent with the plan.
- The relationship of different program activities to the effectiveness of the program.

Outcome Evaluation

Evaluates the results of your program (sometimes also called a product evaluation, program evaluation, impact evaluation or summative evaluation).

Asks the questions, "Are things better for your community or clientele?" "How do you know that?" "How can you prove it's because of what you did?"

A successful outcome evaluation uses procedures that determine:

- The extent to which the program has achieved its stated objectives.
- The extent to which the accomplishment of the objectives can be attributed to the program.

As you write the evaluation section, you will need to explain how you will conduct both types of evaluation.

Will the staff conduct their own in-house evaluation, or will you hire an outside evaluator?

How will you maintain objectivity if you conduct your evaluation in-house?

Will you evaluate the project throughout the funding period or at select intervals?



Budget

A standard format, used by many federal grant applications, is as follows:

Line Item	Calculation Method	Request	Match	Total
Personnel				
1 FTE Project Coordinator	Range ____, Step ____ (\$_____/year)			
8 FTE Community Oriented Police Officers	Range ____, Step ____ (\$_____/year)			
Subtotal Personnel				
Fringe Benefits				
FICA (Social Security)	.0765 of salary			
FUTA (Federal Unemployment Insurance)	.008 of salary			
SUI (State Unemployment Insurance)	.018 of salary			
Worker's Compensation	.0221 of salary			
Vacation Liability	.04 of salary (80 hours/year per FTE)			
Health Insurance	\$3,000/year per FTE			
Subtotal Fringe Benefits				
Operating Costs				
Travel				
Non-Local	Airfare: 2 persons x \$350/round trip			
Per Diem	2 persons x \$125/day x 2 days			
Local	500 miles/month x .325/mile x 12 mos			
Subtotal Travel				



Equipment	Any one piece of equipment valued at over \$5,000			
Subtotal Equipment				
Supplies				
Office Supplies	\$60/month x 12 months			
Books				
Software				
Small equipment purchases (anything under \$5,000 such as a computer system)				
Subtotal Supplies				
Contractual				
Speakers	\$250/day x 5 days			
Trainers				
Subtotal Contractual				
Construction				
Subtotal Construction				
Other				
Postage	\$30/month x 12 months			
Printing	\$50/month x 12 months			
Telephone				
Advertising (for staff positions)				
Insurance				
Equipment maintenance				
Subtotal Other				
TOTAL DIRECT COSTS				
Indirect Costs	____% of all direct costs except contractual and equipment			
TOTAL				



Budget Narrative

You may also be asked to complete a Budget Narrative or Budget Justification. This is where you provide a written statement for each line item, justifying how you arrived at the cost and why the cost is needed.

A sample is as follows:

Personnel

A full-time Project Coordinator will coordinate this project to design and implement a Community Oriented Policing Program under the Law Enforcement Department. Eight new Community Oriented Police Officer positions will be created under this project. Please see the attached job description for this position. Merit salary increases have been included. Merit salary increases are contingent upon satisfactory performance. Salaries for all positions are commensurate with other positions of similar responsibility within the community.

Fringe Benefits

Fringe benefits include payroll taxes of FICA, SUTA, SUI and SIIS; vacation liability of 80 hours per year per FTE; and health coverage at \$250/month per FTE.

Operating Costs

Travel Per Diem

Hotel and meals per diem has been estimated for two trips at a rate of \$125/day for an average of four days per trip.

Contractual/Consultants

Speaker fees: funds are included for speakers at three meetings at a rate of \$250/each.

Meeting Supplies

Includes costs for renting training tapes and purchasing special materials needed by participants on the Community Oriented Policing Task Force.

Office Supplies

Includes paper, pens, pencils, and other basic items necessary for the provision of services under this program. Also includes purchase of case management file folders.

Postage

The Administration Receptionist records mail costs by program. Funds have been included to cover the costs of all mail sent by the ICWA Program.

Telephone

The Law Enforcement Department splits the costs of its share of the Administration's telephone and fax costs between each program operated under Law Enforcement. Also, the Project Coordinator will require a cell phone to be available when s/he is out of the office.



Training

Registration for program staff to attend local training programs has been estimated at \$130 per training for three registration fees.



REVIEW

Writing a Grant

1. You'll need lots of community involvement, as well as involvement from staff and community leaders.
2. Identify a need in a community. Find out what has been tried to solve the need in the past.
3. Develop a program/project to solve the need.
4. Identify a funding source to fund the program.
5. Write the grant application following the funding source's instructions to the letter.
6. Grant applications are often thick documents but the "nuts and bolts" of any grant are the grant objectives and budget.
7. Receive notice of application approval or disapproval.
8. If you're disapproved, don't despair. Ask the funding source for any reviewer comments to find clues on how you can improve your application and resubmit later.
9. If approved, enter contract negotiations with the funding source. If the funding source wants to fund less than you requested, think carefully about what part of your project you'll be able to achieve with less funding.
10. The Executive Director is usually the person who accepts, or declines grant agreements.
11. The grant agreement/grant award details all the funding source's requirements for administering the grant.
12. Information is often in "small print". Review it carefully; know what you agree to.
13. Program/Project begins.
14. Spend funds as approved. If you need to revise, get approval from the funding source in writing in advance of making the change.
15. Complete objectives and work plan as approved. Again, if you need to revise, get approval from the grant source in writing in advance of making any changes.
16. Document project activities in writing.
17. Submit progress reports to funding sources and to organizations.



Project Director's Checklist

- ❑ Call the funding agency. Introduce yourself. Thank them for the award. Establish a good relationship with them at the beginning.
- ❑ Review the funding agency's award notice and conditions.
- ❑ Supervise project operation.
- ❑ Work with human resources to hire new staff. Supervise staff.
- ❑ Work with your finance office to establish separate accounting for the grant.
- ❑ Keep in contact with the grant writer and finance personnel and any other personnel/leaders that will be affected by the grant or will help support the grant.
- ❑ Monitor the **approved** project budget. Spend according to the **approved** project budget.
- ❑ Submit budget revision requests **in advance** to the funding source.
- ❑ Document all revision.
- ❑ Document matching funds. Prove that you collected the in-kind match.
- ❑ Maintain all essential documents in a file.
- ❑ Prepare progress reports and forms required by the funder.
- ❑ Monitor project activities to stay on schedule.
- ❑ Act as a liaison between the agency and the funding source.
- ❑ Know regulations that affect the project.
- ❑ Know property management requirements and oversee all property records.
- ❑ Monitor inventory and check security for equipment.
- ❑ Prepare bids as required to purchase equipment or services.
- ❑ Coordinator site visits.
- ❑ Submit final reports to the funding agency.
- ❑ Prepare the grant continuation proposal.
- ❑ Support all audits.
- ❑ Close out the grant according to the funding agency's and your agency's guidelines.
- ❑ Document disposition of all property purchased on the grant.