

Grant Writing

How do we design a program
and write a proposal?



Program Design: Logic Model

- Logic Model
 - Shows connection between inputs, activities, outputs, and outcomes
 - Use to develop objectives/performance indicators
- Series of “IF”, “THEN” statements
 - If I do X, then Y will happen
- Can be as simple or complex as necessary

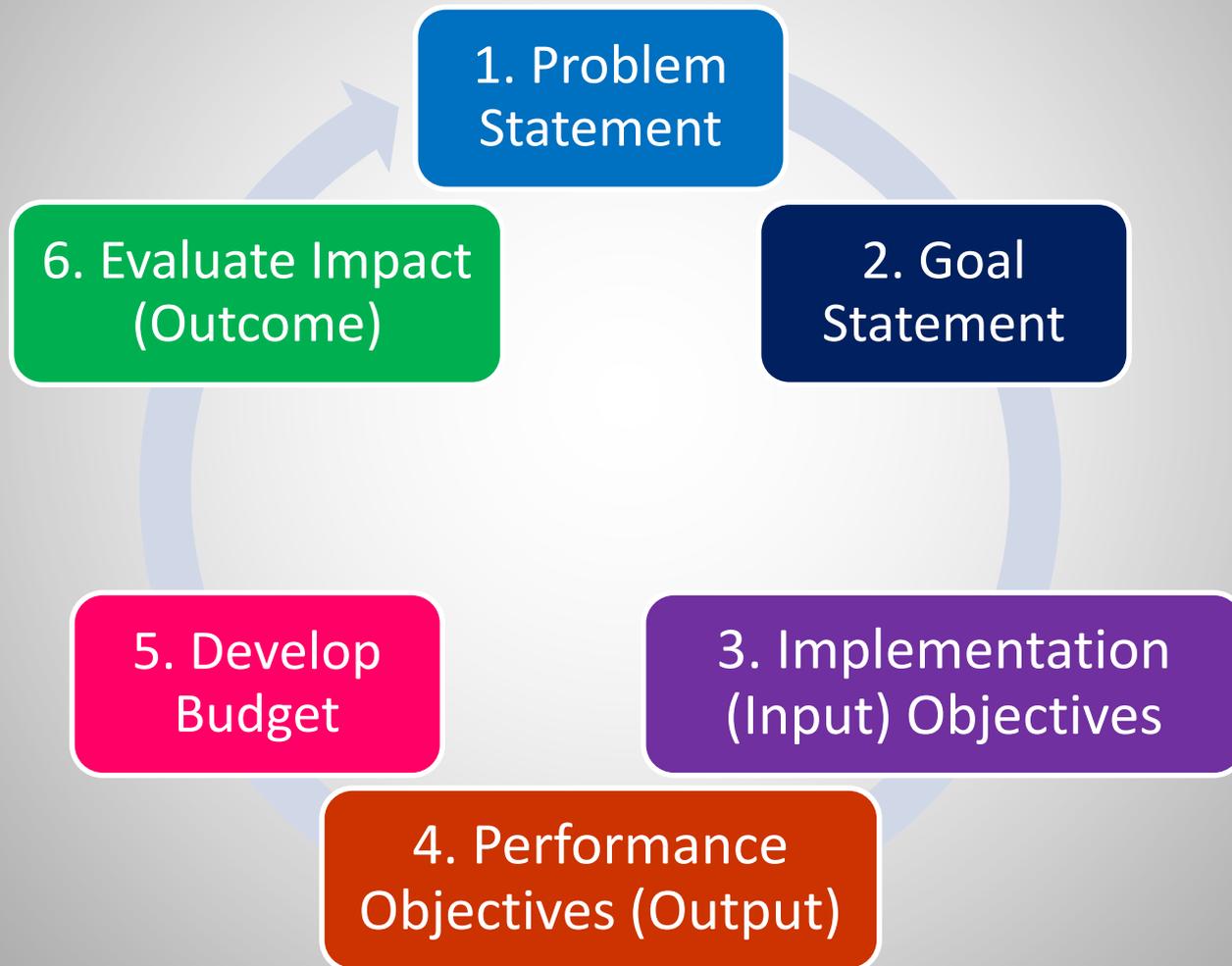
Creating Objectives

SMART Objectives

are:

- Specific
- Measurable
- Ambitious
- Realistic
- Time-bound

Program Design



Program Design:

1. Problem Statement

- Step 1: State Your Problem
 - An assessment of what is wrong/what needs to change
 - Use evidence-based arguments
 - Utilize local data and statistics
 - Example:
 - Adult Victims of crime in Gotham City do not have any available services to adequately recover (Gotham Times, September 4, 2015; Gotham Gazette, October 12, 2015). As a result, 50% experienced a decrease in their job/school performance, family life quality, and mental health (Crane, 2012). Further, 50% of individuals with prior victimizations are prone to be re-victimized (Dent, 2013). As a result, Gotham City Police seeks to start a Victim Service Unit to aid victims of crime in locating relevant services and assist them through the prosecution process. This Unit will be started and led by the new Victim Service Coordinator (VSC) in the Gotham City Central Precinct. VSC will contact victims of crime within 48 hours of the initial report. By offering these in-house services, the goal is that victims will feel less vulnerable, less fear, and an increased trust in the system after working with the VSC.

Program Design

1. Problem Statement

Problem Statement

- The problem statement should address:
 - who (target population): adult crime victims
 - what (presenting problem/issue): negative outcomes
 - when (time factor): within 48 hours of initial report
 - where (geographic considerations): GCPD Central Precinct
 - why (factors leading to problem): Crime is rampant in GC & creating influx of victims

Crime victims in Gotham City lack services to navigate the CJ system and are prone to experiencing negative outcomes as a result of victimization.

Program Design:

2. Goal Statement

- Step 2: State Your Goal
 - All of the program activities are tied to the stated goal.
 - Broad sweeping statement of program intent
 - More general than grant goal and objective statements
 - Must be measurable
 - Example:
 - The Victim Service Coordinator (VSC) will provide direct services to 100 of unduplicated victims per year. GCPD anticipates the number will increase 3% to 5% each year due to the increased presence and trust in the community. A baseline of the number of unduplicated victims per year will be established at the end of the first year.

Program Design

1. Problem Statement

2. Goal Statement

Goal Statement

Crime victims in Gotham City lack services to navigate the CJ system and are prone to experiencing negative outcomes as a result of victimization.

The Victim Service Coordinator (VSC) will provide direct services to 100 of unduplicated victims per year.

- How will the proposed program provide a resolution to the stated problem?
- What will be done and how will the action be measured?

Program Design:

3. Implementation (Input) Objectives

- Step 3: Establish Implementation Objectives:
 - Implementation objectives should be quantifiable, time limited, and directly tied to the proposed program.
 - Inputs (Things the program needs)
 - Equipment, supplies, materials, staff, etc.
 - Activities
 - What the program needs to do to move from paper into the world.
 - Program related events that create outputs
- Example:
 - **IF**: GCPD wants to provide direct services to crime victims...
 - **THEN (Input)**: GCPD needs staff (VSC), office space, a computer, a volunteer, and access to a car to transport victims and provide home visits.
 - **THEN (Activities)**: The VSC will network with local agencies to coordinate wraparound services, transporting victims when necessary.

Program Design

1. Problem Statement

Crime victims in Gotham City lack services to navigate the CJ system and are prone to experiencing negative outcomes as a result of victimization.

2. Goal Statement

The Victim Service Coordinator (VSC) will provide direct services to 100 of unduplicated victims per year.

3. Implementation Objectives

VSC position will be filled and office space set aside within 60 days. A laptop computer station will be purchased within 90 days.

VSC will network with local agencies and transport victims when necessary.

Implementation Objectives

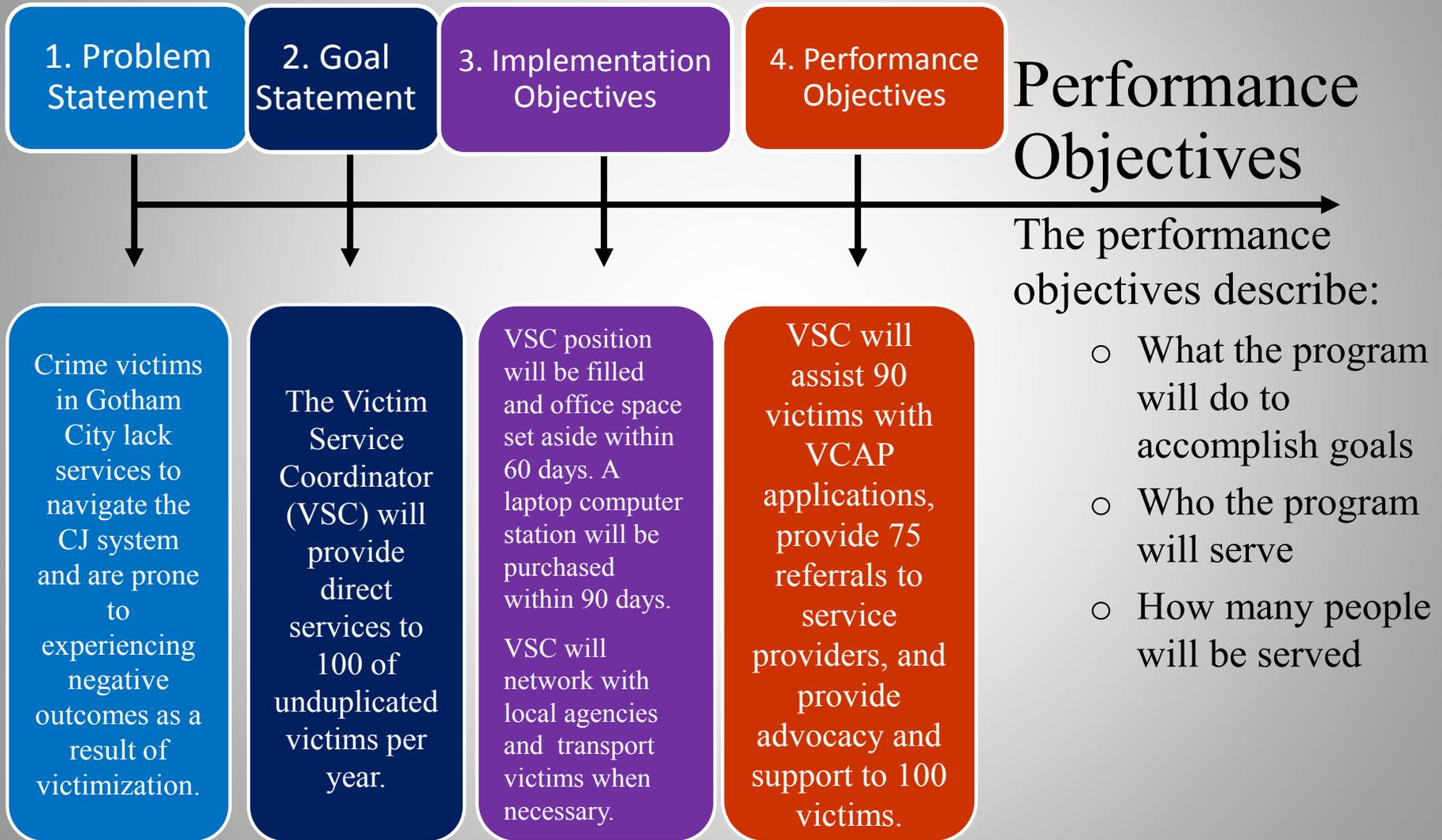
- Program implementation addresses how the program will become functional.
- Program implementation includes looking at the following:
 - Equipment, supplies, and materials needed to implement the program;
 - Personnel needed to run the program; and,
 - Who will conduct the activity of the program.

Program Design:

4. Performance Objectives (Output)

- Step 4: Establish Performance Objectives:
 - The operation and frequency of the program, or what the program does and how often
 - Results of your activities and inputs
 - Focus is on what was done not what changed
 - Program performance objectives are also known as “program output statements”
- Example:
 - VSC will:
 - Assist 90 victims with VCAP applications
 - Provide 75 referrals to service providers
 - Provide advocacy and support to 100 victims

Program Design



Program Design:

6. Evaluate Impact (Outcome)

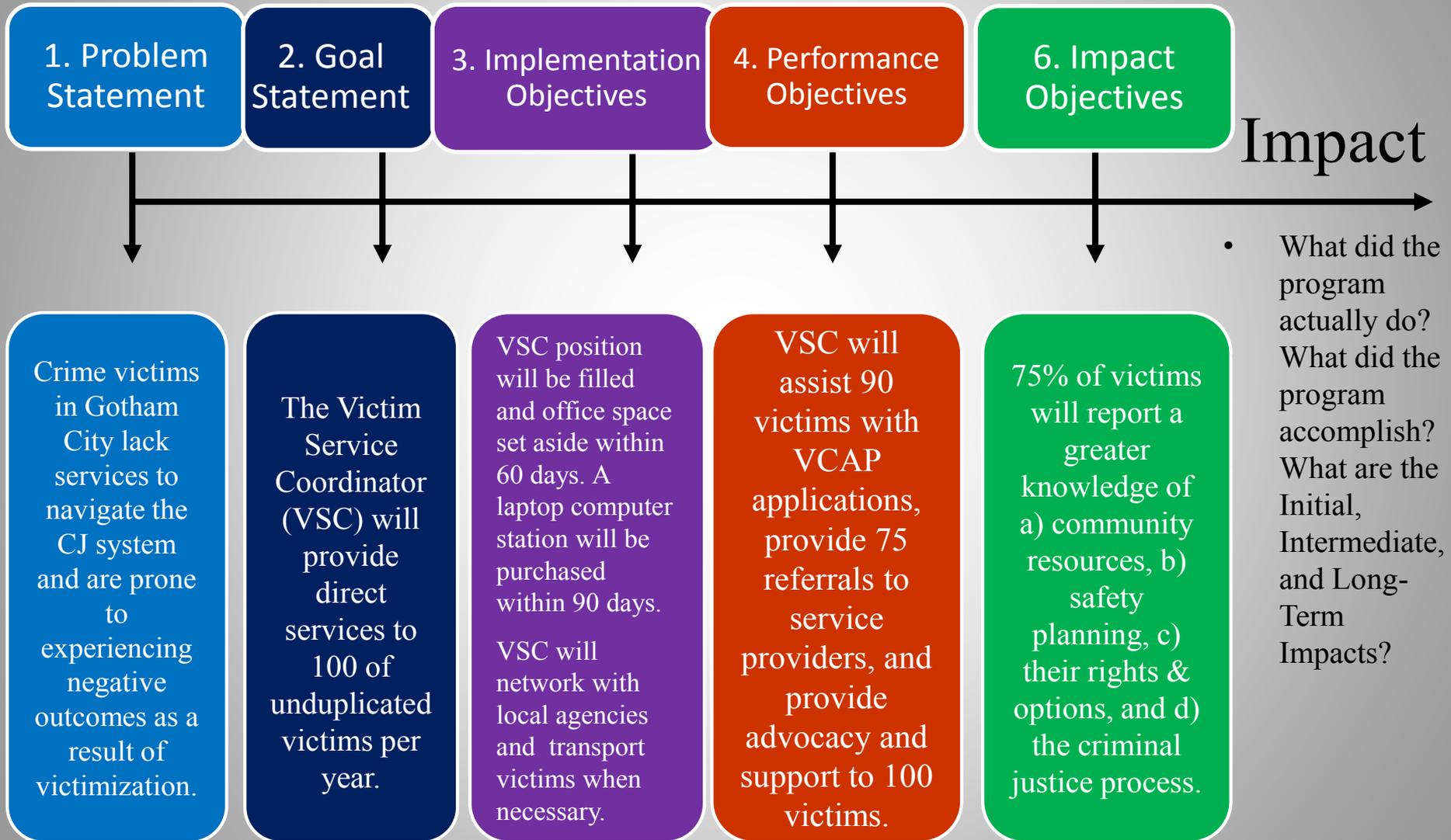
- Step 6: Establish Impact Objectives
 - Initial
 - Program output = what the program did.
 - What did the program actually accomplish?
 - First benefits or changes that participants experience
 - Most closely related to the outputs
 - Intermediate
 - Program outcome = what difference the program made.
 - Program outcome refers back to the problem and assesses whether the identified problem was affected by the presence of the program.
 - Link Initial to Long-Term Outcome Objectives
 - You did all this – SO WHAT?
 - The focus is on what changed not what was done—you can say you did something but you don't know if it made a difference
 - New behaviors or changes in behavior from new knowledge, attitudes, or skill
 - Long-term
 - Ultimate outcomes to be achieved
 - Changes in condition or status of participant

Program Design:

6. Evaluate Impact (Outcome)

- Example Impact Objectives:
 - Initial
 - IF:
 - GCPD creates a Victims Service Coordinator position...
 - THEN:
 - 75% of victims served will report a greater knowledge of a) community resources, b) safety planning, c) their rights & options, and d) the criminal justice process.
 - Intermediate
 - IF:
 - They have a greater knowledge of community resources, safety planning, their rights & options, and the criminal justice process ...
 - THEN:
 - At least 50% of victims will access relevant services.
 - Long-term
 - IF:
 - Victims access services...
 - THEN:
 - At least 25% will gain greater coping mechanisms and reduce their risk of future victimization.

Program Design



Program Planning

- While planning a program, consideration should be made for the following:
 - What will be the data source for the program?
 - How will data be collected?
 - How will data be assessed?
 - How will success or failure be determined?

Program Design in the Real World

- Outcomes are affected by many factors
 - Environmental, Personality, Experience, etc.
 - Logic Model offers a relationship
 - *BUT* not necessarily a causal one
 - Correlation \neq Causation
 - Scientific method and rigorous testing is required to prove a causal relationship exists between variables
- How do you measure causal relationships?
 - Program Evaluation

Performance Measurement

Everyone Benefits from Measuring Performance!

- Interested Parties:
 - Federal Reporting
 - Accountability
 - Evaluation
 - Replication
- Program Stakeholders:
 - Design
Implementation
 - Manage Program
 - Decision Making
 - Evaluation
 - Obtaining Other Funds

Program Design:

5. Budget

- Step 5: Develop your Budget
 - Consists of Budget Category line-items and Budget Narrative
 - Budget should reflect the quality of your program planning and cover all associated costs; estimates are acceptable
 - Pay attention to amount of available funding and the number of years to spend the funds
 - Total funds requested should be what the program costs, not necessarily the total amount of available funds
 - If Match is a requirement of the funding source, specify which items are “Federal” and which are “Match”
 - Federal Match Calculation for 20% Match:
 - $(\text{Federal } \$) / 0.8 \times 0.2 = \text{Required Match Amount}$

Budget Categories v. Budget Narrative

- Personnel
 - Employee Benefits/Fringe
 - Travel
 - Equipment
 - Supplies & Operating Expenses
 - Consultants / Contracts
 - Other
 - Indirect Costs
- The Budget Narrative is the explanation of the costs in words
 - Answers the question of: “Why is this item in the budget?”
 - Justifies and contextualizes the need for subgrant expenses
 - Should be brief, only a few sentences per item

Personnel

5. Budget Categories

- Do you need to hire personnel to implement and operate the proposed program? If so, list:
 - Position Title, % Funding Source (Federal or Match)
 - Name (if known)
 - Computation
 - Annual salary, percentage of time or number of hours devoted to the project, all calculations
- Example:
 - Fulltime Victim Service Coordinator (TBD): \$40,000 annual salary (Federal)
 - Supervisor (Detective Sargent Gordon): Annual salary is \$75,000, time on the grant is 2 hours per week. $\$36.06/\text{hr} \times 2 \text{ hours} \times 52 \text{ weeks} = \$3,751$ (Match)
 - **Total Personnel: \$43,751**

Example: Personnel Narrative

Gotham City Police is starting a Victim Service Unit to aid victims of crime in locating relevant services and assist them through the prosecution process. This Unit will be led by the new Victim Service Coordinator (VSC) in the Gotham City Central Precinct. The VSC will be 100% grant funded and supervised for two hours per week by Detective Sergeant Gordon. The VSC is responsible for contacting victims of crime within 48 hours of the initial report. The VSC is also responsible for attending at least two roll-call meetings per month as Outreach to GCPD Officers to establish visibility and referrals for the VSU. The total cost for personnel is \$43,751. Costs have been determined based on similar job duty workloads conducted by coordinators and follows agency hiring processes and pay scales.

Budget Planning – Employee Benefits

- Did you hire personnel?
 - If No: mark this section N/A
 - If Yes: list each position separately and include:
 - The established formula – FICA, retirement, health insurance, workman’s comp., unemployment comp
 - Only for percentage of time/number of hours devoted to the project
 - Overtime and part-time positions – only include FICA, workman’s comp., unemployment comp.
- Example:
 - VSC Annual Benefits: \$40,000 @ 44.83% = \$17,932 (Federal)
 - (FICA 6.2% = \$2,480, Medicare 1.45% = \$580, Workers Comp 5.58% = \$2,232, Pension 6.21% = \$2,484, Life Insurance .53% = \$212, Health Care 21.9% = \$8,760, Dental 2.96% = \$1,184)
 - **Total Benefits: \$17,932**

Example: Employee Benefits

Narrative

The standard rate for fringe/employee benefits is 44.83% for a full-time employee at GCPD. The fringes for the supervisor are intentionally not included. The break-down is as follows:

- FICA 6.2% = \$2,480
- Medicare 1.45% = \$580
- Workers Comp 5.58% = \$2,232
- Pension 6.21% = \$2,484
- Life Insurance .53% = \$212
- Health Care 21.9% = \$8,760
- Dental 2.96% = \$1,184
- Total Benefits = \$17,932

Budget Planning - Travel

- Is travel required/needed for the training of grant personnel?
 - If No: mark this section N/A
 - If Yes: itemize *all* expenses and include purpose and location (if known)
- Example:
 - Purpose: National Victims Services Conference in Metropolis (Federal)
 - Roundtrip Airfare:
 - $\$425 \times 1 \text{ person} = \425
 - Hotel (GSA rate for Metropolis is \$150/night):
 - $\$150 \text{ (plus 15\% taxes)} \times 3 \text{ nights} \times 1 \text{ person} = \517.50
 - Meals (GSA rate for Metropolis is \$71/day):
 - $\$71 \text{ per day} \times 2 \text{ days} \times 1 \text{ person} = \140.00
 - $\$53.25 \times 2 \text{ travel days} \times 1 \text{ person} = \106.50
 - **Total Travel = \$1,189**

Example: Travel Narrative

Costs to send the VSC to the National Victims Services Conference in Metropolis is \$1,189. Airfare is priced as an estimate, GSA rates for Metropolis in August are \$150/night for hotel and \$71/day for meals. Total cost for travel is \$1,189.

Budget Planning – Equipment

- Does equipment need to be purchased to implement the program and meet objectives?
 - If No – then mark this section N/A
 - If Yes –list all nonexpendable items
 - Agencies typically have a policy in place
 - Items usually over \$1,000
 - Can be a “one time” cost
 - Example:
 - Laptop Computer with Monitor and Docking Station (1): \$1,500 (Federal)
 - Printer/Scanner/Fax (1): \$100 (Federal)
 - **Total Equipment = \$1,600.00**

Example: Equipment Narrative

The VSC requires their own computer station for the new office space. The technology package includes a new laptop computer, docking station, and monitor for \$1,500. The 3-in-1 printer (printer, scanner, fax machine) will allow the VSC immediate and secure access to victim information and electronic storage and communication. Three quotes for the equipment were solicited, and Gotham Technology offered the best price.

Budget Planning – Supplies & Operating Expenses

- Will the purposed program need supplies to operate?
 - If No – then mark this section N/A
 - If Yes –list all expendable items
 - Usually under \$1,000
 - Include items like office supplies – pens, paper, postage or training supplies – books, markers
 - Example:
 - Paper, files, folders: \$50 per month X 12 months= \$600 (Federal)
 - Fireproof locking file cabinet: \$1,000 (Federal)
 - Office Space at GCPD Central Precinct: 100 sq ft x \$10.78/ft = \$1,078/month x 12 months = \$12,935 (\$12,925 used as Match)
Total Supplies: \$16,600
 - **Total Supplies & Op. Exp. = \$14,525**

Example: Supplies & Operating Expenses Narrative

GCPD has calculated that Unit leaders use approximately \$50 per month in office supplies. The VSC will be responsible for maintaining the victim files and securing them in a locked cabinet. Office Supplies for the VSC include paper, file folders, and printer ink costs to maintain the subgrant casefiles. \$600.00. The Central Precinct will allocate office space as Match. The total cost for Supplies & Operating Expenses is \$14,525.

Budget Planning – Consultants/Contracts

- Does the program need any contractual services performed to reach the goal?
 - If No: mark this section N/A
 - If Yes: list the name of the consultant, service to be provided, hourly or daily fee (maximum federal rate allowable is \$650 per day), and estimated time on project.
 - Consultants may also have travel expenses listed in this section
 - Example:
 - Gotham Accounting, Inc., \$75/hr X 1 hr/wk X 52 wks = \$3,900 (Federal)

Example: Consultants/Contracts Narrative

Gotham Accounting, Inc. will provide bookkeeping services for the grant and keep track of the VSC's time and effort certification. Contract with Gotham Accounting, Inc. is \$3,900 for the year (1 hour per week at the standard rate of \$75/hour).

Budget Planning – Other

- Are there any other miscellaneous expenses that the program may incur?
 - If No: mark this section N/A
 - If Yes: list all items
 - This section typically includes things such as rent, telephone, conference registration fees
 - Example:
 - Registration at a National Victims Services Conference = \$480 (Federal)

Example: Other Narrative

The VSC will require training and networking with other service providers. Conference attendance will ensure that the VSC is providing the best service and referrals for victims of crime in Gotham City. The registration fee for the national victim's conference is \$480.

Budget Planning – Indirect

- Indirect (Facilities and Administration [F&A]) costs means those costs incurred for a common or joint purpose benefitting more than one cost objective, and not readily assignable to the cost objectives specifically benefitted, without effort disproportionate to the results achieved. To facilitate equitable distribution of indirect expenses to the cost objectives served, it may be necessary to establish a number of pools of indirect (F&A) costs. Indirect (F&A) cost pools must be distributed to benefitted cost objectives on bases that will produce an equitable result in consideration of relative benefits derived.
- https://ecfr.io/Title-02/pt2.1.200#se2.1.200_1414
- Appendix V - https://ecfr.io/Title-02/pt2.1.200#ap2.1.200_1521.v

Budget Planning – Summary

Snapshot of categories

- Personnel = \$43,751
- Fringe Benefits = \$17,932
- Travel = \$1,189
- Equipment = \$1,600
- Supplies & Op. Exp. = \$14,525
- Consultants/contracts = \$3,900
- Other = \$480

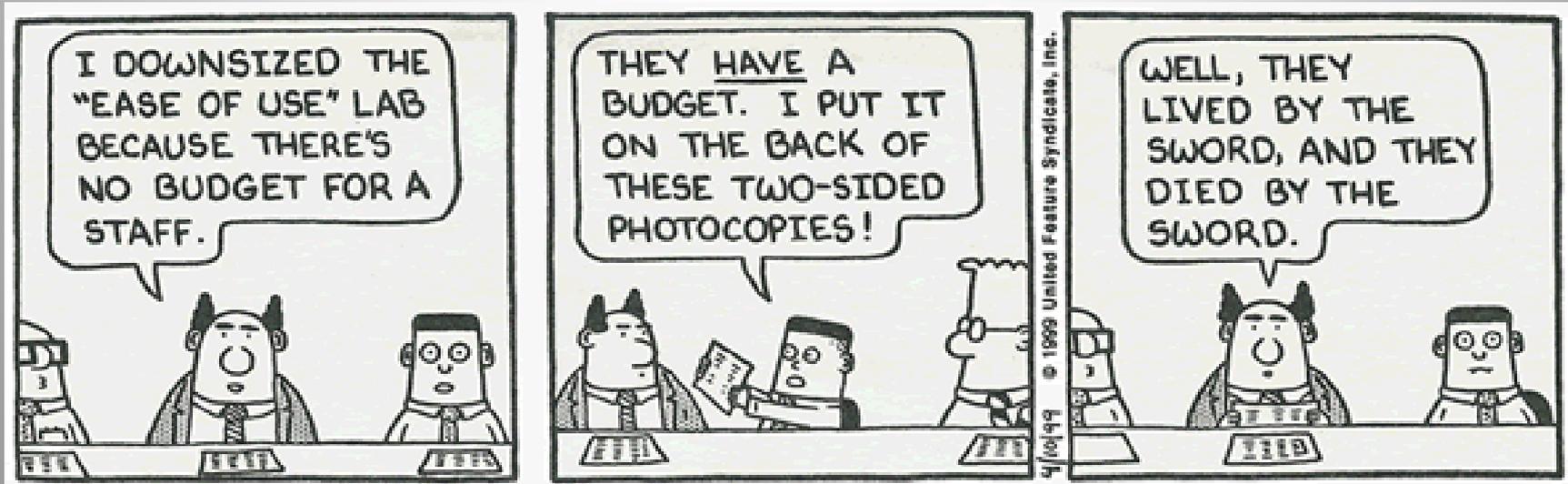
Federal (80%): \$66,701

Match (20%): \$16,676

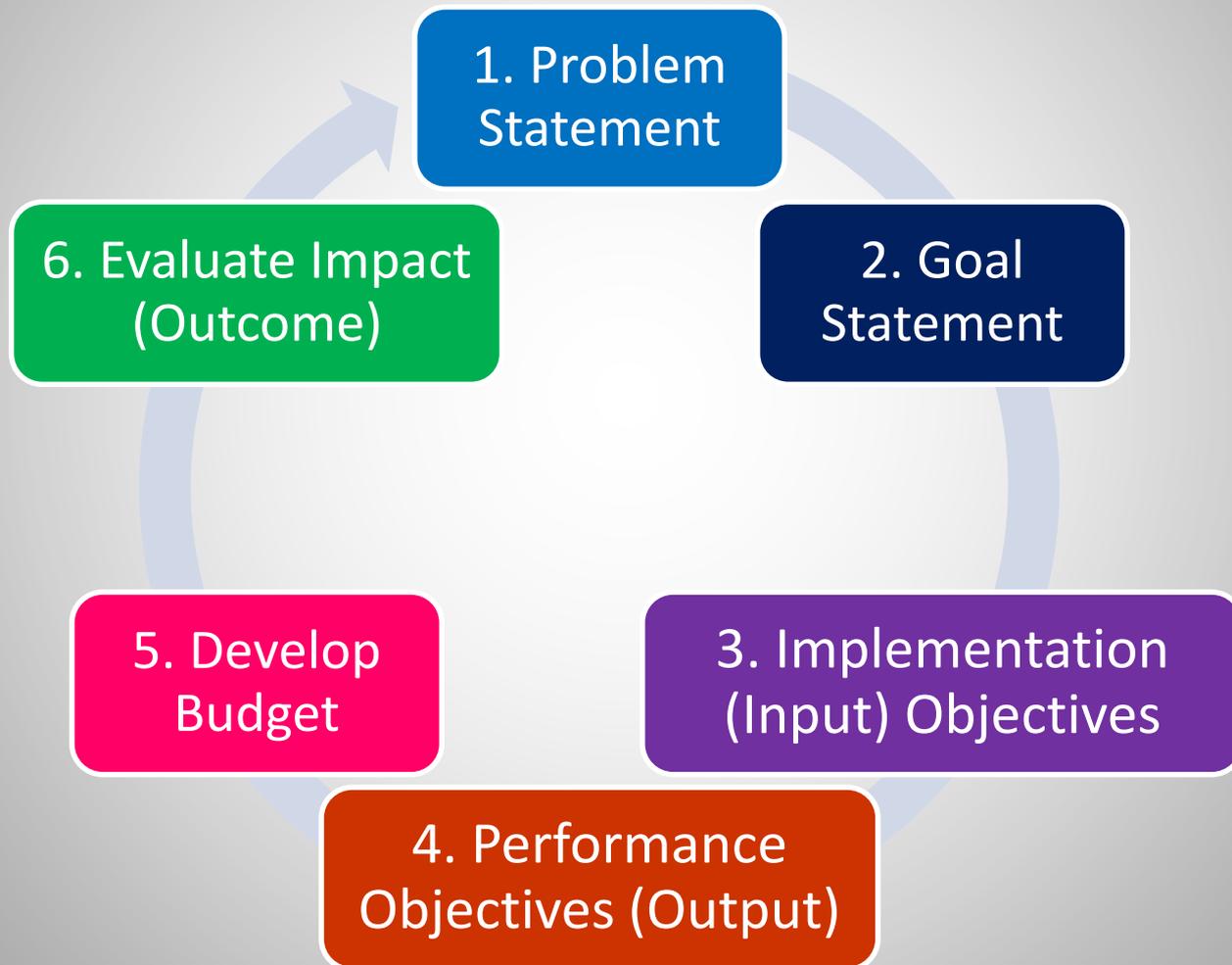
Subgrant Total = \$83,377

Budget Planning: A final note

- Plan for everything



Review of Program Design



Program Design Model

1. Problem Statement

2. Goal Statement

3. Implementation Objectives

4. Performance Objectives

5. Budget

6. Impact Objectives

Crime victims in Gotham City lack services to navigate the CJ system and are prone to experiencing negative outcomes as a result of victimization.

The Victim Service Coordinator (VSC) will provide direct services to 100 of unduplicated victims per year.

VSC position will be filled and office space set aside within 60 days. A laptop computer station will be purchased within 90 days.
VSC will network with local agencies and transport victims when necessary.

VSC will assist 90 victims with VCAP applications, provide 75 referrals to service providers, and provide advocacy and support to 100 victims.

Remember to plan for all aspects of the program.

75% of victims will report a greater knowledge of a) community resources, b) safety planning, c) their rights & options, and d) the criminal justice process.

Review

- Performance Measurement Tools benefit all parties
 - Federal Government, State and Local Agencies, Subgrantees, Public
- Logic Model is a tool for program design
 - Basis for next step
 - Formulating Objectives
 - Relationship is not causal, but useful
- Follow the directions!

Swiss Cheese Theory



You may feel
like this,
but...



Keep in mind, one
piece at a time!



Grant Tips

Pre-Proposal

- Hold regular brain storming sessions focusing on needs and visions
- Routinely check literature, newsletters and websites for announcements and useful information
- When an opportunity surfaces, determine the feasibility of obtaining the grant. Can the agency manage another program? Does the agency have the experience and expertise?
- Contact the project officer associated with the funding source

Grant Tips

Grant Writing Process

- Follow application guidelines in detail
- Create a timetable and gather appropriate personnel for grant writing as soon as the funding availability is announced
- Customize proposals for the target funder
- Describe the program with rich detail and measurable objectives, not empty adjectives and excessive language
- Propose innovative ideas and solutions

Grant Tips

Grant Writing Process

- Use subheadings and utilize citations
- Avoid passive voice; utilize active verbs
- Describe a problem that is about the same size as the solution
 - Use LOCAL current data
 - If data needs to be update, describe the plan to obtain current information
- Do not assume the reader of the proposal knows much about the subject matter
- Keep in mind the capability of measuring impact objectives

Grant Tips

Grant Writing Process

- Keep the format and page limits in mind
- *Pay attention to the review criteria* and emphasis given to each section of the proposal
- Answer every bullet point within each section of the required program narrative
- Build rapport with partners
- Write like the reader
- ALWAYS proofread!

Grant Tips

Grant Writing Process

- Use bold text and exact wording to direct the reviewers to required elements
- Be mindful of all required attachments and documents
- Name files accordingly & make a final document folder
- Use the provided checklist or create one
- Pay attention to the required elements necessary for moving to the review process
- FOLLOW the directions from the solicitation!

Sources for Data and Information

- <http://grants.gov/>
- <https://www.bja.gov/>
- <http://www.ojp.usdoj.gov/nij/>
- <http://ncjrs.gov/>
- <http://www.ncja.org/>
- <http://www.ojp.usdoj.gov/bjs/>
- <http://www.crimesolutions.gov/>
- <http://cjc.delaware.gov/pubs.shtml>

Further Questions?

Valarie Tickle

Criminal Justice Council

820 N. French Street,

Carvel State Building, 10th Floor,

Wilmington, Delaware 19801.

(302) 577-8713

valarie.tickle@delaware.gov