Successful Grant Writing

1. Before you start
2. Grant Writing 101
3. The answer is...
Before you start...

1. Identify a need
2. Define your goals
3. Outline your objectives
4. Determine funding sources
5. Contact funding sources
6. Give yourself time

*Each step informs the next*
Identify a need

• Problem that needs to be fixed?
• Need to understand issue?
• Educational need?
• Funding gap?

The need will help determine what your goals are and help you identify a funding source.
Goal vs. Objective

**Goal**: broad and general; provides a statement of the project purpose

**Objective**: measurable and specific; describe a specific outcome of the project and when this outcome will be achieved.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce pollution in a particular stream</td>
<td>Remove mine waste from stream</td>
</tr>
<tr>
<td>Improve water quality in Tramway Creek and the Little Blackfoot River</td>
<td>Remove and safely contain mine waste from the Tramway Creek watershed by October 2018</td>
</tr>
</tbody>
</table>
Define your goals

**Goal:** broad and general; provides a statement of the project purpose

- Have a vision of what the end product will be
- Make the goal attainable and realistic
  - Unattainable goals may call your project into question.
- **Clarity in your goals will set the stage for success.**
Outline your objectives

**Objective:** *measurable and specific*; describe a specific outcome of the project and when this outcome will be achieved.

- Objectives define how a project will accomplish the goal.
  - What are the expected outcomes of the project?
  - Who/What will benefit?
- Be S.M.A.R.T
  - **S**pecific, **M**easurable, **A**chievable, **R**esults-focused, and **T**imely
- Objectives should identify tasks to be completed
Goals and Objectives

Set yourself up for success!
Make the connection clear.

Example:
The goal of the project is to reduce heavy metal concentrations, particularly arsenic and lead, so that the property can be developed for up to three school structures and associated facilities. Project objectives are as follows:

- Use the grant funding to hire a qualified engineering firm to prepare a project design and bid documents, and provide construction oversight and administration by May 2017.
- Use grant funding to hire a reclamation contractor to complete the in-place treatment, soil amendments, oversize rock removal, and reclamation seeding.
- Complete the project, including reclamation seeding by the end of October 2017.
Goal → Objectives → Tasks

Task – Activity to be completed
• Tasks are tied to specific objectives

Goal
• Objective 1
  - Task 1
  - Task 2
• Objective 2
  - Task 1
  - Task 2

Example:
Goal 1 – Improve water quality in Tramway Creek and the Little Blackfoot River

• Objective 1 – Remove and safely contain mine waste from the Tramway Creek watershed by October 2018
  • Task 1 – Project planning. Finalize sampling and mine characterization activities. Work to occur summer 2017.
  • Task 3 – Improve and partially realign existing ...
Determine funding sources

• Every grant exists for a specific purpose
  • Does your project fit that purpose?
  • Is your agency eligible for funding?

• Look for match between your project and the grants you seek.

• If project isn’t a fit, don’t force it.
Contact funding sources

Contact funders – They are a valuable resource!

• Request information on...
  • proposal guidelines, funding limits, amounts available, grant requirements, review guidelines, funding timelines, how money is delivered, information about other funding opportunities...

• Know what will be required of you if you get the grant. You may need to request funding to do this.

• Some funders offer technical assistance.

• Remember, the contacts you make may prove invaluable, even if not right now.

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Amount</th>
<th>Commit (Yes or No)</th>
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</thead>
<tbody>
<tr>
<td>RDG Grant Request</td>
<td>$420,000</td>
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<tr>
<td>Applicant Missoula County (In-kind)</td>
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<tr>
<td>Lolo National Forest</td>
<td>$50,000</td>
<td>Yes</td>
</tr>
<tr>
<td>Lolo National Forest (In-kind)</td>
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<td>Yes</td>
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<tr>
<td>Trout Unlimited</td>
<td>$50,000</td>
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</tr>
<tr>
<td>Trout Unlimited (In-kind)</td>
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<tr>
<td>EPA 319 Grant</td>
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<tr>
<td>Montana FWP Future Fisheries</td>
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</tr>
<tr>
<td>Land Owners (In-kind)</td>
<td>$20,000</td>
<td>Yes</td>
</tr>
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</table>

PROJECT TOTAL COST                              $816,000
Contact funding sources

• Once you’ve identified a funding source
  • Know the submission deadline
  • Acquire proposal guidelines
  • Answer these questions:
    • Do I have enough time to write a good application?
    • Does the funding amount and time frame fit my project?
    • What do I need to write a competitive application?
Give yourself time

• You need time to
  • Gather necessary information
  • Write the grant
  • Proof read and edit
  • Submit
Writing the grant

• Follow the instructions!
  • The more competitive the grant, the more those pesky details matter.

![Calvin and Hobbes comic strip](https://www.gocomics.com/calvinandhobbes)
Writing the grant

• Follow the instructions!
  • The more competitive the grant, the more those pesky details matter.
• Grant writing is not creative writing!
  • Be specific, clear, and concise.
  • Don’t make the reviewer search for required information or the merits of your project.

Example from actual grant:
“the proposed work will not only have large impacts for the aesthetics of the community, but will have monumental impacts for the health of X Creek and the aquatic life therein.”

Alternative A:
“The protocol and its requirements have an average cost of approximately $65,000 to $70,000 per acre.”

Alternative B (preferred):
“The cost of implementing Alternative B is ... $33,000 per site.”
Writing the grant

• Follow the instructions!
  • The more competitive the grant, the more those pesky details matter.

• Grant writing is not creative writing!
  • Be specific, clear, and concise.
  • Don’t make the reviewer search for required information or the merits of your project.

• Know your audience
  • Don’t assume the reviewer knows something.
  • Use appropriate technical terms/vocabulary
Writing the grant

• Follow the instructions!
  • The more competitive the grant, the more those pesky details matter.

• Grant writing is not creative writing!
  • Be specific, clear, and concise.
  • Don’t make the reviewer search for required information or the merits of your project.

• Know your audience
  • Don’t assume the reviewer knows something.
  • Use appropriate technical terms/vocabulary

• Be consistent
  • Each step of the process informs the next. Make that connection clear and easy to see.

Tasks to be accomplished:
1. Complete a database and literature search, validate, evaluate, and interpret all existing and new data on mercury contamination in the Flint Creek watershed, and prepare a report; identify and provide recommendations for addressing data gaps. (560hr)
2. Field sampling, laboratory analysis, and interpretation of soil, sediment, fish tissue, and water samples based on results of step 1.
3. Prioritize remediation projects and develop a scope of work and budget for priority project(s) implementation.
4. Prepare and submit RDG proposal.
5. Implement remediation activities of priority sites identified in step 3.

<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
<th>RDG Request</th>
<th>Match</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Coordinate with local and state partners, workshop group and others (e.g. Great Lakes, MRD, PFWP, DEC, UAH, MDE) on scope of work and goals of Hg coordination study work. (@850hr)</td>
<td>$10,000</td>
<td>$10,000 MRD committed</td>
<td>$20,000</td>
</tr>
<tr>
<td>2</td>
<td>Review and compile existing information on Hg and other Hg-identified metals contamination in Flint Creek (Graduate student - Kurnai Cameron, Research Tech) and develop integrated monitoring plans.</td>
<td>$10,000</td>
<td>$5,000 MRD Committed</td>
<td>$15,000</td>
</tr>
<tr>
<td>3</td>
<td>Coordinate procurement of contractors to implement sampling and analysis plan. Coordinate all landowner access associated with sampling work.</td>
<td>Same as Task 2</td>
<td>Same as Task 2</td>
<td></td>
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<tr>
<td>4</td>
<td>Equipment/Material/11/4/20</td>
<td>$3,000</td>
<td>$3,000 MRD Committed</td>
<td>$6,000</td>
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<tr>
<td>5</td>
<td>Sampling collection/Feb/Winter; Assume phased sampling</td>
<td>$10,000</td>
<td>$10,000 MRD committed, n-in-kind Committed</td>
<td>$20,000</td>
</tr>
<tr>
<td>6</td>
<td>Laboratory work: Sediment (8 samples), Fish tissue (50 samples), and Meth Hg (25 samples) ($119)</td>
<td>$10,000</td>
<td>$5,000 MRD committed + $5,000 LRRG Grant</td>
<td>$19,000</td>
</tr>
<tr>
<td>7</td>
<td>Coordinate development of draft and final sampling and analysis report that includes prioritization and recommendations for next steps.</td>
<td>Same as Task 1-2</td>
<td>Same as Task 1-2</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Conduct outreach to communicate findings to the GRWG, partners, general public and involved agencies</td>
<td>Same as Task 1-2</td>
<td>Same as Task 1-2</td>
<td></td>
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<tr>
<td>9</td>
<td>Prepare RDG grant 45 hrs @ $50/hr</td>
<td>$2,000</td>
<td>$2,000</td>
<td>$4,000</td>
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<tr>
<td>10</td>
<td>Administration (RDG 2%)</td>
<td>$1,170</td>
<td>$1,170</td>
<td>$2,340</td>
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<tr>
<td></td>
<td>Total</td>
<td>$49,350</td>
<td>$49,350</td>
<td>$98,700</td>
</tr>
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</table>
Basic Components of a Grant

- Narrative
  - Who? What? Where? When?
- Budget
  - How much?
- Support Materials
  - Supporting information, not required!
- Authorized Signature

Conservation and Resource Development Division

Section I

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Project Narrative

• Statement of Need
  • Why is this problem needed/important?

• Goals and Objectives
  • What will the end product be?

• Scope of Work
  • How and when will this be accomplished?
Project Narrative: Statement of Need

• Provide a brief history of the problem or need.

• Give the right amount of detail.
  • Be specific where you need to be.
  • Avoid grandiose statements that cannot be supported.

Example from actual grant:
Project History:
A number of investigations, interim actions, and response actions have been conducted at both the MRA and PRA. The Final 2015 RI (TriHydro 2015) summarizes these activities which are listed chronologically here.

1987 – Hydrometrics: Preliminary characterization of MRA identified Bunker C and confirmed presence of petroleum contamination.

1988 – Hydrometrics: Investigation at MRA to attempt to delineate extent of petroleum contamination.


1990 – MSE: Additional investigation at MRA.

1991 – Ecology and Environment Inc.: Prescore rep...
Project Narrative: Goals and Objectives

- Have a clear vision of what the end product will be
- Make the goals and objectives attainable and realistic
- Be S.M.A.R.T.
  - Specific, Measurable, Achievable, Results-focused, and Timely
Project Narrative: Scope of Work

**Scope** – location and activities of intended project

• Scope of work is defined by objectives identified.

• How are you going to accomplish your goal and when?
  • Be clear how activities will accomplish goals and objectives

• If you need to show alternatives to your selected scope of work, explore at least 3.
Project Narrative: Scope of Work

Deliverables: Think about how you will show success

- Different types of deliverables will require different scopes of work
  - Products
    - Example: Stream sampling
  - Process
    - Example: Education
- Each of these will require different techniques to measure success

Step-pool feature at top of project after culvert removal (inset image of culvert from 2014)
Budget

- Tie the budget to the tasks/activities in the scope of work.
- Include a detailed budget
  - Include estimates and how costs were determined
- Use the budget form in the grant, if provided.
- Identify all funding sources in budget, who it is from, how much, and if it is committed.

### Project Budget Summary Form

Identify the tasks or activities that will be performed by applicant personnel or contracted services. Tasks should match those described in Step 4 – Scope of Work. Use one column for each source of funding. The sum of the totals of each column must add up to the total estimated project cost. Add or delete columns or lines as needed.

<table>
<thead>
<tr>
<th>Category</th>
<th>RDGP Grant</th>
<th>Source* (Identify)</th>
<th>Source (Identify)</th>
<th>Source (Identify)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Administrative Costs</strong></td>
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<tr>
<td>Personnel Cost</td>
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<tr>
<td>Office Supplies, Office Costs</td>
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<tr>
<td>and Communications</td>
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<tr>
<td>Travel</td>
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<tr>
<td>Rent and Utilities</td>
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<tr>
<td>Equipment</td>
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<tr>
<td>Miscellaneous</td>
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<td><strong>Total Administrative Costs</strong></td>
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<td><strong>Activity Costs</strong></td>
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<td>Personnel Cost</td>
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<tr>
<td>Task</td>
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<tr>
<td>Contracted Services</td>
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<td>Task</td>
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<td>Task</td>
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<tr>
<td><strong>Total Activity Costs</strong></td>
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<tr>
<td><strong>TOTAL PROJECT COSTS</strong></td>
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</tr>
</tbody>
</table>

*Identify the sources of the matching funds (change column headings in your application)
Example from actual grant:

“No specific costs have been developed to reduce the mine roads and to stabilize the associated slopes, however, project staff familiar with the site **intuitively estimate** that approximately $1,600,000 is needed to achieve these goals.”

<table>
<thead>
<tr>
<th>Category</th>
<th>RDGP</th>
<th>HW CERCLA</th>
<th>Source</th>
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<td>Administrative Costs</td>
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<td>Personnel Cost</td>
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<tr>
<td>Office Supplies, Office Costs &amp; Communications</td>
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<td></td>
<td></td>
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<tr>
<td>Travel</td>
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<tr>
<td>Equipment</td>
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<td></td>
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<tr>
<td>Miscellaneous</td>
<td></td>
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<td>Indirect Costs</td>
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<tr>
<td>Activity Costs</td>
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<tr>
<td>Personnel Cost</td>
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<td>Task: specify activity here</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Contracted Services</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Task: Engineering/design/oversight</td>
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<tr>
<td>Task: Road reduction/Site Stabilization</td>
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<tr>
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<tr>
<td>Total Project Costs</td>
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<td>$22,404.72</td>
<td>$522,404.72</td>
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</tbody>
</table>
Be Consistent!

Remember: **Each step informs the next**

- Goals ↔ Objectives ↔ Scope of work ↔ Budget
- If there is a disconnect between any of these, it may cause your project to rank lower or be disqualified.
Be Consistent!

- Conduct project planning
  - Task 1: Meet with collaborators and cooperators
- Select contractor
  - Task 2: Prepare detailed scope of work for consultant. Select consulting firm through an RFP or RFQ process
- Conduct a site assessment through site visits and reconnaissance
  - Task 3: Site reconnaissance, historical research, and development of alternatives
  - Task 4: Complete topographic survey, cross sections, and longitudinal profiles
- Develop preliminary and final reclamation designs for the former Pretty Girl Mine pit and Grizzly Creek
  - Task 5: Data Processing and analysis
  - Task 6: Preparation of preliminary design
  - Task 7: Preparation of final design
- Complete grant application for project implementation funding

<table>
<thead>
<tr>
<th>TASK</th>
<th>COSTS</th>
<th>FUNDING SOURCE</th>
<th>TOTAL</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Hours</td>
<td>Rate</td>
<td>Direct Costs</td>
</tr>
<tr>
<td>Contract Administration and Project Reporting</td>
<td>60</td>
<td>$80.00</td>
<td>$175</td>
</tr>
<tr>
<td>Site Reconnaissance and historical research</td>
<td>60</td>
<td>$125.00</td>
<td>$175</td>
</tr>
<tr>
<td>Alternative Development and Review</td>
<td>80</td>
<td>$125.00</td>
<td>$400</td>
</tr>
<tr>
<td>Topographic Survey</td>
<td>40</td>
<td>$125.00</td>
<td>$400</td>
</tr>
<tr>
<td>Data Processing and Analysis</td>
<td>65</td>
<td>$125.00</td>
<td>$400</td>
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<tr>
<td>Preliminary reclamation design</td>
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<td>$125.00</td>
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<td>Final Reclamation Design and Grant Application</td>
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<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td>$50,000</td>
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</table>
Be Consistent!

- Task 1: Administration and Project Reporting
  - Meet with collaborators and cooperators
  - Prepare detailed scope of work for consultant. Select consulting firm through an RFP or RFQ process

- Task 2: Project Planning and Contractor Selection
  - Conduct a site assessment through site visits and reconnaissance
  - Site reconnaissance, historical research, and development of alternatives
  - Complete topographic survey, cross sections, and longitudinal profiles

- Task 3: Site Assessment
  - Develop preliminary and final reclamation designs for the former Pretty Girl Mine pit and Grizzly Creek
    - Data processing and analysis
    - Preparation of preliminary design
    - Preparation of final design
  - Complete grant application for project implementation funding

- Task 4: Project Design and Project Grant Application

<table>
<thead>
<tr>
<th>Task</th>
<th>RDG Grant Funds</th>
<th>Match Funds</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td>Task 1: Administration and Project Reporting</td>
<td>$1,500</td>
<td>$758</td>
<td>$2,258</td>
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<tr>
<td>Task 2: Project Planning and Contractor Selection</td>
<td>$0</td>
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<tr>
<td>Task 3: Site Assessment</td>
<td>$19,975</td>
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<td>$20,365</td>
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<tr>
<td>Task 4: Project Design and Grant Application</td>
<td>$28,525</td>
<td>$296</td>
<td>$28,821</td>
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<tr>
<td>Total</td>
<td>$50,000</td>
<td>$3,871</td>
<td>$53,871</td>
</tr>
</tbody>
</table>
Support Materials

• Quality of materials, not quantity

• Organize support materials in an appendix
  • Don’t make grantors search for information. Keep it organized. Tell them where to look.

• Pictures
  • Clearly label all pictures. This puts them in context of the project.
  • Pictures included should clearly reinforce points made in the application.

• Key information should be in the grant, not the support information.

• Get letters of support from the community, partners, and stakeholders
1. **Goals and Objectives**

   **Project Goal:** Relocate Mike Horse water treatment plant infrastructure that will be removed as a result of the remediation and restoration efforts in the Upper Marsh wetland area.

   **Objective 1:** Remove the Mike Horse Mine Road, which includes buried power and phone line infrastructure for the Mike Horse water treatment plant (WTP), to reestablish the natural hydraulic connectivity of groundwater and surface water in the Upper Marsh wetland area.

   **Objective 2:** Relocate the underground power and phone lines, currently buried in the Mike Horse Road, to the Meadow Creek Road so that the Mike Horse WTP can continue its treatment of heavy metals in the mine adit water from the Mike Horse and Anaconda mines.

2. **Tasks or Activities**

   If the grant application is successful, DEQ will pay NorthWestern Energy to relocate the existing powerline.

3. **Project Schedule**

   Relocation of the powerline would most likely occur summer of 2019, after the final removals of tailings and contaminated soils from the Upper Blackfoot floodplain. The relocation would be timed at low water and in coordination with the removal of the Mike Horse Road to minimize dewatering, reduce impact to migratory birds, reduce sediment transport, and allow for fall plantings.

4. **Monitoring Plan**

   Relocation of the underground power and phone lines will not require a monitoring plan.

5. **Equipment**

   No equipment will be purchased for this project.

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Importance and uniqueness of the project should be clear in the grant! Do not make the reviewer search for this information in support materials.

The bigger the request for money, the more detail you should include in the application.
Support Materials
Authorized Signature

• Plan ahead.
• Don’t wait until the last minute!
BEFORE YOU SUBMIT

• Give yourself time to review your application

• Proof read
  • Grammar is important.
  • Check formatting.
  • Buzz words – Find them in the grant description, nowhere else.

• Review your application as if you are a reviewer
  • With each draft you become less effective as a reviewer
  • Get someone else to review your application
  • Walk away – Refresh – Revisit
The results are in...YAY!!

- **Find out**
  - When funds are available.
  - You likely cannot start spending money right away.
- **What is needed for contracting**
  - Procurement
  - Permitting
- **What is required of you**
  - Progress reports
  - Expense reporting
  - Reimbursement
  - Grant closure
The results are in….Bummer!

- Find out why
- Explore other options
- Try again
Common Mistakes

• Not following instructions
• Not following formatting guidelines
• Lacking consistency between goals, objectives, tasks, budget
• Not proof-reading
• Exaggerating goals/results
• Unclear what end goal/product will be
• Making the reviewer search for required information
• More fluff, than meat (Be concise. Get to the point.)
Questions?

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We are here to help!

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