Successful Grant Writing

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

Conservation and Resource
Development Division

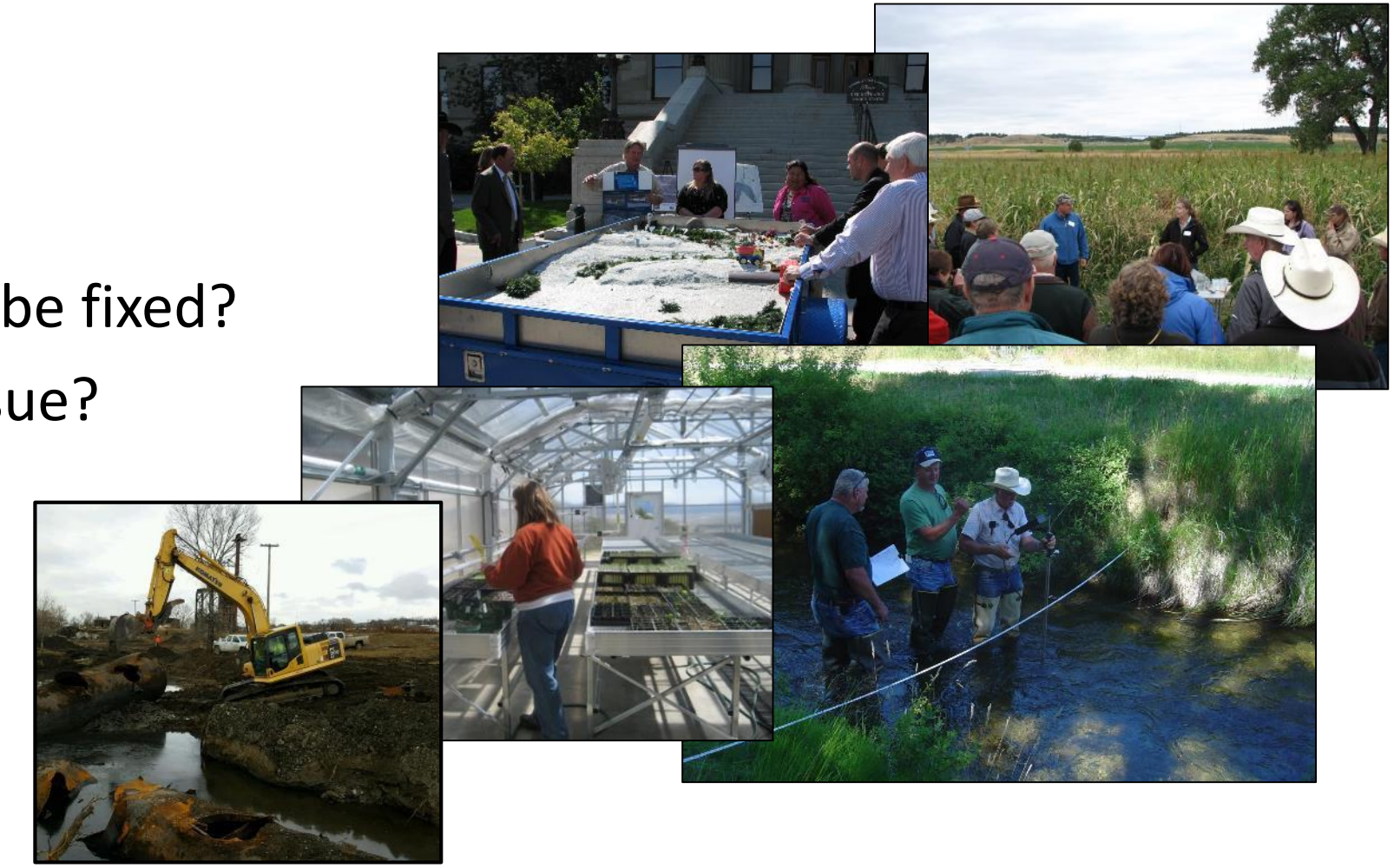
Before you start…

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.

Goal	Objective
Reduce pollution in a particular stream	Remove mine waste from stream
Improve water quality in Tramway Creek and the Little Blackfoot River	Remove and safely contain mine waste from the Tramway Creek watershed by October 2018

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
- Advertise for reclamation contractors by July 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 2 – Finalize Engineering Evaluation Cost Investigation (EECA). Prepare contracts and interagency agreements to authorize response actions. Work to occur fall and winter 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

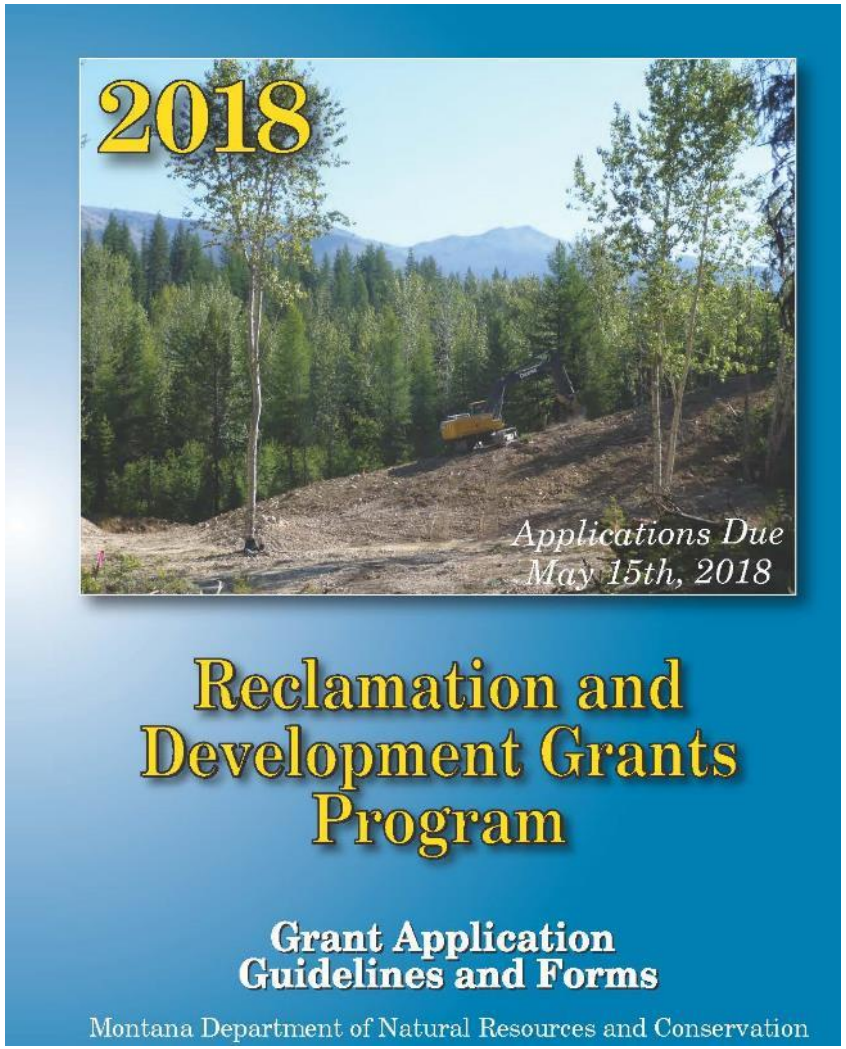
Contact funders – They are a valuable resource!

- 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.

Funding Source	**Amount**	**Committed (Yes or No)**
RDG Grant Request	**$420,000**	
Applicant Missoula County (In-kind)	**$16,000**	**Yes**
Lolo National Forest	$50,000	Yes
Lolo National Forest (In-kind)	$15,000	Yes
Trout Unlimited	$50,000	Yes
Trout Unlimited (In-kind)	$15,000	Yes
EPA 319 Grant	$200,000	No
Montana FWP Future Fisheries	$30,000	No
Land Owners (In-kind)	$20,000	Yes
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.

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!
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- 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 data related to metals contamination in the Flint Creek watershed, and compile report; Identify and provide recommendations for addressing data**
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 reclamation activities of priority sites identified in step 3.**

5 Tasks

11 Tasks

Task	Description	RDG Request	Match	Total
1	Coordinate with local and state gov'ts, watershed group and others (e.g. Granite CD, GHWG, NRDP, FWP, DEQ, UM, MTech) on scope of work and goals of Hg coordination/ study work; (@$50/hr)	$10,000	$10,000 NRD committed	$20,000
2	Co... us agency representatives (EPA, DEQ - Sup... Mine programs, NRDP, FWP, UM and MT... nsibilities and past and future plans spe... ntamination issues.			
3	Review and compile existing information on Hg and other TMDL-identified metals contamination in Flint Creek (Graduate student – (Kumar Ganesan/MT Tech and/or Heiko Lagner, UM); Report preparation with SAP/Prioritization recommendations.	$10,000	$5,000 NRD Committed	$15,000
4	Coordinate procurement of contractors to implement sampling and analysis plan; Coordinate all landowner access associated with sampling work.		Same fund as Task 1-2	
5	Equipment/Materials/Mileage	$3,000	$3,000 NRD Committed	$6,000
6	Sampling collection/Field Work; Assume phased sampling	$10,000	$10,000 NRD committed; MT FWP in-kind Committed	$20,000
7	Laboratory (low level Hg Sediment @$65/sample ~100 samples; Fish tissue (@ $65/sample ~100 samples); and Methyl Hg (35 paired samples @ $175);	$10,000	$9,000 NRD committed $3,000 DEQ Vol WQ grant uncommitted	$19,000
8	Coordinate development of draft and final sampling and analysis report that includes prioritizations and recommendations for next steps		Same as Task 1-2	
9	Conduct outreach/communicate report findings to the GHWG, landowners, general public and involved agencies		Same as Task 1-2	
10	Prepare RDG grant 40 hrs @ $50/hr	$2,000		$2000
11	Administration: (RDG 3%);	$1,350	$3,650	$5,000
	Total	**$46,350**	**~$43,650**	**$90,000**

Basic Components of a Grant

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

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.

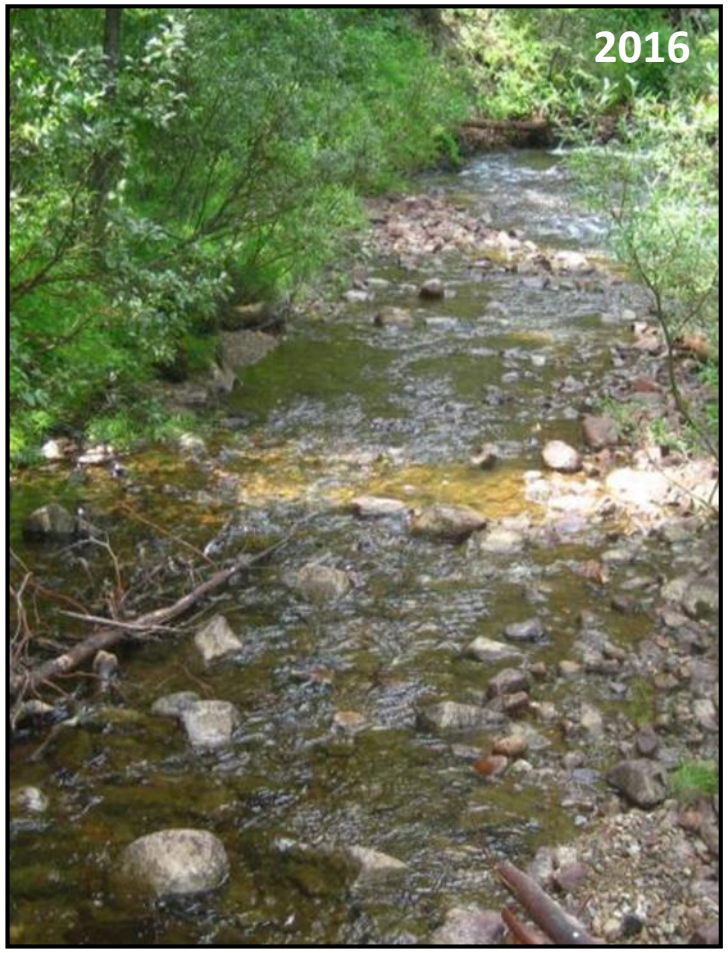
1989 – Hydrometrics: Characterization of MRA fuel containment and feasibility of remedial options.

1990 – MSE: Additional investigation at MRA.

1991 – Ecology and Environment Inc.: Prescore rep…

Project Narrative: Goals and Objectives

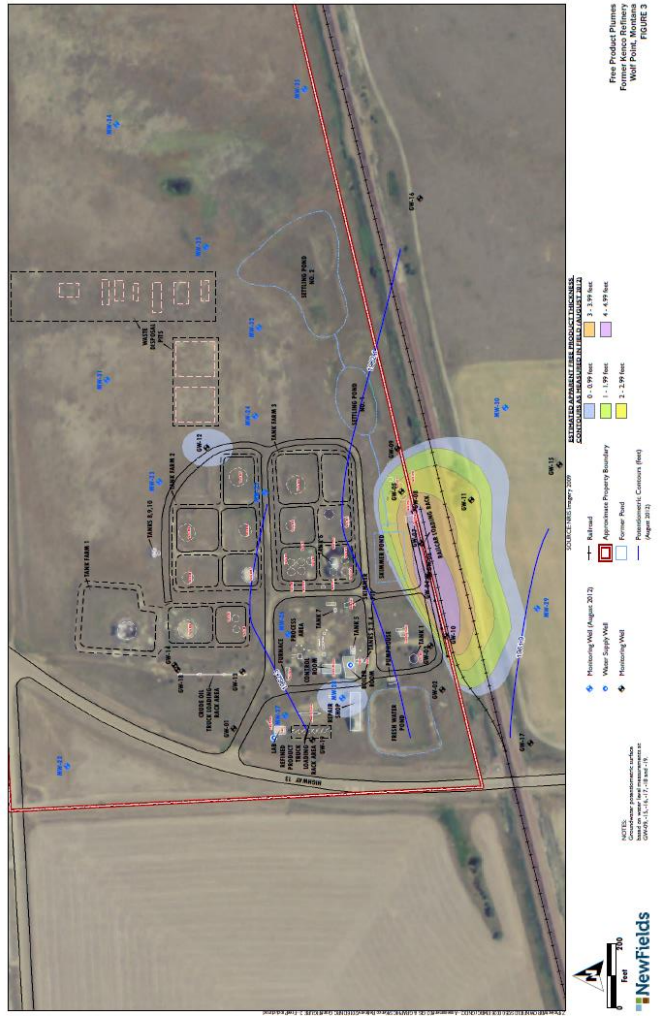
- Have a clear vision of what the end product will be
- Make the goals and objectives attainable and realistic
- Be S.M.A.R.T.
  - **S**pecific, **M**easurable, **A**chievable, **R**esults-focused, and **T**imely



Project Narrative: Scope of Work

<u>Scope</u> – 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.

Category	RDGP Grant	Source[a] _____ (Identify)	Source _____ (Identify)	Source _____ (Identify)	Total
Administrative Costs					
Personnel Cost					
Office Supplies, Office Costs and Communications					
Travel					
Rent and Utilities					
Equipment					
Miscellaneous					
Total Administrative Costs					
Activity Costs					
Personnel Cost					
Task:					
Contracted Services					
Task:					
Task:					
Task:					
Task					
Task:					
Total Activity Costs					
Total Project Costs					
TOTAL PROJECT COSTS					

[a] Identify the sources of the matching funds (change column headings in your application)

Budget

Example from actual grant:

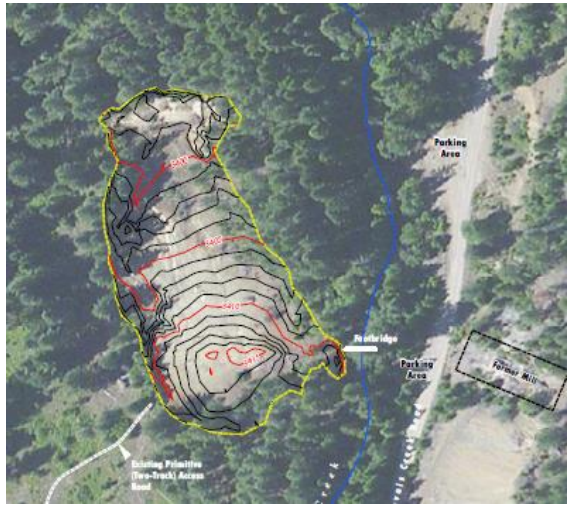
"No specific costs have been developed to reduce the mine roads and to stabilize the associated slopes, however, project staff familiar with the site **intuitively estimate** that approximately $1,600,000 is needed to achieve these goals."

Category	RDGP	HW CERCLA	Source	Source	Total
Administrative Costs					
Personnel Cost		$16,818.55			$16,818.55
Office Supplies, Office Costs & Communications					
Travel		$1,668.00			$1,668.00
Equipment					
Miscellaneous					
Indirect Costs		$3,918.17			$3,918.17
Total Administrative Costs		$22,404.72			$22,404.72
Activity Costs					
Personnel Cost					
Task: *specify activity here*					
Contracted Services					
Task: *Engineering/design/oversight*	$100,000				$100,000
Task: *Road reduction/Site Stabilization*	$400,000				$400,000
Task: *specify activity here*					
Task: *specify activity here*					
Task: *specify activity here*					
Total Activity Costs	$500,000				$500,000
Total Project Costs					
Total Project Costs	$500,000	$22,404.72			$522,404.72

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.



CATEGORY	RDGP	C
Personnel Cost	$0	
Office Supplies, Office Costs & Communications	$0	
Travel	$0	
Rent & Utilities	$0	
Equipment	$0	
Miscellaneous	$0	
Total Administrative Costs	$0	
Personnel Cost		
Task 1.0: Cultural Clearance of Repository Site	$7,500	
Task 5.0: Post-Construction Weed and Erosion Control	$0	
Contracted Services		
Task 2.0: Construction	$217,374	
Task 3.0: Reporting	$14,200	
Task 4.3: Bid Specifications and Engineering	$30,400	

Goals and Objectives → Scope → Budget

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

TASK	COSTS			FUNDING SOURCE			TOTAL
	Hours	Rate	Direct Costs	RDGP	Landowner		
Contract Administration and Project Reporting				$1,500			$1,500
Site Reconnaissance and historical research	60	$80.00	$175	$4,975			$4,975
Alternative Development and Review	80	$125.00		$10,000			$10,000
Topographic Survey	40	$125.00		$5,000			$5,000
Data Processing and Analysis	65	$125.00	$400	$8,575			$8,575
Preliminary reclamation design	100	$125.00		$12,500			$12,500
Final Reclamation Design and Grant Application	60	$125.00		$7500			$7,500
TOTAL				**$50,000**			**$50,000**

Be Consistent!

- Task 1: Administration and Project Reporting
- Task 2: Project Planning and Contractor Selection
  - Meet with collaborators and cooperators
  - Prepare detailed scope of work for consultant. Select consulting firm through an RFP or RFQ process
- Task 3: Site Assessment
  - 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 4: Project Design and Project Grant Application
  - 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	**RDG Grant Funds**	**Match Funds**	**Total**
Task 1: Administration and Project Reporting	$1,500	$758	$2,258
Task 2: Project Planning and Contractor Selection	$0	$2,427	$2,427
Task 3: Site Assessment	$19,975	$390	$20,365
Task 4: Project Design and Grant Application	$28,525	$296	$28,821
Total	$50,000	$3,871	$53,871

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

Support Materials

STEP 4 – SELECTED ALTERNATIVE SCOPE OF WORK

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.

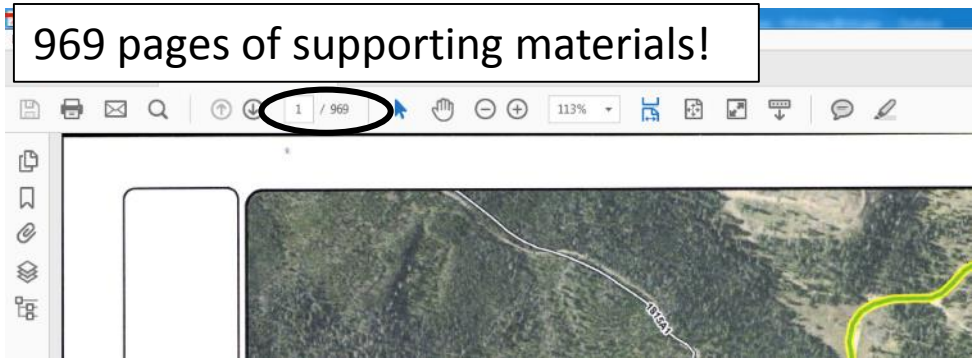
4 **Monitoring Plan**

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

5 **Equipment**

No equipment will be purchased for this project.

969 pages of supporting materials!



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

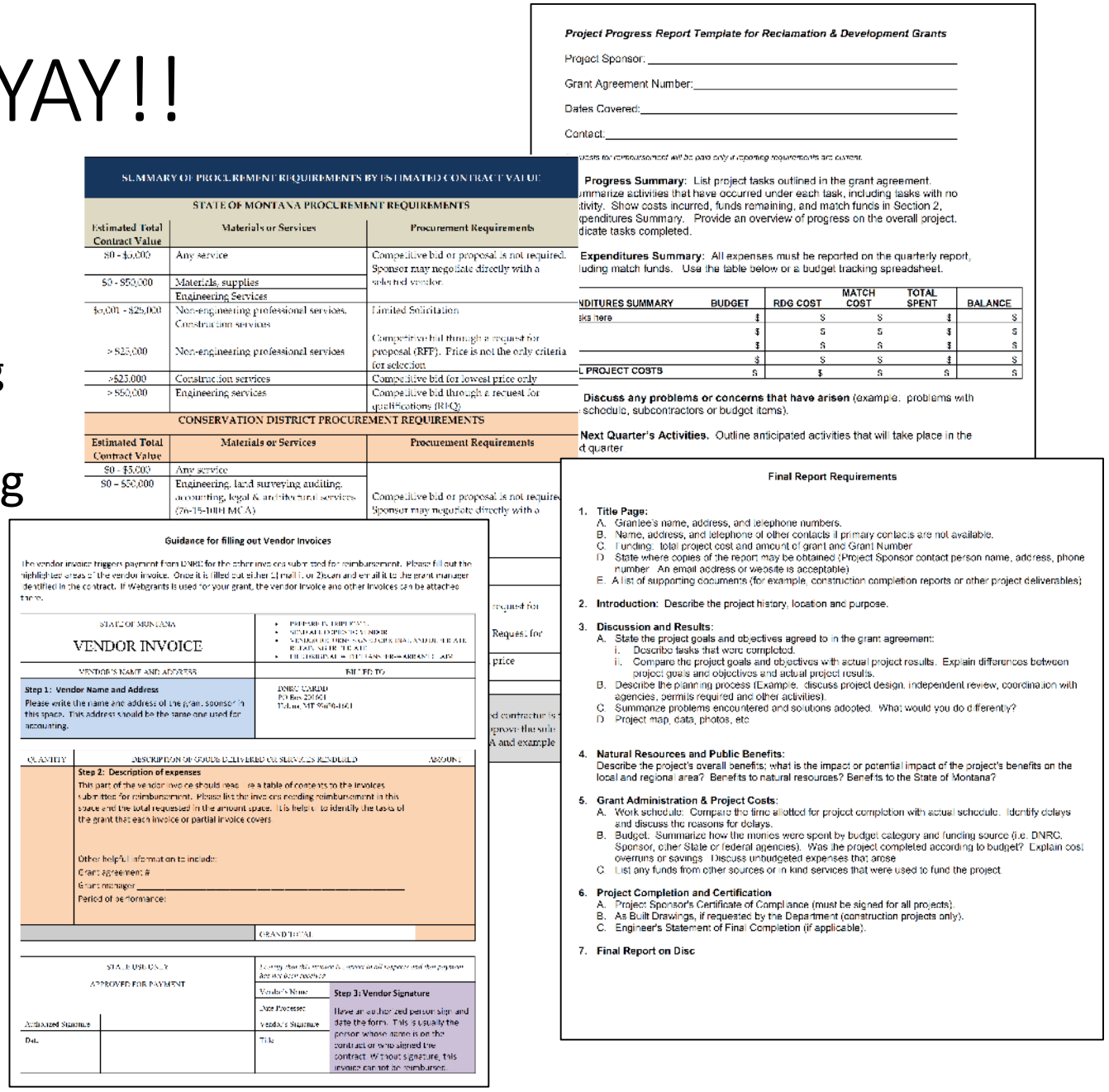
- Plan ahead.
- Don’t wait until the last minute!

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, no where 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



SUMMARY OF PROCUREMENT REQUIREMENTS BY ESTIMATED CONTRACT VALUE

STATE OF MONTANA PROCUREMENT REQUIREMENTS

Estimated Total Contract Value	Materials or Services	Procurement Requirements
$0 - $5,000	Any service	Competitive bid or proposal is not required. Sponsor may negotiate directly with a selected vendor.
$0 - $50,000	Materials, supplies Engineering Services	
$5,001 - $25,000	Non-engineering professional services. Construction services	Limited Solicitation
> $25,000	Non-engineering professional services	Competitive bid through a request for proposal (RFP). Price is not the only criteria for selection.
>$25,000	Construction services	Competitive bid for lowest price only
> $50,000	Engineering services	Competitive bid through a request for qualifications (RFQ)

CONSERVATION DISTRICT PROCUREMENT REQUIREMENTS

Estimated Total Contract Value	Materials or Services	Procurement Requirements
$0 - $5,000	Any service	
$0 – $50,000	Engineering, land surveying auditing, accounting, legal & architectural services (76-15-310[1] MCA)	Competitive bid or proposal is not require Sponsor may negotiate directly with a

Project Progress Report Template for Reclamation & Development Grants

Project Sponsor: _____

Grant Agreement Number: _____

Dates Covered: _____

Contact: _____

Reports for reimbursement will be paid only if reporting requirements are current.

Progress Summary: List project tasks outlined in the grant agreement. Summarize activities that have occurred under each task, including tasks with no activity. Show costs incurred, funds remaining, and match funds in Section 2, Expenditures Summary. Provide an overview of progress on the overall project. Indicate tasks completed.

Expenditures Summary: All expenses must be reported on the quarterly report, including match funds. Use the table below or a budget tracking spreadsheet.

EXPENDITURES SUMMARY	BUDGET	RDG COST	MATCH COST	TOTAL SPENT	BALANCE
Tasks here	$	$	$	$	$
	$	$	$	$	$
	$	$	$	$	$
	$	$	$	$	$
TOTAL PROJECT COSTS	$	$	$	$	$

Discuss any problems or concerns that have arisen (example: problems with schedule, subcontractors or budget items).

Next Quarter's Activities. Outline anticipated activities that will take place in the next quarter

Guidance for filling out Vendor Invoices

The vendor invoice triggers payment from DNRC for the other invoices submitted for reimbursement. Please fill out the highlighted areas of the vendor invoice. Once it is filled out either 1) mail it, or 2) scan and email it to the grant manager identified in the contract. If Webgrants is used for your grant, the vendor invoice and other invoices can be attached there.

STATE OF MONTANA

VENDOR INVOICE

- PREPARE IN TRIPLICATE
- SEND ALL COPIES TO STATE AGENCY
- VENDOR TO RETAIN ONE COPY FOR THEIR RECORDS, SEND THE TWO
- FILE ORIGINAL + TWO COPIES FOR REIMBURSEMENT

VENDOR'S NAME AND ADDRESS

BILL TO:

Step 1: Vendor Name and Address

Please write the name and address of the grant sponsor in this space. This address should be the same one used for accounting.

DNRC CARDD
PO Box 201601
Helena, MT 59620-1601

QUANTITY	DESCRIPTION OF GOODS DELIVERED OR SERVICES RENDERED	AMOUNT
	Step 2: Description of expenses This part of the vendor invoice should read like a table of contents to the invoices submitted for reimbursement. Please list the invoices needing reimbursement in this space and the total requested in the amount space. This helps to identify the tasks of the grant that each invoice or partial invoice covers. Other helpful information to include: Grant agreement # Grant manager _____ Period of performance:	
	GRAND TOTAL	

STATE USE ONLY

APPROVED FOR PAYMENT

Authorized Signature

Dat.

Vendor's Name

Date Processed

Vendor's Signature

Title

Step 3: Vendor Signature

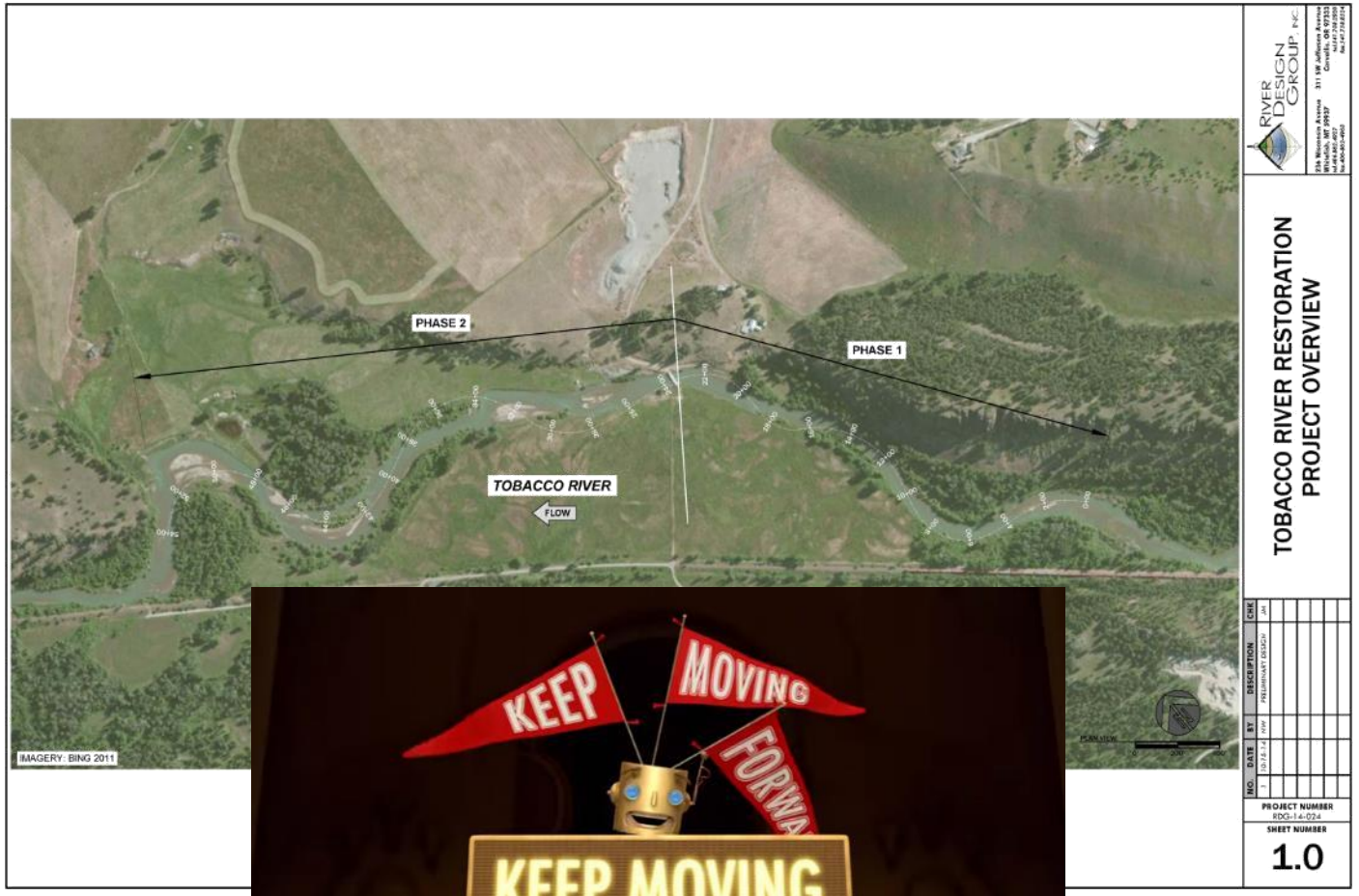
Have an authorized person sign and date the form. This is usually the person whose name is on the contract or who signed the contract. Without signature, this invoice cannot be reimbursed.

Final Report Requirements

1. **Title Page:**
   A. Grantee's name, address, and telephone numbers.
   B. Name, address, and telephone of other contacts if primary contacts are not available.
   C. Funding: total project cost and amount of grant and Grant Number
   D. State where copies of the report may be obtained (Project Sponsor contact person name, address, phone number. An email address or website is acceptable)
   E. A list of supporting documents (for example, construction completion reports or other project deliverables)
2. **Introduction:** Describe the project history, location and purpose.
3. **Discussion and Results:**
   A. State the project goals and objectives agreed to in the grant agreement:
      i. Describe tasks that were completed.
      ii. Compare the project goals and objectives with actual project results. Explain differences between project goals and objectives and actual project results.
   B. Describe the planning process (Example: discuss project design, independent review, coordination with agencies, permits required and other activities).
   C. Summarize problems encountered and solutions adopted. What would you do differently?
   D. Project map, data, photos, etc
4. **Natural Resources and Public Benefits:**
   Describe the project's overall benefits; what is the impact or potential impact of the project's benefits on the local and regional area? Benefits to natural resources? Benefits to the State of Montana?
5. **Grant Administration & Project Costs:**
   A. Work schedule: Compare the time allotted for project completion with actual schedule. Identify delays and discuss the reasons for delays.
   B. Budget: Summarize how the monies were spent by budget category and funding source (i.e. DNRC, Sponsor, other State or federal agencies). Was the project completed according to budget? Explain cost overruns or savings. Discuss unbudgeted expenses that arose
   C. List any funds from other sources or in kind services that were used to fund the project
6. **Project Completion and Certification**
   A. Project Sponsor's Certificate of Compliance (must be signed for all projects).
   B. As Built Drawings, if requested by the Department (construction projects only).
   C. Engineer's Statement of Final Completion (if applicable).
7. **Final Report on Disc**

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!

Conservation and Resource Development Division

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