



Asian American Health Initiative



Together To Build A Healthy Community

Montgomery County Department of Health and Human Services, Asian American Health Initiative
Empowering Community Health Organizations (E.C.H.O.) Project 2012

Workshop #4: Tackling Grant Budgets

Monday, December 3, 5:30-8:00pm, Silver Spring Civic Building, Spring Room

WORKSHOP SUMMARY

The Montgomery County Department of Health and Human Services, Asian American Health Initiative (AAHI) hosted a free training workshop entitled *Tackling Grant Budgets* as a part of the Empowering Community Health Organizations (E.C.H.O.) Project 2013. AAHI launched this series of practical and professional training workshops in 2011 aimed to build the capacity and sustainability of community organizations that serve Asian Americans in Montgomery County.

This workshop followed AAHI's *Grants 101* and *Grants 102* workshops held November 2011 and May 2012, respectively. *Tackling Grant Budgets* invited leaders of community- and faith-based organizations to learn how to develop a realistic grant budget that will strengthen a project proposal.

AAHI invited speaker Kathleen Sheedy, the Grants and Acquisition Manager for the Montgomery County Department of Health and Human Services, to lead the interactive workshop. The workshop included a presentation of basic budget line items, grant preparation tips, and audience questions and answers.

Speaker Contact Information:

Kathleen A. Sheedy

Grants and Resource Acquisition Manager

Montgomery County Department of Health and Human Services

Kathleen.Sheedy@montgomerycountymd.gov

240-777-4518

BEFORE APPLYING FOR A GRANT

REMEMBER: Your budget is the backbone of your proposal.

Funders can quickly assess your fundability just by your budget – it is the first item to be reviewed. It is a tool that can be used to gain trust from the funder and to demonstrate that a proposal will be a good return on investment. Make sure you can deliver on what you promise and never fudge the facts – to yourself or the funder; wishful thinking does not work.

Evaluate Which Grants to Pursue From a Budget Perspective

- Does the grant fit your organization's mission? Will it fit easily into your current infrastructure?
- Is the grant worth the amount of work needed to administer it post award including bookkeeping of grant funds, reports, communication with funders and site visits? Keep in mind that the time needed to carry out these activities can be extensive, especially with private funders.
- Do you have a back-up plan to spend the funding on time? For example, a potential hire may have family issues or cannot get a background check done in time to start when you need them.

Read the Small Print.

- Understand the terms and conditions of the funder. Oftentimes it is a legal contract. Contact the program officer with any questions.
- Ensure your organization can comply with them BEFORE getting an award. If there are ones that do not fit your organization, check with the funder to see if they can be waived and get an answer in writing, again BEFORE applying.
- Remember that each grantee and sub-grantee involved with the project must be in compliance with the terms and conditions of the original funder.
- Clarify if there are there any matching requirements and ensure your organization can fulfill them.

Plan Ahead: Employ Sound Financial Management to Build Trust with Funders

- Keep in mind most funders require the submission of audited financial reports with applications.
- Audits are recommended over a basic financial review. Financial reviews do not reflect the same confidence to funders as an audit. Audits can range in cost from \$5,000 to \$12,000 for smaller organizations.
- Have annual audits to ensure sound financial reports and recordkeeping. Prepare for an audit with accurate financial records (e.g., good bookkeeping, bank statements).
- Use an independent auditor, NOT a board member or volunteer. A volunteer may help prepare an audit and a CPA may advise the organization, but pay for an audit to avoid a conflict of interest.
- By law in Maryland, non-profits with an annual minimum of \$25,000 donations must register with the State. If charitable contributions are \$200,000 to \$500,000, a financial review is necessary. Donations over \$500,000 require an annual audit. See the State website for more information: <http://www.sos.state.md.us/charity>.

BASIC BUDGET LINE ITEMS (SEE SAMPLE BUDGET BELOW)

DIRECT EXPENSES

Personnel and Contractual Costs

- To estimate personnel salaries, reach out to other organizations doing similar work and inquire about salary ranges for particular positions. There are also many online resources that can provide salary estimates (e.g. Points of Light <http://www.pointsoflight.org/>).
- Contractual personnel may be able to provide salaries directly, inquire ahead of time.
- Remember to gather accurate estimates for both paid and in-kind support.
- Be realistic when estimating personnel time commitments. If multiple grants are involved, carefully monitor time allocations and charge the appropriate cost center.
- Bear in mind that allocating more than 100% of an individual/organization's time to a grant is unwise. Generally speaking, holding back approximately 20% more accurately accounts for administrative responsibilities.

Equipment, Supplies and Travel Costs

- Account for ongoing project expenses such as office supplies, computer maintenance, IT support, software costs and insurance.
- Consider other project-related costs such as travel mileage, transportation costs, professional conference and registration fees, and lodging.
- Offer accurate cost estimates, not just a ballpark figure. Be as specific as possible to show the funder you understand how much it costs to provide your services to inspire confidence in your organization as financially knowledgeable.

INDIRECT EXPENSES

- Indirect costs refer to the expenses that may be needed to administer the grant such as an accountant, utilities, office space, etc.
- Funders typically indicate how much indirect is allowed. If not, an organization can present a cost allocation plan based on their operating expenses to justify the request will be necessary.
- Indirect may only be allowable on certain costs such as personnel. It is not always allowed, especially on smaller grants.
- Indirect is usually in the 10-15% range. State grant indirect is approximately 7%. Often it is a large base amount with a smaller percentage or a small base amount with a larger percentage.

TIPS FOR PREPARING A GRANT BUDGET

Align Budget Items and Project Activities.

- Work backwards from the proposal’s performance measures to develop an idea of how much the project will actually cost to implement. Smaller grants may not require the same amount of detail, but use actuals and provide as much information as possible.
- Develop the budget early in the process. Be realistic about what activities can or cannot be included.
- Ensure that the budget mirrors the project narrative – if 3 community health workers will do outreach in the project narrative, make sure the budget accounts for all 3 – they could be in-kind or proposed hires.
- Use the budget narrative to make your case – there is usually more room in that section than in the project narrative. If there is no budget narrative required, use the space for line items for full explanations.

Provide a Comprehensive Budget

- Include all funding or donation sources relevant to the proposal. Funders may look favorably upon organizations with existing contributors. It helps to demonstrate your organization is already a trusted entity in the community.
- Read thoroughly to understand what items will and will not be funded (e.g., equipment, food).

Explore In-Kind Resources.

- Consider in-kind resources that an organization and its collaborators plan to dedicate to a project. “In-kind” refers to non-monetary resources (e.g., donation of products, equipment, services, or volunteer support).
- Think outside the box for creative sources of support to meet the needs of the project.

Avoid Basic Errors by Paying Attention to Detail.

- Ensure math, grammar, and any accompanying documents do not contain errors.
- Do not make the reviewer work! Clearly lay out all calculations, for example:

Hire 3 CHWs to do outreach	3 CHWs x \$18/hr x 20 hrs per week x 40 weeks	\$43,200
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- After finalizing the budget, double check calculations by asking at least two people to calculate the budget by hand. Errors may signal to a funder that an organization will be careless with their money.

AUDIENCE Q & A

What can an organization do to prevent math errors on a budget proposal?

Using Microsoft Excel may help to decrease errors. Be sure to embed formulas in the spreadsheet cells in order to avoid basic math errors and easily detect miscalculations. Relying on formulas is the best way to ensure accuracy.

Should an organization ever overestimate or underestimate costs?

No. Use actuals whenever possible in order to be direct and transparent with the funder. This demonstrates to the funder that your organization is thoroughly knowledgeable about the costs needed to carry out a project.

What is “in-kind” and how does it relate to other costs?

In-kind services are non-monetary resources already retained by an organization (volunteers, office space, personnel, etc.). This also includes resources its collaborators plan to dedicate to a project. Many funders expect organizations to demonstrate that they can leverage their own resources to some degree.

Is in-kind money “invisible money”?

No. If a staff member is in-kind, he/she is compensated through the organization but his/her time is being accounted for through the grant.

Is it possible for one line item to have both a request and in-kind?

Yes, various inputs are very common. For example, if a volunteer provides in-kind translating services but requires more support, then perhaps an additional contractual translation service may be required.

What is a matching grant?

A one-to-one matching grant charges a nonprofit organization to raise matching funds to the amount the funder initially provides. Frequently, the match must be committed in writing at the time of application.

What is the protocol for reallocating grant funds?

Each funder may have different policies. Contact the program officer for details.

How do funders handle competition for grants between smaller and larger organizations?

Generally speaking, proposals submitted by organizations of vastly different capacities are not typically put in competition with one another. Instead, collaborations between smaller and larger organizations, as well as complementary ones, are encouraged.

Would it be appropriate to request both grant dollars and accompanying resources (e.g., meeting space) in a proposal?

Know your funder; in some cases this may be appropriate. Inquire with the program officer. It also helps to build and maintain a relationship with your funder. Check in with them periodically and keep them abreast of your organization’s activities and interesting information related to your mission.

What shorthand strategies exist for composing a proposal?

Make a comprehensive program budget and always have it on hand. Capture everything and account for all time commitments, even for an all-volunteer organization.

Where can I find grants to apply to?

See below for a list of resources. The public library also has a Foundation Center search available for use at some branches.

WORKSHOP FEEDBACK

Responses from the workshop evaluation forms received. Note: Numbers may not add to 100 due to rounding.

Applying for Grants (check all that apply)

My organization has never considered applying for a grant(s).	4%
My organization is hesitant to apply for grant(s) due to a past failed attempt(s).	4%
My organization has started thinking about applying for a grant(s), but do not intend to within the next month.	26%
My organization intends to apply for a grant(s) in the next month.	11%
My organization has applied for a grant(s) within the past 6 months	33%
My organization has applied for a grant(s) over 6 months ago and intends to apply for more grants in the future.	22%

Active Grants (check one)

My organization currently has 1-2 active grants.	11%
My organization currently has 3-4 active grants.	16%
My organization currently has 5 or more active grants.	11%
My organization does not currently have any active grants, but did in the past.	33%
My organization does not currently have any active grants.	28%

3. Please rate this workshop (circle):

	<i>Poor</i>	<i>Fair</i>	<i>Average</i>	<i>Good</i>	<i>Excellent</i>
a. Value of topic		6%		44%	50%
b. Quality of content			31%	31%	38%
c. Quality of speaker			12%	25%	63%
d. Usefulness of handouts			31%	19%	50%
e. Length of workshop			31%	31%	38%
f. Time for questions and answers		6%	19%	25%	50%
g. Overall rating of workshop			19%	31%	50%

GRANTS RESOURCES SUITABLE FOR MONTGOMERY COUNTY COMMUNITY BASED ORGANIZATIONS

GRANT RESOURCES:

Collaboration Council

<http://www.collaborationcouncil.org/>

Community Foundation for Montgomery County

<http://www.thecommunityfoundationmc.org/>

Community Foundation for the National Capital Region

<http://www.cfncr.org/>

Harry and Jeanette Weinberg Foundation

<http://www.hjweinbergfoundation.org/>

Maryland Department of Health and Mental Hygiene Funding Opportunities

<http://dhhm.maryland.gov/mhhd/SitePages/fundopp.aspx>

Maryland Nonprofits (MANO)

<http://www.marylandnonprofits.org/>

Maryland Governor's Grants Office

<http://grants.maryland.gov>

Maryland's Mediation and Conflict Resolution Office (MACRO)

<http://www.courts.state.md.us/macro/index.html>

Mead Family Foundation

<http://www.foundationcenter.org/grantmaker/mead/>

Meyer Foundation

<http://www.meyerfoundation.org/>

Montgomery County Government Grants

<http://www.montgomerycountymd.gov/mcgtmpl.asp?url=/content/pio/grants.asp>

Montgomery County Government, Community Development Block Grant (CDBG)

http://www.montgomerycountymd.gov/dhctmpl.asp?url=/content/dhca/community/Grants_Admin_Spec_Projects.asp. For further information, please contact Stevens Brown at 240-777-3685 or via email at stevens.brown@montgomerycountymd.gov.

Montgomery County Procurement Office:

<http://www.montgomerycountymd.gov/mcgtmpl.asp?url=/content/DGS/pro/index.asp>

Nonprofit Montgomery

<http://nonprofitroundtable.org/montgomery>

Rebuilding Together Montgomery County

<http://www.rebuildingtogethermc.org/>

Target, Wal-Mart, Lowes and Home Depot Small Grant Programs
See respective company website

Trawick Foundation
<http://www.trawick.org/>

U.S. Federal Government Grants
www.grants.gov

Washington Area Women's Foundation, Rainmakers Circle
<http://thewomensfoundation.org/>

Women Helping Others Foundation
<http://www.whofoundation.org/>

ADDITIONAL RESOURCES:

Asian Americans/Pacific Islanders in Philanthropy (AAPIP)
<http://www.aapip.org/>

The Foundation Center
Established in 1956 and today supported by close to 550 foundations, the Foundation Center is the leading source of information about philanthropy worldwide.
<http://www.foundationcenter.org/>

The Foundation Center Trend, Free Tracker
<http://charts.foundationcenter.org/iodaweb/indGrants.aspx>

The Foundation Center, Free Webinars
<http://foundationcenter.org/getstarted/training/webinars/>

Online Fundraising & Nonprofit Marketing Learning Center
<http://www.fundraising123.org>

Points of Light
Resource for non-profit volunteers
<http://www.pointsoflight.org/>

Disclaimer: This list is provided as reference only. A listing does not imply its endorsement or recommendation by the Asian American Health Initiative or the Montgomery County Department of Health and Human Services. For more detailed information, please refer to the respective organization.

SAMPLE BUDGET: Heart Health Project

SAMPLE BUDGET: Heart Health Project						
A. DIRECT EXPENSES	DESCRIPTION	IN-KIND MATCH	REQUEST	TOTAL PROGRAM BUDGET	FUNDER A	FUNDER B
Personnel						
<i>Salary</i>	Program Coordinator, Full time		30,000			
	Community Outreach Worker, Part time		10,000			
	Social Media Coordinator, Part time	5,000				
	Volunteer Nurse, Part time	10,000				
<i>Fringe Benefits</i>	Benefit package for all personnel (20%)		10,000			
	<i>Subtotal</i>	<i>15,000</i>	<i>50,000</i>	<i>65,000</i>		
Contractual						
	Consultants		2,000			
	Training Facilitator		500			
	Evaluator and Evaluation Design		8,300			
	Trained Medical Interpreter	5000	10,000			
	Translation Services		1,500			
	Graphic Artist	2,000				
	<i>Subtotal</i>	<i>7,000</i>	<i>22,300</i>	<i>29,300</i>		
Equipment						
	Laptop		500			
	Blood Pressure Cuffs (2 x \$100/each)		200			
	Mobile Medical Screening Van	5,000				
	<i>Subtotal</i>	<i>5000</i>	<i>700</i>	<i>5,700</i>		
Supplies						
	Educational Materials		2000			
	Radio Public Service Announcements	1,000				
	Photocopies		500			
	Postage		500			
	<i>Subtotal</i>	<i>1,000</i>	<i>3,000</i>	<i>4,000</i>		
Travel						
	Local mileage (\$0.55/mile)		300			
	Professional Conference Fee		350			
	Conference Air/ Ground Transportation		100			
	Conference Lodging		100			
	Conference Meals		50			
	<i>Subtotal</i>	<i>0</i>	<i>900</i>			
Total Direct Expenses		28,000	76,900	104,900		
B. INDIRECT EXPENSES	DESCRIPTION		REQUEST			
State percentage and base	7% of total direct expenses		5383			
Total Costs		Total In-Kind	Total Request	Total Program Budget		
		<i>28,000</i>	<i>82,283</i>	<i>110,283</i>		

WORKSHOP REGISTRANTS AND ORGANIZATIONS

The following workshop registrants and organizations provided AAHI permission to publish their name, organization and email.

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Indonesian American Association

Contact: <http://www.indonesianamerican.org>

Jain Society of Metropolitan Washington

Description: The Jain Society of Metropolitan Washington (JSMW) was established in March, 1980 with the objective of promoting a better understanding and following of Jain principles (Non-Violence, Non-Possessiveness and Non-Absolutism), preserving our rich heritage, and passing it on to our next generation.

Contact: <http://www.jainsocietydc.org>

Japanese Americans' Care Fund

Description: Japanese Americans' Care Fund is a 501(c)(3) non-profit corporation. The purposes for which the corporation is organized are to provide Japanese or Japanese -Americans, who reside in the Washington Metropolitan Area, and particularly those who have a language barrier, with the assistance and services as need.

Contact: <http://www.jacarefund.org/>

Korean American Association of the Washington Metropolitan Area

Description: KAAW is the oldest umbrella association protecting the rights and representing the interests of 250,000 Korean-Americans in the Washington Metropolitan area. KAAW advocates the rights of the Korean-Americans and promote the well-being and prosperity of the Korean-American community. We conduct activities to promote unity and fellowship, community participation, provide educational and social programs to the American community, and share our culture to play a part in the diverse community in DC.

Contact: Danny Lee, Director of Public Relations/Communications, Korean American Association of the Washington Metropolitan Area, 7004-L Little River Turnpike, Annandale, VA 22003 (W) 703-354-3900 (W) 301-358-2934 (F) 240-387-6156, www.koreanassociation.org, www.korusfestival.com

MCPS Division of Family and Community Partnerships

Description: Mission: We promote student achievement by strategically creating and fostering connections among diverse families, community partners, and schools. Vision: The Division of Family & Community Partnerships is a national model for enhancing family and community engagement in order to increase student achievement.

Contact: <http://www.montgomeryschoolsmd.org/departments/familycommunity/>

Medstar Montgomery Medical Center

Description: Committed to the well-being of the community it serves, Medstar Montgomery Medical Center offers a range of wellness programs and outpatient services in addition to inpatient treatment. The experienced staff at the hospital takes pride in providing skilled, compassionate care.

Contact: For more information or a referral to a MedStar Montgomery Medical Center physician or service, visit www.medstarmontgomery.org or call 301-774-8882.

University of Maryland CHAMP (Community Health Awareness, Messages, & Prevention)

Description: CHAMP is a team of community-based projects that aim to increase cancer early detection in and around Prince George's County, Maryland. We are based in the University of Maryland School of Public Health, and work with community partners. We use a community based participatory research approach. We work mainly with the faith-based community, building local capacity, to encourage early detection of breast, prostate, and colorectal cancer screening.

Contact: Daisy Le daisyle@umd.edu 301-405-7875 www.champhealth.org

University of Maryland - Office of Multicultural Involvement and Community Advocacy

Description: As part of the Adele H. Stamp Student Union and the Division of Student Affairs, MICA empowers students through education on issues of race, ethnicity, sexual orientation, gender identity, gender expression, religion and their intersections. In support of our campus' commitment to diversity, multiculturalism, and social justice, we advance a purposeful campus climate that capitalizes on the educational benefits of diversity, through student-centered advising, advocacy, programs, and research.

Contact: http://thestamp.umd.edu/student_involvement/mica

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Disclaimer: This document presents a summary of the discussions shared throughout the workshop.