



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 2021

Workshop #18: Grants

Monday, August 16, 2021 5:30-7:00pm, Virtual Zoom

WORKSHOP SUMMARY

The Montgomery County Department of Health and Human Services, Asian American Health Initiative (AAHI) hosted a free training workshop titled *Grants* as a part of the Empowering Community Health Organizations (E.C.H.O.) Project 2021. 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 *Tailored for Success: Getting the Job You Want* workshop held in June 2019. The *Grants* workshop invited leaders of community- and faith-based organizations to learn how to develop a realistic grant and budget that will strengthen a project proposal.

AAHI invited speaker Kathleen Sheedy, the Grants 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 Acquisition Manager

Montgomery County Department of Health and Human Services

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BUDGET CONSIDERATIONS 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.



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- 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. 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. If an outcome measure is to provide counseling to 20 new families and the caseload per counselor is 10 families, make sure there are two providers included in the budget.
- Use the budget narrative to make your case – there is usually more room there 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.



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SAMPLE BUDGET: Heart Health Project

DIRECT EXPENSES	DESCRIPTION		MATCH	REQUEST	TOTAL PROGRAM BUDGET
Personnel					
Salary	Program Coordinator, Full time			30,000	
	Community Outreach Worker, Part time (\$20 per hour x 500 hours)			10,000	
	Social Media Coordinator, Part time		5,000		
	Volunteer Nurse, Part time		10,000		
Fringe Benefits	Benefit package for all requested personnel @ 20% of salary			10,000	
	Subtotal		15,000	50,000	65,000
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		
	Subtotal		7,000	22,300	29,300
Equipment	Laptop			500	
	Blood Pressure Cuffs (2 x \$100/each)			200	
	Mobile Medical Screening Van		5,000		
	Subtotal		5000	700	5,700
Supplies	Educational Materials			2000	
	Radio Public Service Announcements		1,000		
	Photocopies			500	
	Postage			500	
	Subtotal		1,000	3,000	4,000
Travel	Local mileage (\$0.55/mile)			300	
	Professional Conference Fee			350	
	Conference Air/ Ground Transportation			100	
	Conference Lodging			100	
	Conference Meals			50	
	Subtotal		0	900	
TOTAL DIRECT EXPENSES			28,000	76,900	104,900
INDIRECT EXPENSES	7% of total direct expenses			5,383	
Total Costs			Total Match	Total Request	Total Program Budget
			28,000	82,283	110,283



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GRANT RESOURCES SUITABLE FOR MONTGOMERY COUNTY COMMUNITY BASED ORGANIZATIONS

Montgomery County Collaboration Council

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

Community Foundation for Montgomery County

<https://www.thecommunityfoundation.org/montgomery/>

Harry and Jeanette Weinberg Foundation

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

Maryland Nonprofits (MANO)

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

Maryland Governor's Grants Office

<http://grants.maryland.gov>

Meyer Foundation

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

Nonprofit Montgomery

<https://www.nonprofitmoco.org/>

Rebuilding Together Montgomery County

<http://www.rebuildingtogethertmc.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/>

Asian Americans/Pacific Islanders in Philanthropy (AAPIP)

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

Foundation Center

<https://fconline.foundationcenter.org/>



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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.

GRANT CONSIDERATION WORKSHEET

TITLE/DESCRIPTION OF GRANT: _____

FUNDER: _____

Due Date: _____

REVIEW QUESTIONS	NOTES
1. Is OUR ORGANIZATION a viable applicant and able to comply with the funder's requirements?	
2. Is OUR ORGANIZATION the best recipient of this grant, or would an outside partner be a better fit?	
3. Is the program the grant will fund consistent with the OUR ORGANIZATION/program's strategic plan and goals? Who will benefit from the funds?	
4. Is the proposed program doable within the grantor's time frame?	
5. Does it have public relations or political implications?	
6. Is the dollar amount of the grant adequate to deliver the service in Montgomery County?	
7. Is it one-time only, or will it fund future years? Will the grant create expectations that the services in question will be continued in future years? Will we be able to meet those expectations in future years, if so?	
8. Is there sufficient time for preparation and approvals?	
9. Can OUR ORGANIZATION' infrastructure manage the grant programmatically and fiscally? Consider if the grant requires/allows:	



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a. contracts?	
b. a Memorandum of Understanding/Agreement or other interagency agreement?	
c. sufficient funds to cover personnel costs? (Employee or Contract) How will General Wage Adjustment increases be met?	
d. space for staff, purchasing computers/software, IT for data management, telephones, etc.	
e. indirect costs of administration? If so, at what rate? If not, what is the financial impact to OUR ORGANIZATION?	
f. a hard dollar match, maintenance of effort match, in-kind match, no supplanting, reporting requirements?	
10. Does the grant mandate the involvement of another agency?	
11. Have you consulted with all the stakeholders that may be involved?	
12. What are the Information Technology needs for any additional devices?	
13. How does the proposed project ensure that interventions will achieve equitable outcomes for racial/ethnic minorities and underserved communities?	
14. Are there any unusual post award requirements?	
15. Will revenue be produced by this grant (e.g., fees, 3rd-party payments, Medical Assistance, interest)?	
16. Are staff available to work on the project who are not concurrently promised to other grant projects? If a position is 1 FTE on Grant A then they cannot be assigned to Grant B. Also, any personnel used as a match cannot be funded by federal dollars.	
17. Any other considerations not covered above?	

Notes:



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WORKSHOP FEEDBACK

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

	Poor	Fair	Average	Good	Excellent
a. Value of topic				20%	80%
b. Quality of presentation content				40%	60%
c. Quality of speaker					100%
d. Quality of activity				40 %	60%
e. Length of workshop				20%	80%
f. Time for questions and answers			20%	20%	60%
g. Overall rating of workshop				20%	80%

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. I received the information I wanted to learn about grants				40%	60%
b. I am more knowledgeable about applying to grants				40%	60%
c. I am more knowledgeable about the grant process				80%	20%
d. I am confident in completing a grant for my organization				60 %	40%

Most Helpful Information from the Workshop (Comments received)

- “Follow the instructions.”
- “To follow instructions in filling out application and get help wherever needed.”
- “How to address the budget, how to explain in detail, reach out to the funder for any uncertain questions.”
- “Need more exact budget plan.”
- “How to find the suitable grants. How to write the grant application and proposal and budget.”

How do you/your organization plan to use the information gained at this workshop? (Comments received)

- “Follow and modify the checklist that the presenter shared with us.”
- “To apply for grant to run a senior program and provide food.”
- “How to address the budget, how to explain in detail, reach out to the funder for any uncertain questions.”
- “We will prepare more specific answers to the questions, such as the estimated expense of each item in details order to implement efficiently after grants awarded.”
- “We have learned how to detail the report with the activity what we can do and avoid what we can't do. What kind of qualified expenses could be reported? Read each criteria carefully of what the grants required.”



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-  **Twitter: @ AAHI_Info**
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Disclaimer: This document presents a summary of the discussions shared throughout the workshop.