

Grant Development



Proposal Pack



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ADMINISTRATIVE APPROVAL PROCESS

Project Development Form

You have an idea for a new project or a need to expand an already existing program. Utilize the Concept Development Form to create a “rough draft” of your idea. This draft can be used to approach Deans, Vice Presidents, Directors and Supervisors regarding the need for new or advanced programming.

Proposal Transmittal Form

This form highlights all the pertinent tracking information that Southwestern College requires in order to review and approve grant applications. Complete the form prior to delivering the application to the Grants Office. Administrative review of grant applications take approximately 5 working days. In order to ensure the availability of the college’s administrative officers for review and signature, every effort on the part of prospective project directors to meet this time request will be greatly appreciated.

Request for Application (RFA) or Proposal (RFP)

One copy of the RFA/RFP must accompany the grant application and Proposal Transmittal Form when submitted to the Grants Office. The RFA/RFP serves as the contractual guidance between the funding source and Southwestern College and is required to be kept on file for auditing purposes.



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BUDGET DEVELOPMENT

The Request for Proposal (RFP) will define allowable and non-allowable costs associated with the grant funding. Grant budgets should carefully reflect the allowable costs which can include personnel, supplies, services and travel. Sometimes indirect costs are allowed and/or matching funds are required.

Guidelines for budget preparation:

Staffing

- Identify staffing needs for grant project;
- Obtain current salary/fringe benefits rate for specific grant-funded positions. If project has a multi-year grant period, factor in salary increase projections. (consult with Payroll Services)
- Classified and Faculty positions are calculated at different rates; consultants are not eligible for benefits and are not considered SWC employees.

Supplies

On the required budget forms provided by the funding source, provide the following detailed information:

- For office supplies, estimate number of units to be purchased and cost per unit.
- For educational supplies, estimate number of participants to be served by your project and the cost per person.
- For capital supplies (equipment), specify type, model number, number of units to be acquired, and unit cost along with costs for peripherals (locks/cables). Obtain all information from Computer Systems Services if ordering computers or printers. Costs must also include projections for software, site licenses, renovations, additional wiring, maintenance and staffing of labs.

Services

Detailing services and estimating their costs are essential for providing adequate funding to operate grant-funded projects. Services can include:

- Workshops, provide detail as to topics, number of hours per session, cost of the workshop leader per hour, and estimated number of participants to be served by the workshop.
- Consulting or subcontracting services.
- Printing services, provide detail as to number and type of materials to be produced—contact the Office of Community and Media Relations for information, costs, and timelines.
- Copying services (off campus estimate) at \$.07/copy and specify number of copies needed. ALL grants should include a copying line item.
- ALL grants should include a postage line item. Please calculate using current USPS first class rates and/or FedEx delivery rates.
- Telephone costs plus long distance costs and list phone numbers used by grant project personnel.
- Estimate facility/office rental costs by calling Facilities, Operations and Planning office at (619) 482-6320.

Travel

In state (regional, local) or out-of-state travel that is required by the funding source or is a necessary component of your grant project must be detailed as much as possible. Please consider the following factors when calculating your travel budget:

- Provide purpose of travel
- Identify staff positions as to whom will be traveling
- Identify name or type of conference and the organization hosting it
- Specify date of conference
- Include the following costs
 - Round trip airfare or \$.55.5 a mile for a staff person driving
 - Hotel per night and number of nights (estimate @ \$100/night)
 - Registration fee (obtain cost from conference host)
 - Per diem at \$45/day (i.e., if staying overnight for 3 nights, calculate per diem x 4 days to account for travel time)
 - Round trip shuttle transportation (estimate @ \$30)
 - Parking (estimate @ \$15/night)

Indirect Costs (if allowed by funding source)

Indirect costs are calculated as a percentage of the total direct costs. Use the maximum indirect cost rate allowed by the funding source. If the funding source does not allow indirect costs, contact the Office of Grants and Development. SWC has a federally approved indirect cost rate of 54.7%, which is calculated on the base of total salaries and wages.

Matching Costs (if required by funding source)

Any and all matching costs must be documented, verified, and approved prior to submission of a grant application. If matching funds are provided from an outside entity, a letter must be provided from that entity using that entity's **official letterhead** identifying the matching funds and/or in-kind support. The letter must state that the entity "is responsible for tracking monitoring matching funds from their organization".



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EVALUATION PLAN

Most RFP's require an evaluation component in order to measure the stated goals and objectives of a project. The evaluation plan should be designed in alignment with the criteria of the funding source and should be devised with the following consideration:

- 1) Identify the areas/components of the project to be evaluated. Refer to the objective section where evaluation activities should have been identified.
- 2) Select the type of evaluation that is appropriate to the project. The five types of evaluation are listed on back of this page.
- 3) Determine who will conduct project evaluation and establish budget for evaluation services. Generally project staff or institutional resources, such as research staff, are identified. For larger, more complex evaluation plans, external evaluation services are used.
- 4) Identify how evaluation results will be used and how project outcomes will be disseminated. Interim and final reports are excellent vehicles for informing the funding source regarding project accomplishments.

FORMATIVE AND SUMMATIVE EVALUATIONS

Every proposal should have an evaluation section that varies with the complexity of the project. At minimum, the evaluation section must address the following two types:

Formative evaluation—To gain direction for improving projects as they are developing

- Include implementation and process components
- May lead to changes in the way the project is structured and carried out

Summative evaluation—To determine project effectiveness after sufficient time to produce results.

- Also called outcome or impact evaluation
- Determine what the project has actually accomplished in terms of its stated goals.

*See Evaluation Plan handout in Proposal Development Forms Section

Type of Evaluation	Relative Complexity	Types of Activities
Descriptive	• Simplest form • Least expensive • Conducted by project staff	• Analysis of services • How they were operated • How program was administered • Resources consumed • Characteristics of those impacted by project • Describe any outcomes
Operational	• Slightly more involved • Low expense • Conducted by project staff	• All of descriptive evaluation activities • Goals and objectives • Describe project components (start-up, recruitment, partnerships, etc.) • Explain short-term and intermediate outcomes • Explain project completion or institutionalization
Process	• Slightly more involved • Moderate expense • Conducted by professional evaluator (may be staff or consultant)	• Focused on service delivery and administrative process • Suggests casual relationships between what was done and outcomes • Generalize your experiences more broadly by providing insights into effectiveness • Look at efficacy of program in terms of outcomes or costs • Investigate operational features against results
Outcomes	• More complex • Moderate expense • Conducted by professional evaluator (may be staff or consultant)	• Use exacting data collection and statistical methods for data analysis • Requires database and analysis software • Focuses on qualitative and quantitative analysis of data
Impact Study	• Long-term, involved • Most expensive • Requires third-party evaluator	• Often contains experimental and control groups • Proves statistical significance • Requires large sample sizes • Long-term analysis of outcomes

Source: U.S. Department of Labor Grant Management Handbook, 2001



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PROJECT NEED

Project Need

To develop a compelling grant application, a comprehensive, concisely written and well documented need statement is required. In advance of writing such a statement, you will need to conduct research and collect data to document your unique funding request.

The project need section should address these key areas:

- 1) Description of applicant, service area, and target population.
 - 2) Description of service(s), community and/or educational need not currently being addressed.
 - 3) Brief introduction of your project and how it will address the need described above.
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- Be sure to convincingly use data and reference sources in support of your need statement. Through the use of statistical information and quotations from experts/authorities in the relevant fields of study or social/educational concerns, documentation of problem or lack of service can be accomplished.
 - Make sure that you communicate the urgency in solving the problem or addressing the need immediately. Be thorough in your statement by noting the issues revealed by your research and be specific in describing what and how your project will address any or all of the issues.
 - Make good use of “best practices” from other organizations that are faced with similar concerns. Your research will reveal how other sister institutions are addressing like topics. Develop a unique approach to solving these issues and clearly communicating the solutions recommended.
 - Your need statement should capture a clear snapshot of what currently exists and the identification of needed services as well as what could be done to address such needs.



PROJECT GOALS, OBJECTIVES & ACTIVITIES

Project Goal

One goal per project is appropriate for most grant applications. Conceptual and abstract in nature, goals are stated optimistically and communicate a broad vision of achievement for your project.

Project Objectives

Three to five objectives per project will provide the spectrum needed for convincing activities. Objectives are specifically measurable and communicate outcomes that are tangible and achievable within the timeframe of the grant period.

Objectives are categorized as follows:

1. Behavioral: A human action is anticipated.
Example: Fifty of the 70 children participating will learn to swim.
2. Performance: A specific time frame within which a behavior will occur, at an expected proficiency level, is expected.
Example: Fifty of the 70 children will learn to swim within six months and will pass a basic swimming proficiency test administered by a Red Cross-certified lifeguard.
3. Process: The manner in which something occurs is an end in itself.
Example: We will document the teaching methods utilized, identifying those with the greatest success rate.
4. Product: A tangible item results.
Example: A manual will be created to be used in teaching swimming to this age and proficiency group in the future.

NOTE: For behavioral and performance objectives, look for something you are trying to increase or decrease as a result of your project.

*From: Foundation Center, *Proposal Writing Short Course*, <http://foundationcenter.org/getstarted/tutorials/shortcourse/index.html>

Project Activities

Project activities describe key tasks within each objective and identify who, what, when, where, and how tasks will be achieved.

The activities need to have the following characteristics:

- They must describe the sequential approach the applicant will take to meet the objectives.
- They must relate to the objectives.
- They must describe what services will be provided to achieve the objectives.



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RESEARCHING GRANT OPPORTUNITIES

If you are serious about securing external funding for your project idea, it is imperative that you become acquainted with the host of funding sources that would be interested in project ideas such as yours. The Internet is a great resource for identifying both public and private funders. Also, various trade organizations, on a national, state, and regional basis, within your specialty discipline serve as excellent resources for identification of external funding. Major industries and businesses that are associated with your project idea can also become invaluable contacts as sources for external funding.

Contact the Grants Office for your Internet research needs. Internet research for individual project ideas and funding needs are available through the Grants Office, specifically through customized web searches based upon the scope of your project and its resource needs. An informal, yet detailed information intake session is required in order to ensure the best possible results of the Internet search.

Building a Relationship With Funding Sources

Upon identification of potential funders for your project, contacting the appropriate program officer is the next step. Making your program known to various public agencies helps your application get noticed. Sharing your project ideas with a program officer prior to a formal application, via a one page concept paper, is an excellent strategy. Then make a phone inquiry to discuss the likelihood of the project being of interest to that agency.

Keep in mind that the program officer's goal is to help you obtain funding for your project. Here are some questions you might consider asking the program officer:

1. Does this program embrace your agency's guidelines and priorities for funding?
2. What are the most evident strengths and most common mistakes of proposals you have reviewed?
3. Can I receive copies of the top two applications from the last funding cycle?
4. Do you sponsor any grant writing/technical assistance workshops to assist in the application process?

The following listing of websites consist of public sector funding sources. You are welcome to visit any or all of the websites to become more acquainted with their grant opportunities.

Federal Agencies

U.S. Department of Education
www.ed.gov/GrantApps/

National Institute of Health
www.grants.nih.gov/grants/oer.htm

National Science Foundation
www.nsf.gov

U.S. Department of Health & Human Services
www.hhs.gov

U.S. Department of Labor
www.dol.gov

U.S. Department of Commerce
www.commerce.gov/grants.html

The NASA Homepage
www.NASA.gov

Department of Energy
www.energy.gov

U.S. Department of Housing and Urban Development
www.hud.gov

State Agencies

California Chancellor's Office
www.cccco.edu/default.aspx

California Department of Education
www.cde.ca.gov/fg/

California Department of Health and Human Services
www.dhcs.ca.gov/search/results.aspx
(type in "funding opportunities" in the search engine)

Private Foundations

The San Diego Foundation
www.sdfoundation.org/GrantScholarships.aspx

The Robert Wood Foundation
www.rwjf.org

Foundation Center Home Page
<http://foundationcenter.org>