



**National  
Voluntary Organizations  
Active in Disaster**

COOPERATION | COMMUNICATION | COORDINATION | COLLABORATION

## **LTRG Financial Management and Grant Writing**

Ratified by  
NVOAD Board

**Recovery Tools Workshop**

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## **Stages of Disaster Recovery Funding**

**Immediate Relief:** Right after a disaster is the time to remind the public that cash contributions for recovery are best

**Short-term Recovery:** Raising recovery funds must be a priority to maximize resources available to assist survivors

**Long-term Rebuilding:** In this stage relationships with funders will need to be prioritized. They will play a key role by making strategic investments in restoring and replacing survivor homes



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## **Financial Management Structure Considerations**



**Fiscal Agent (fiduciary)?** - You may choose to enlist the support of a trusted non-profit partner that is willing and able to assume a financial management role on behalf of the organization under a memorandum of understanding



**501(c)(3)?** - Establishing the long-term recovery organization as a non-profit is an option for those that incorporate, manage their own finances, and take other steps required by the Internal Revenue Services



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## If you choose to use a Fiscal Agent

- ❑ Identify a non-profit partner capable of providing financial management support
- ❑ Ensure that the prospective fiscal agent relationship won't restrict the organization's ability to raise funds for recovery
- ❑ Negotiate a memorandum of understanding (MOU)
  - ❑ The fiscal agent may be subject to the same due diligence
  - ❑ The MOU should describe the responsibilities of each organization
  - ❑ If fees will be charged, they should be specified in the MOU



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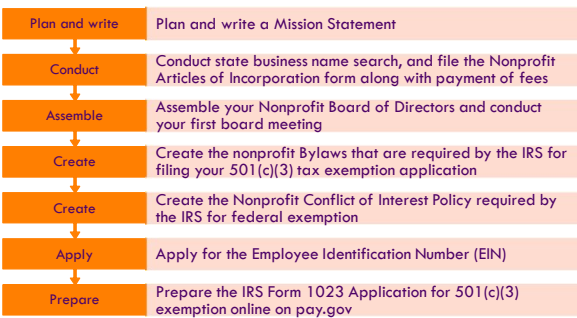
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## If you choose to form a 501(c)(3)



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## Financial Stewardship of Funds

- ❑ Donors are making investments in your organization and will do so only if they believe their money will be used effectively.
- ❑ Nonprofits must **demonstrate their financial stability** in order to gain funds.
- ❑ Ensuring that you have good accounting methods and that you can verify where you spend donated dollars is imperative!



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## Securing Resources

- ❑ **Securing resources must start early and continue throughout recovery, with resources coming from:**
  - ❑ Public Contributions
  - ❑ Partner Contributions and In-kind Support
  - ❑ Benefit Concerts
  - ❑ Special Events
  - ❑ Grants from Public, Private and Community Organizations
- Note - Grants may not be available** for all types of organizational expenses. Fundraisers and donor solicitation may be more appropriate for some costs, such as administrative expenses.



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## What's Required to Secure Grants?

- ☐ You have a great plan
- ☐ You're addressing an important need
- ☐ Your committee has expertise
- ☐ You've done your homework
- ☐ You've followed directions
- ☐ Your board is committed to recovery
- ☐ Your proposal is a great fit



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## Criteria for Grant Research

- General topic search (Disaster Recovery/Needs)
- Geography
- Demographics
- Legal status
- Grant size
- Funding patterns
- Enlist contact at grantmaking organization
- Ethical considerations



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## Resources for Grant Research

Public libraries

Educational institutions

Partner organization personnel

Foundations search platform



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## What are (most) funders looking for?

- ❑ Strategic projects/programs that address the unmet needs of the affected communities in an efficient and effective manner
- ❑ SCALABLE projects/programs
- ❑ Projects/programs that address the funders' identified issues
- ❑ Good use of resources
- ❑ Solid partnerships/collaborations



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## Foundations

- ❑ Community Foundations
- ❑ Corporations and Corporate Foundations
- ❑ Private and Family Foundations



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## Community Foundations

-  Classified as 501(c)(3)
-  Limited to a local area
-  Solicit contributions from individuals
-  May have several special programs



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## Corporations and Corporate Foundations

-  SPONSORSHIPS
-  IN-KIND GIFTS OF GOODS OR SERVICES
-  MATCHING EMPLOYEE DONATIONS OR EMPLOYEE VOLUNTEER PROGRAMS
-  MATCHING EMPLOYEE VOLUNTEER PROGRAMS
-  CAUSE-RELATED MARKETING



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## Private and Family Foundations

-  Classified as 501(c)(3)
-  Make grants in defined geographic areas
-  Distribute organizational resources
-  Typically, have defined giving priorities



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## Government Grants

### Three Levels Of Government:

- Federal
- State
- Local city and county

### Pros Of Government Grants:

- Can receive a large amount of funding for a project
- Often have funding available for multiple-year projects or renewable funds

### Cons Of Government Grants:

- Process of application and maintaining can be daunting
- Reporting requirements are often very stringent



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## Government Grant Process

- Most government grants are announced through "Requests for Proposal" and "Notice of Fund Availability"
- Attend a grant workshop for the application
- Find collaborators in the community to strengthen the application
- Get to know the grant administrator



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## Government Grant Resources

- [Catalog of Federal Domestic Assistance \(CFDA\)](#)
- The Federal Register [www.federalregister.gov](http://www.federalregister.gov)
- Government Disaster Funding [www.disasterassistance.gov/](http://www.disasterassistance.gov/)
- Community Development Block Grant Programs [www.hudexchange.info/programs/cdbq-dr](http://www.hudexchange.info/programs/cdbq-dr)
- US Grant Portal [www.grants.gov](http://www.grants.gov)
- Economic Development Grants [www.eda.gov](http://www.eda.gov)
- Department of Mental Health Grants and Contracts [www.samhsa.gov/grants/](http://www.samhsa.gov/grants/)



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## Relationship Building—A Key Factor



**People give to people** — this can be true even at the foundation level



**Get to know the staff** at the foundation which will help them know YOU when your application comes across their desk



**Don't waste their time** — do your homework and be ready with talking points



**Be prepared** for site visits or interviews



**Follow-up** with them and stay in touch



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## Planning Your Proposal

❑ **Logic models are road maps to your destination.**

- ❑ One Page Table or Chart
- ❑ Shows how outcomes that you want are linked to resources, activities, and outputs needed to achieve them.



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## Completing a Logic Model

✓ Inputs

Activities

Outputs

Outcomes

Assumptions

Influences



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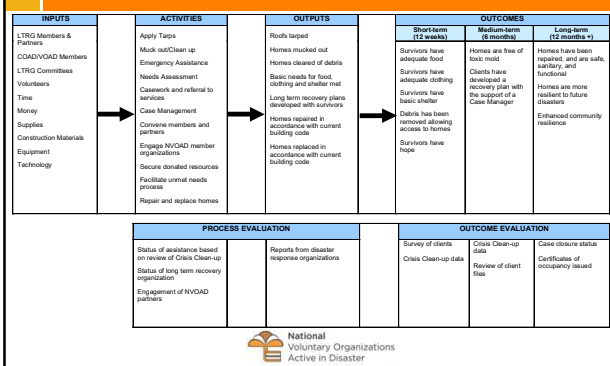
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## Example of a Logic Model



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## Selecting Outcomes



**Short Term**  
Related to individuals



**Expect to see the results during or soon after your project**



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## Selecting Outcomes Continued

### □ Long Term

- Community level, or long-term effects for individual
  - Mitigation: homes are hardened and resilient
  - Social: people are in a social network with access to resources

### □ Kellogg Foundation is a good resource for learning about Logic Models

- [www.wkkf.org](http://www.wkkf.org)



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## The Cover Letter

- ❑ Includes name of project and \$ amount requested
- ❑ Talk about why the project is a good fit
- ❑ Describe why you're excited about the project
- ❑ Signed by an authorized person



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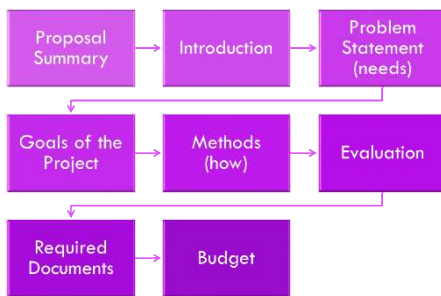
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## Elements of Your Proposal



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## Key Element – Problem Statement

Statement of Need

Define: Who, What, When, Where, Why

Fact-based

Is a statement of current conditions

Does not talk about lack of services



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## Statistics - The Heart of Your Case for Support



Statistics support applications using community data



Grant applications often ask for a "need statement"



Statistics help show baseline data



Statistics on demographics help you determine priorities, improve programs, and plan future programs



ALWAYS reference your statistics to add validity



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## Key Element – Evaluation

### Why Evaluate?

- ❑ Improve the program/process
- ❑ Define its efficacy and funding
- ❑ Respond to regulations and accrediting agencies
- ❑ Provide information for decision making

### A Good Evaluation Includes

- ❑ Quantitative measures and qualitative measures



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## Key Element – Evaluation Continued

**Quantitative measures are those that gather numbers for analysis**

- ❑ Number of people benefiting from programs
- ❑ Improvements in disaster recovery rates

**Qualitative measures collect information that provides rich details**

- ❑ The core of the project what worked best, or not at all?
- ❑ What do the numbers mean?



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## Key Element – Evaluation Methods

 Value of service provided

 Questionnaires / Surveys

 Interviews

 Focus Groups

 Review of client files



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## Key Element – Budgeting

 A Funding plan that is heavily dependent on grant funds will be considered weak

 List the sources of income and amounts

 State which resources are committed and pending, or to be requested

 Letters of commitment from partners



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## Key Element – Budgeting Continued

- ☐ Is the budget appropriate for the scope of the project?
- ☐ Are the calculations for line-items specific?
- ☐ Are there justifications for line items that seem disproportionate?
- ☐ Are all line-items supported by the narrative of the proposal?
- ☐ Is the program also to be supported by matching resources? What funds are committed?



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## Key Element – Budgeting Continued

### □ Direct Expenses

- The day-to-day costs
- Personnel
- Materials and services
- Capital expenses

### □ Indirect Expenses (as allowed)

- Costs that support the management systems of the organization, shared among programs



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## Key Element – Budgeting Continued

- Establish an indirect rate for all programs
- Not all Grantmakers will pay for indirect costs
- These costs are a legitimate part of your budget
- Federal grantors require that you establish a rate for federal projects



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## Key Element – Budgeting Continued

- Detailed line-item budget
- List of each budget item, showing how you calculated the costs or the value of the item
- Budget justification
- Budget detail, budget narrative
- Written explanation of budget items that may raise questions (sometimes an explanation of every line-item will be requested)



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## Tips on Writing Great Proposals

- ❑ Follow directions
- ❑ Meet deadlines
- ❑ Write clearly and concisely
- ❑ Avoid jargon and acronyms
- ❑ Use facts
- ❑ Balance numbers and people
- ❑ Proofread



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## Common Attachments



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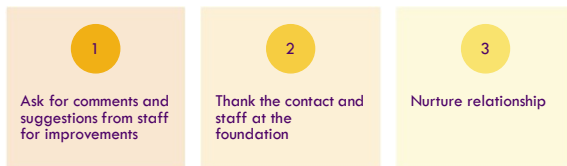
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## When You Do Not Get the Grant



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## Best Practices

- ❑ Effective Accounting is key to getting and maintaining grants.
- ❑ Function allocation of expenses is a requirement for nonprofit accounting. It is much more restrictive in federal funds accounting.
- ❑ An Annual Audit (or Financial Review) is needed to get larger grants.
- ❑ In-kind accounting is also important to get grants.
- ❑ Transparency and Accounting is critical for funding.



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## How to Secure a Grant Writer

- ❑ Define your needs and available investment
  - ❑ Are you seeking help with grants from start to finish, or just elements of the process?
  - ❑ Do you need full time, part time, contract, or volunteer support?
- ❑ Planning for supervision of the grant writer



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## How to Secure a Grant Writer continued



**What should you include in the position description?**

Description of organization  
Summary of duties and responsibilities  
Experience and qualification requirements



**How will you advertise the vacancy?**

Promote through partners  
Job boards  
Fundraising associations  
Social media



**What should you look for in a candidate?**

Experience writing and securing the type of grants you will be pursuing  
Can provide examples and references  
Communicates clearly  
Good fit with the culture



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## Questions and Answers



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## Feedback

<http://tiny.cc/nvoadrtweval>



Recovery Tools Workshop

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**National**  
Voluntary Organizations  
Active in Disaster

COOPERATION | COMMUNICATION | COORDINATION | COLLABORATION

Thank you for your participation. For more  
information, contact your local leadership  
or National VOAD at [www.nvoad.org](http://www.nvoad.org)

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