

**U. S. Army Corps of Engineers  
Tenth Annual Partnerships  
Training  
APPL Convention 2010**

**DEVELOPING GRANTS WITH  
YOUR PARTNERS**

San Diego, CA  
February 11 & 12, 2010

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**What Experience Is Represented in the  
Room?**

- How experienced are you with grants?
- How many have received grants?
- Did you receive a grant internally, i.e. from USACE?
- Did you do so through a partner?
- How many were multiple partner projects?

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**Topics**

- USACE and Grants
- The Role of Partners
- The Context
  - Who Gives Grants? How do you find grantors?
  - Variety of USACE examples
- The Proposal
  - The Elements of the Proposal
  - The Writing Itself
- The Follow Through
  - A Grant as a Contract
  - A Grantor as a Donor

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**USACE and Grants: What are our authorities?**

- Water Resources Development Act (WRDA) of 1992
  - Contributions Authority – Section 203
  - Challenge Partnership Auth – Section 225
- Inter-governmental Transfer of Funds (MIPR)
- Cooperating Associations
  - ER 1130-2-500/EP1130-2-500, Chptr. 9

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**USACE and Grants: Are there USACE sites that have received grants?**

- Yes, many – Partnership page on Gateway has good examples
- Most handshake partnerships involve multiple donations and grants of funds & in-kind
- Many Corps Friends groups and associations have raised grants

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**The Role of USACE Partners**

- Access to grantors and funders
- Often the applicant
- May write the grant with your input
- Expertise, staff time, project management
- In-kind services
- Promotion, marketing & recognition

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**Two Examples We Will Follow**

- Lake Sonoma Stream Restoration Demo Project -- \$182,000
  - USACE, Friends of lake Sonoma, CA Dept. of Fish & Game, Sotoyome Resource Conservation District (RCD)
- Steelhead Trout Interpretive Murals Project -- \$ 52,000
  - USACE, the artist (private individual), Ukiah Rod & Gun Club

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**Lake Sonoma**

- How did you decide to apply for grants?
  - Visitor Center Manager wanted better interpretation for school groups & visitors
  - Local interested groups helped design project, but not all had capacity to help
- Who applied for what grants?
  - COE applied for Handshake Funds
  - COE asked Friends of Lake Sonoma for funds
  - COE asked RCD to be fiscal agent & project manager

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**Lake Sonoma**

- RCD found the CA River Pathways grant
- CA Fish & Game offered in-kind services for habitat design and construction

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**USACE and Grants: How does USACE create leverage?**

- Cost-sharing from appropriated funds (i.e. project funds) or Handshake funds
- In-kind services: No grant should be submitted without a full accounting of COE services, equipment and materials that will be contributed to the project
  - Staff time= hourly rate X hours on project
  - Cost of using COE equipment

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**USACE and Grants: How can USACE help partners receive grants?**

- Help identify and design excellent projects
- Help write the grant/provide expert information
- Find cost-sharing funds
- Provide letters of support, help explain need for project to funders
- Include the long-term O&M commitment as an asset and/or matching funds

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**USACE and Grants: Project Sponsors**

- Project sponsors can't cost share without HQ approval of an MOA signed at the highest level

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**EXAMPLE: Lake Sonoma**

- Coop Association Authority, MIPR, Challenge Partnership (Handshake funds)
- COE: visitor base, expertise, long term O&M, in-kind services, cost-sharing
- COE: Helped write grant, esp. COE site & planning, used interpretive plan, visitation figures, permitting thru Categorical Exclusion – this was huge!

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**EXAMPLE: Lake Sonoma**

- COE provided letters of support
- COE contributed O&M funds to pay for prisoners to do the site clearing, and pay for materials and supplies
- COE provided on-site POC to run the construction crew, prison crew, track the budget and ensure communication among the partners.

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**The Context: Who Gives Grants?**

- Your own agency & Foundation
- Private Foundations
- Community-based Foundations
- Corporations (w/ volunteers!)
- Federal, state, local governments
- National Foundations chartered by Congress
- National Organizations

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**What Gets Funded?**

- **Why Do Grant Makers Make Grants?**
  - Donor/Organizational Commitment
  - Societal Impact
  - Giving Back/Community Recognition
- **What must you have in hand?**
  - Strategic Plan & Great Project
  - Credibility - Perhaps a 501c3
  - Organizational & Project Budget
- **How Do You Find Out if Your Idea Matches a Funder's Needs?**
  - Do your research
  - Ask - start the conversation before you need to write the proposal

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**What Describes a Great Fundable COE Project?**

- Meets long term management goals
- Serves public purpose
- Meets the grantor's requirements - the good fit test
- Has COE management support
- Has on-site staff support and POC
- Has community support/ meets community need

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**Lessons Learned from Nancy...**

- Were there advantages/ disadvantages to being COE?
  - Involve ALL partners in recognition
  - Prep your leadership
  - Prepare for some distrust
- The biggest surprise was...
  - The amount of politics and sensitivities involved
  - The power of a good idea

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**How Do You Know What to Write?**

- Follow the grant requirements!
- Use the grant format!
- Be brief. Use action words. Answer the question asked.
- Have some objective read for clarity, flow and grammar.
- Don't stretch the truth...grantor visits are common.

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**What Are the Common Elements of Proposals?**

- The Introduction – brief reiteration
- The Partners: WHO ACTS
  - Mission >> -Brief History
  - Primary Programs>> -WHY These Org's
- The Problem Statement: WHY ACT
  - Flows naturally from your mission
  - Are you meeting a need?
  - Are you solving a problem?
  - Do the people you are proposing to serve think so?

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**What Are the Common Elements of Proposals?**

- Purpose of the Request: Goals and Outcomes
  - Concentrate on the solution
  - Use results words
- The Work Plan and Timeline
  - Give the reason why you chose these steps
  - Give the numbers you will serve
- The Organizational Capacity
  - Explain who will do the work and why they are qualified

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**What Are the Common Elements of Proposals?**

- Evaluation
  - PRODUCT: Extent to which program achieved the objectives
  - PROCESS: Extent to which program was conducted as planned
  - Meet the report requirements
- Sustainability
  - Will you maintain program ?
  - Others can maintain program?
  - Program can generate fees?

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**What Are the Common Elements of Proposals?**

- The Proposal Summary
  - This may be the 1<sup>st</sup> thing read
  - This may be the only thing read
  - All essential information is included
- The Cover Letter
  - From Lead Partner or Applicant
  - One Page
  - How much over what period of time

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**What Are the Common Elements of Proposals?**

- Program Budget
  - Full cost of program
  - Direct and indirect costs
  - In-kind or purchased
- Grant Budget
  - What this grant covers
  - Usually given a template
  - Make sure your accounting system can track the specified costs

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**What Are the Common Elements of Proposals?**

- Coverage
  - Research grantor's rules for overhead
  - Include your indirect costs
- Leverage
  - % of Board that gives
  - Agency and partner support
  - Volunteer support
  - Other community or in-kind support
  - Other grant applications

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**What Are the Common Elements of Proposals?**

- Required Attachments
  - Follow the grantor's list exactly
  - Be prepared to take time
- Desired Attachments
  - Support from partners
  - Endorsements
  - Materials from related efforts

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**What Happens after the Application? Receipt?**

- Institute your evaluation system immediately
  - Integrate evaluation into your work plan and timeline
- Measure your progress
  - Design, Assign, Tickle and Track
- Keep the evidence
  - Set up easy ways to capture the anecdotal
  - Make sure your formal systems capture the measurable progress

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**What Happens after the Application?  
Receipt?**

- Follow the requirements
  - Report format linked to evaluation
  - Design, Assign, Tickle and Track
- Meet the deadlines
- Answer the question: Why?
- Don't wait: Keep in touch with interesting materials

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**What Happens after the Application?  
Receipt?**

- Publicize Your Project
- Recognize Your Donors
- Recognize Your Partners

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