


**NC Green Business Fund Grant Workshop**

Presented at Appalachian State University  
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**The Plan for today:**

- How do I find the money?
- Grant writing 101
  - "You do not have to be a gifted grant writer – you need to be a determined grant writer..."
  - How to read an RFP/Solicitation
  - Narrative
  - Logic Model
  - Budget, Budget Narrative and Justification
- NC Green Business Fund
  - Who is eligible?
  - What is required?
  - Details, details, details.....

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**Preface:**

-A couple of things I need to mention:

- Please turn off **ALL** cell phones
- If you have questions, please write them on the Post-It Note
- RV's method of grant writing is NOT "gospel"

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**Many Thanks:**








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**“Terms and Conditions” -**

“Your mileage may vary.....”

- In FY 2007-2008 - \$950,000 dollars – received 85 proposals / funded 13 projects = 0.152 or about 15%
- Attendance at this workshop does not guarantee that you will receive an NC Green Business Fund award.
- BUT** – the workshop will add quality to your proposal....

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**A Few Questions....**

Who represents a:  
 Small business? (100 employees or less)  
 Non-profit?  
 State agency?  
 Local government?

How many grants have you attempted to win?  
 How many have you won?  
 Who thinks grant writing is difficult?  
 What would you like to get out of this workshop?

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## How Do I Find the Money? A Lesson in Persistence




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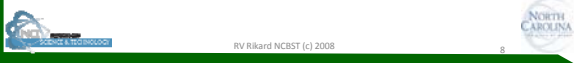
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Searching for a funding is similar to finding out information on something before you buy it. There are some questions you need to answer before you search:

1. How much am I looking for?
2. Am I interested in one year of funding or multiple years of funding?
3. What is my time frame?
4. What is the focus/purpose of project?




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### Still Searching....

- Why is this important?  
Knowing what you need will help you find what you need!
- For Example:
 

		Period of Funding?	
		One Year	Multiple Years
Amount?	Over \$10,000	State grant, Foundation, or Federal agency	Federal grant – perhaps State
	Under \$10,000	Local or State grant	State grant or Foundation

		My Time Frame?	
		Less than a year	1 year or more
Focus/ Purpose?	Narrow	Local or State grant	State grant or Foundation
	Broad	Perhaps Federal grant – more likely a State grant or foundation	Federal grant




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### Let's Use an Example:

- Product: natural fiber chip insulation –
  - How much am I looking for? **At least \$250,000.00**
  - Am I interested in one year of funding or multiple years of funding? **At least 1 year**
  - What is my time frame? **Immediately! – but realistically 6-8 months**
  - What is the focus/purpose of project? **Need \$\$ for equipment and marketing**

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### Example Continued...

- Make a list of key words to use in a search:  
Home insulation grant, natural housing material grant, small business grant, NC grant, "green" housing material, alternative building material....
- Think about organizations who might offer grants...like State and Federal agencies, private companies, non-profit organizations.

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### Can You Goooooogle?



- Google is an excellent place to begin your search.
- Google offers a free search tool – Google Alerts  
<http://www.google.com/alerts>
- Try different combinations of your key words.

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## The Foundation Center

- Registration is free.
- Limited number of search results.

 [Thefoundationcenter.com](http://Thefoundationcenter.com)

Search

Go

Popular Search

- Senior Community Grants
- Donation Programs
- Small Business Start Up Grants
- Grantwriting

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## Grant Writing 101




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- We found a grant – now what?!?
- The most common way funding agencies conduct grant programs is to prepare a solicitation, sometimes referred to as a request for proposal (RFP), request for application (RFA), funding opportunity announcement (FOA), notice of funding availability (NOFA) or by some other name.
- The RFP is your **Most Important Tool** for writing a competitive grant application.

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### Common Sections of an RFP

1. Project Narrative/Problem Statement and Needs
2. Work Plan/Statement of Work
3. Personnel/Facilities/Resources
4. Budget/Budget Justification
5. Supporting Material (Letters of Agreement/Support – if allowed)

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### The Purpose

- Within the first page or two of the RFP, you will find the purpose statement.
- Before you go any further – READ THE PURPOSE STATEMENT!

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### Example 1:

“The intent of this Solicitation is to encourage conversion of research and development activity into innovative commercial applications, to fund activities that can lead to important new technologies, major breakthroughs, or innovative new or next-generation products, processes or services, by encouraging cutting-edge high-quality scientific, engineering, or development activities.” NCGBF

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**Example 2:**

“**Purpose.** This funding opportunity announcement (FOA) solicits Small Business Innovation Research (SBIR) grant applications from small business concerns (SBCs) that propose to further the development of Advanced Technology Training (ATT) Products for the health and safety training of hazardous materials (HAZMAT) workers, emergency responders, and skilled support personnel. These products would complement the goals and objectives of the Worker Education and Training Program (WETP).” NIH

   
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**Example 3:**

“The program is designed to prepare and train Indians to serve as teachers and school administrators. Professional development grants are awarded to: increase the number of qualified individuals in professions that serve American Indians; provide training to qualified American Indians to become teachers, administrators, teacher aides, social workers, and ancillary education personnel; and improve the skills of those qualified American Indians who already serve in these capacities. Individuals trained under this program must perform work related to their training and that benefits Indian people or repay the assistance received.” US Dept of Education - Indian Education Professional Development Grants

   
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**Example 4:**

“The purposes of the University Extension, Engagement, and Economic Development Seed Grant Program are to stimulate faculty to address the needs of citizens of North Carolina, to encourage external and multidisciplinary partnerships, to involve students in the application of knowledge to societal problems, and to leverage additional funds for extension and engagement endeavors.” NC State Office of Extension

   
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### Project Narrative/Problem Statement

- The description of your problem must be consistent with the purpose(s) of the funding agency.
- The description of your problem is critically important to the success of your proposal for at least two reasons:
  - If your problem is not closely aligned with the funding agency's purpose, your proposal will not be of interest to the agency.
  - If your problem is not clearly formulated and succinctly stated, you will find it difficult to write the rest of your proposal.

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### Narrative (cont.)

- Somewhere very early in this section, possibly the first sentence, there should be a clear problem statement of the form:
  - "A significant problem for our organization is..."
  - "Economic development in NC is significantly hampered by..."
  - "A growing and untapped area of commercial potential is..."
- Your problem should link to a solution which is your Goal

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### Organizing the proposal

Use a Logic Model

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    graph LR
      INPUTS --> GOAL
      PROBLEM -.-> GOAL
      PROBLEM --> Need1[Need]
      PROBLEM --> Need2[Need]
      PROBLEM --> Need3[Need]
      Need1 --> Strategies
      Need2 --> Strategies
      Need3 --> Strategies
      Strategies --> Activities
      Activities --> Objective1[Objective]
      Activities --> Objective2[Objective]
      Activities --> Objective3[Objective]
      Objective1 --> Outcome1[Outcome]
      Objective2 --> Outcome2[Outcome]
      Objective3 --> Outcome3[Outcome]
      Outcome1 --> OUTPUTS
      Outcome2 --> OUTPUTS
      Outcome3 --> OUTPUTS
  
```

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## Needs

- Needs are the specific factors that must be addressed if you are to move away from your problem and towards your goal.
- Your Needs are also your opportunities to meet your goal.

First paragraph

- \*Topic sentence stating your **problem**.
- \*Supporting sentence describing **first need** associated with problem.
- \*Supporting sentence describing **second need** associated with problem.
- \*Supporting sentence describing **third need** associated with problem.
- \*Concluding sentence describing your **goal**.

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## Needs (cont.)

Second paragraph

- Topic sentence stating **first need**.
- 3 to 5 supporting sentences with information and/or data documenting first need.
- Concluding sentence stating how addressing this need will move you towards your goal.

Third paragraph

- Topic sentence stating **second need**.
- 3 to 5 supporting sentences with information and/or data documenting second need.
- Concluding sentence stating how addressing this need will move you towards your goal.

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## Needs (cont)

Fourth paragraph

- Topic sentence stating **third need**.
- 3 to 5 supporting sentences with information and/or data documenting third need.
- Concluding sentence stating how addressing this need will move you towards your goal.

Fifth paragraph

- Topic sentence that your problem, needs, and goal are clearly aligned with the purposes of the grant program.
- Supporting sentence explaining that your problem and needs have been clearly delineated and documented.
- Supporting sentence that your needs are each associated with specific and measurable objectives, to be discussed in later text.
- Concluding sentence that your project will **prevent, reduce, eliminate** or otherwise have a **positive** impact upon the problem, helping you to reach your goal.

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## Goal and Objectives

- The **Goal** is the opposite of the problem or the **solution** to the problem. The problem is stated in the negative and the goal is stated in the positive.
- The **Objectives** are what you will measure to determine if you are making progress towards accomplishing the goal.
  - For example: An objective can be the number of people you hire, an increase in sales, an increase in the number of clients, the percent of students who pass a test, etc.
- An **Outcome** is the expected amount of change in the Objective and help you determine if you are accomplishing the Goals – it also means you addressing the problem.


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## What are Inputs and Outputs?

- Inputs** are materials (i.e., grant funds, matching funds, in-kind human resources, services or goods) that the project or program takes in and then processes to produce the desired results.
- Outputs** are usually the tangible results of the major processes in the organization. For example, Outputs are usually accounted for by their number – the number of students who failed or passed a test, tons of material sold, people hired, etc.
  - Outputs are the “byproduct” of the activities - the Outputs are not **directly** associated with the success of a program


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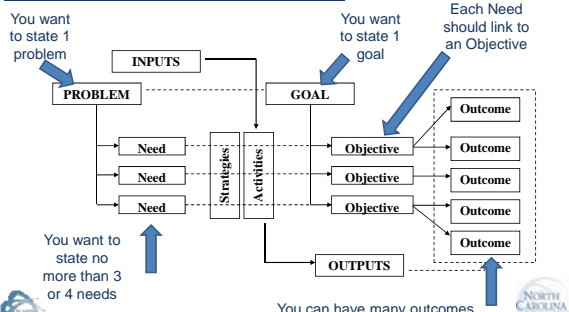
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## Back to the Logic Model



The diagram illustrates the Logic Model process flow:

- PROBLEM** (You want to state 1 problem) leads to **INPUTS**.
- PROBLEM** leads to **Need** (You want to state no more than 3 or 4 needs).
- Need** leads to **Strategies**.
- Strategies** leads to **Activities**.
- Activities** leads to **GOAL** (You want to state 1 goal).
- Activities** leads to **Objective** (Each Need should link to an Objective).
- Objective** leads to **Outcome** (You can have many outcomes).
- Objective** leads to **OUTPUTS**.


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### Budgeting

- Providing a thoroughly detailed budget demonstrates that you have carefully thought about your fiscal needs, but does not prohibit making changes to the budget during the project period. **Your expenses may change – THAT’S OK!**
- A detailed budget will help you communicate with your funding agency. If your budget is well detailed, then you are able to discuss with the funding agency how you don’t need to spend funds for a particular item as was originally planned.
- **Make sure your expense are allowed!**

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### Budgeting (cont)

- Most budgets will have three elements: a budget summary, a budget detail, and a budget narrative.
- The **budget summary** provides the funding agency a quick synopsis of total expenditures in major categories.
  - **Categories:** Personnel, Fringe Benefits, Travel, Equipment, Supplies, Contractual, Construction (not often an expense allowed by the funding agency), Other, and Indirect Costs (sometimes called Administrative Costs, or Facilities and Administration Costs).
- The **budget detail** is more specific for all expenditures in major expense categories. Each unique expenditure is itemized resulting in a line item budget.

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### Budget Detail

- “Detail” means to provide details on what you are buying with the grant funds and how the costs for these items are derived.
  - **For example,** don’t say that money will be spent to buy a computer “Computer workstation”, specify the type of computer.
- The Budget Detail also explains how many units you will need or multipliers...
  - **For example:** Dell Inspiron 2500 computer @ \$2,500.00 x 6 computers for each person in management. Total is \$15,000.00
  - These multipliers should be explained for each budget line so that the person reading the grant application is able to understand how the costs were derived.

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**Budget Narrative or Budget Justification**

- The budget narrative is an explanation for your line item costs indicated in your budget detail.
- Develop the budget summary, budget detail, and budget narrative at the same time so they match.
- If the budget summary has four categories (such as Personnel, Travel, Equipment, and Contractual), then line items in the budget detail should be organized under these same categories (with subtotals for each category), and text in the budget narrative should be written for these same categories.
- DO NOT REQUEST MORE THAN YOU ARE ALLOWED AND ALL BUDGETS MUST BALANCE!

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**An Example Budget**

Line Item:	Units:	Total :
<b>Direct Costs:</b>		
Dell Inspiron 2500 @ \$2,500.00 per computer. Each computer for the six (6) members of management.	6	\$15,000.00
Lab Staff: Hourly Wage @ \$25.00 for 50 hrs. of work to develop the product.		\$1,250.00
Travel: Company X rate is 0.43 cents per mile for approx. 1,000 miles. Travel will be used by sales reps.	1,000	\$430.00

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**One Last Budget Item:**

- **Cash or In-Kind Matching Contributions**
- Match or in-kind contributions are those made by a **third party** to the grant (**someone other than your organization**)
- Match or in-kind can be volunteer hours, donation of equipment, use of facility space, etc.
- With cash and/or in-kind contributions, it will be necessary to detail their dollar value.

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### Specifications for Developing a Grant

- In the RFP/Solicitation you will find the specifications or the page formatting for your proposal.
  - Page Length
  - How to cite information
  - Necessary forms
  - Budgeting
  - Font type and size
  - And much more....



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### For example:

- Barbara Bush Foundation for Family Literacy 2008 grant application:
  - The entire Project Narrative section should be no more that **six double-spaced and numbered pages in 12 pt, Times New Roman font**. The page size should be standard 8 ½" x 11". Margins should be set at the standard measurements of **1 inch** (top and bottom) and **1.25 inches** (left and right). Photo reduction of larger pages is not acceptable. Table of Contents, additional cover pages, etc. should not be included. **Applications in which the Project Narrative exceeds six single-sided, double-spaced pages, with 1: (top/bottom) & 1.25" (left/right) margins, in 12pt Times New Roman font will be judged ineligible.**



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### 2 More Examples:

- NC General Assembly: 2007 Dropout Prevention
  - The grant application should be in 12 point font, single-spaced with one inch margins, and have page numbers...**SECTION 2** [the narrative portion] **IS LIMITED TO 15 PAGES MAXIMUM**. Incomplete applications will not be reviewed.
- National Institute of Health – Health Literacy:
  - The research plan is restricted to 10 pages and format specifications, which are based upon a standard U.S. paper size of 8.5" x 11" within each PDF file.



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## NC Green Business Fund



**BOARD OF  
SCIENCE & TECHNOLOGY**  
<http://www.ncscienceandtechnology.com>




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### Purpose

The North Carolina Green Business Fund (the “Green Business Fund” or the “Program”) is designed to award funds to North Carolina small for-profit and non-profit businesses, and State and local governmental entities, to encourage the development and commercialization of promising green technologies. **NCGBF Guidelines**



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### Priority Areas

1. The development, production, distribution, and consumer purchase of alternative energy with an emphasis on **biofuels**.
2. The development of environmentally conscious and energy efficient **green building** industry and processes.
3. Attracting and leveraging private sector investment and entrepreneurial growth in environmentally conscious clean technologies and **renewable energy products and businesses**.



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## Examples of Projects

Across all three categories include but are not limited to:

- Biofuels and Renewable fuels
- Building design, control systems
- Alternative energy (e.g. hydrogen, solar, wind, wave, tidal, biomass, etc.)
- Fuel processing
- Fuel cells, batteries
- Power Generation
- Combustion processes
- New Power Generation technologies
- Hybrid vehicles
- Energy efficiency
- Industrial processes (e.g. chemical production, pulp and paper)
- Advanced materials
- Sequestration technologies
- Biomass processing systems
- Soil quality improvement technologies

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## Eligibility

The Board will issue a Solicitation for each Program funding cycle, which describes Application requirements for an Award under that Solicitation, including specific selection criteria for Projects.

The Solicitation will specify available Award amounts and the dates during which Applications may be submitted (the "Solicitation Period"). A particular Solicitation may target and be limited to certain types of Projects and Eligible Entities.

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## Eligibility (cont.)

- Applicant must be an Eligible Entity with its Principal Place of Business in North Carolina.
- Applicant may not apply for a second Award for activity for which the Applicant has already received an Award.
- Any Applicant that, in the judgment of the Board, has failed to correct a material breach of an Award agreement or of any grant agreement under any program administered by the Board or the State of North Carolina is ineligible to submit an Application.
- Applicant must satisfy any other eligibility requirements established by the Board and published in a Solicitation.

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### Application Requirements (cont)

5. Proposal:

- I. A detailed description of the Project.
- II. Independent sources discussing the merits of the technology.
- III. A detailed Statement of Work.
- IV. A description of how the Project promotes North Carolina's economic development objectives, including creation of jobs in green products, services, or processes, in North Carolina.

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### Application Requirements (cont)

- V. A description of the Award amount sought and the intended use for such funds.
- VI. Detailed Project budget and timeline
- VII. Project feasibility information.
- VIII. Technical background and career history of principals engaged in the Project.
- IX. An identified *Program Manager*. This person is the Eligible Entity's contact person with the Board. This should normally be the person who plans and directs development and implementation of the Project and who is responsible for its success. The nature of this person's activities should be described, as well as the amount of time he or she will spend on the Project, which shall be not less than an average of twenty (20) hours per week. The Proposal shall provide details of the Program Manager's education and experience, and demonstrated success on projects of similar nature and scope.

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### Application Review

An Advisory Committee, which may be established by the Board, may make recommendations to the Board on the specific selection criteria to be applied under each Solicitation, and the specific Projects that it determines best meet these criteria.

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# Applying General Grant Writing to NCGBF



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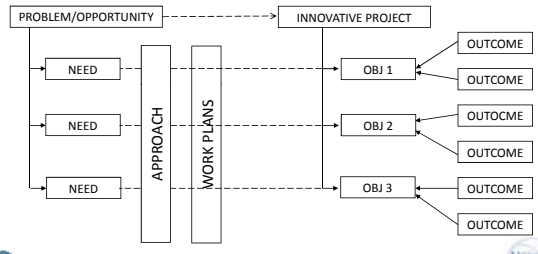
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To Encourage The Development & Commercialization of Promising Green Technologies

## Remember the Logic Model?



PROBLEM/OPPORTUNITY → INNOVATIVE PROJECT

NEED → NEED → NEED → APPROACH → WORK PLANS → INNOVATIVE PROJECT



INNOVATIVE PROJECT → OBJ 1 → OBJ 2 → OBJ 3

OBJ 1 → OUTCOME → OUTCOME → OUTCOME

OBJ 2 → OUTCOME → OUTCOME → OUTCOME

OBJ 3 → OUTCOME → OUTCOME → OUTCOME

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## “Grease” or “Hook”

- Reviewers will read 15-25 proposals.
- CATCH their attention with a story or information related to your project.
- The “grease” can be anecdotal but make sure it fits your proposal.



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- **Project Narrative:**
  - Problem **OR** Opportunity statement
    - “Company X is well positioned to address alternative energy as...”
  - Make sure that your project addresses a **Priority Area**.
    - “Our project addresses Priority area...”
  - Relate the Problem or Opportunity to the Goal!
    - “NCGBF will allow Company X to increase energy output in a sustainable manner...”
  - **Clear** and **concise** writing.

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### Needs and Objectives

- State your Needs and Objectives and how the NC Green Building Fund will assist you:
  - “Company X **needs** funding to hire 5 additional technicians to...”
  - “NC Green Business Funds will allow Company X to employ 5 technicians at \$XX.XX an hour for XX# of hours to...”
- Sound simple?
  - Not as easy as you might think.....

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### Work Plan

- Remember to explain what each person will do!
- You can use a Gantt Chart or simply outline what each person will do and when.
- In the Work Plan you will specify the Activities and Strategies you will use.

**For example:**  
 Jan 2010 – John Hardin will locate a manufacturing site...  
 Feb 2010 – Trudy will contact the NC ESC to post positions  
 March 2010 – Work begins with 5 new employees producing 1,000 units with an estimated unit value of \$5.00.

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## Outcomes

- How you will measure success – these can be referred to as Milestones and Deliverables.
- **Examples:**
  - # of people hired
  - # of units produced or new process created
  - % decrease in pollution or waste
- Remember outcomes are **measurable** and indicate the success of your project!

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## Budgeting

- Make sure your budget is **reasonable:**
  - Each item or service is listed with the number of units
  - Provide a total for that line item
  - Then total all the line items
- **USE A SPREADSHEET PROGRAM (i.e. Excel) AND ALWAYS CHECK YOUR NUMBERS!!!!**
- If you have questions about what is or is not an allowable cost **refer to the Solicitation!**
- If your questions remain unanswered – contact our office!

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## Budgeting (cont)

- In the Budget Summary, briefly explain why each item costs as much as it does (use a 1/2 to 1 page).
  - Example:
    - "Employee pay rate: 40 hrs/week @ \$25.00/hr – pay rate is the average for this industry."
- In the Budget Narrative and Justification provide an explanation of each cost – remember you are justifying your expenses!
- Expenses can be estimates – make sure you indicate that the expense is an estimate and why...

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### Budgeting (cont)

- List all Matching cash contributions AND the monetary value of non-cash contributions.
  - Subtract the value of the match/in-kind from your request.
- ALWAYS make sure the budget balances to the penny!

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### A Few Final Thoughts...

- If you are unsure of what to do – READ THE SOLICITATION or call our office!
- Edit, edit, edit!
- Treat grant writing as a project!
  
- Do **NOT** wait until the last minute to obtain your DUNS number or other information.
- Complete the application and submit your proposal.

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### A Few More...

- Complete as much of your on-line application as possible weeks ahead of the submission deadline!
  
- To access the application go to <http://www.ncscitech.com> and click on the link for sciGrants

sciGrants



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**Thank you for your time...**

**QUESTIONS?**  
**COMMENTS?**  
**IDEAS?**



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