Grant Applications
Questions to Consider

Thinking back on the 6 applications, which projects stand out in your mind? Why?

Look at each of the applications separately. Are there any areas that could be strengthened? Are there things you wanted to know or had questions about?

What story did the budget tell?

What did you learn from this activity that you can apply to your own organization?

These are quite different types of applications. Can you see how the same project could receive funding from both funders? What changes would need to be made to make it fit?
* Nonprofits exist to provide services. Make the “human” case.
* Humans read your applications - try to anticipate questions.
* “Human” happens - do everything you can to prevent dumb errors.
Wrap Up

Hand in **evaluations** to the basket please.

Questions? Comments? Anything else?

Want to do something in **YOUR community**? Host a workshop? Pursue a grant? Please contact us with questions.

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At the beginning of every evaluation

I know our project works

No, you don't

freshspectrum.com
WHY EVALUATE?

If you are not evaluating, then you are just assuming, or worse, ignoring the facts!

**Evaluation is necessary to:**

- Find places for program/project/organizational improvement
- Highlight organizational strengths
- Capture important data for funders (and your organization)
HOW DO I EVALUATE?

1. Determine what you want to evaluate and why.
2. Determine how you will gather information (data).
   - What types of questions will you ask?
3. Two types of information (data) you should be collecting:
   - Quantitative: NUMBERS = dollars, percentages, averages, etc.
   - Qualitative: STORIES = anecdotes, survey responses, etc

If you are not evaluating already, start now!
HOW DO I USE MY DATA?

You can use data to:

- Find **strengths and weaknesses** in your program or organization

- Determine if **resources** are being maximized

- Craft compelling **grant narrative**

**Example of grant narrative:**

“We wanted to see if this new program would be successful. We set a benchmark for success: we hoped to have 30% or more return patrons. This was tracked by analyzing patron surveys, comment-cards, and attendance. We found that 33% of attendees enjoyed the event and said they would attend again next year. Based on this information, we will host the show again next year and will compare attendance from year-to-year and will conduct more attendee surveys. We will also start tracking which cities attendees are coming from to get a better idea of where we can market our program.”
You’ve looked at the evaluation data, now what?

It is important to **acknowledge** the information and discuss what **future actions you will take**. Explain that from looking at the data you realize you could:

- Look at reaching new members of the community
- Consider retaining the teaching artists you hired because the audiences liked their teaching style
- Analyze your donor solicitation strategy—donor fatigue is starting to set in
- Determine if your website and marketing materials are helping people connect to your branding/messaging
These illustrations are part of a series for the ONN Sector Driven Evaluation Strategy. For more information please visit theonn.ca

Taken from: http://theonn.ca/hot-off-press-evaluation-comic-2-0/
### Final Thoughts

<table>
<thead>
<tr>
<th>1</th>
<th>Just Start!</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any time is a good time to start evaluating. Ask for help and don’t worry about being perfect! Determine what you want to evaluate, then figure out how you can do this. Begin collecting quantitative and qualitative data.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2</th>
<th>Logic Models</th>
</tr>
</thead>
<tbody>
<tr>
<td>These can be intimidating, but if you find/create one that is easy to use it will help create a roadmap for your evaluation plan! Use what works best for you. You don’t have to use a logic model--even a list can work.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3</th>
<th>Implement</th>
</tr>
</thead>
<tbody>
<tr>
<td>You’ve created a plan and collected data. Use this to write grants, talk with your legislators, improve programs, etc. <strong>Data = big picture of your organization.</strong> Fine tune where needed. It’s a practice!</td>
<td></td>
</tr>
</tbody>
</table>
Budgets
Tell Your Story

• Your grant budget should tell the same story as your narrative.

• Your budget should stand on its own.
Who is involved in your project?

- Staff
- Consultants
- Artists/Scholars
- Volunteers
What do you need to make your project happen?

• Expenses

• Income
When

When will your project take place?

• Your project timeframe
• The funder’s timeframe
Where is your program taking place?

- Venue costs
- Travel costs for personnel
How

In numbers, how you will carry out the project, and how it is being supported by the community.

- Cash Match
- In-Kind Match
<table>
<thead>
<tr>
<th>BUDGET CATEGORIES</th>
<th>BRIEF EXPLANATION</th>
<th>UH FUNDS REQUESTED</th>
<th>CASH MATCH*</th>
<th>IN-KIND MATCH*</th>
<th>PROJECT TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholar Honoraria/Stipends**</td>
<td>1 history scholar doing 2 discussions @ $250 each</td>
<td>$500</td>
<td>$250</td>
<td></td>
<td>$950</td>
</tr>
<tr>
<td>Other Personnel/Volunteers</td>
<td>3 volunteers x 2 programs</td>
<td></td>
<td></td>
<td>$275</td>
<td>$275</td>
</tr>
<tr>
<td>Travel/Lodging/PerDiem***</td>
<td>$250 mileage SLC to St. George $160 2 nights hotel $90 3 days’ per diem</td>
<td></td>
<td>$500</td>
<td></td>
<td>$500</td>
</tr>
<tr>
<td>Rental</td>
<td></td>
<td></td>
<td>$500</td>
<td></td>
<td>$500</td>
</tr>
<tr>
<td>Promotion/Publicity</td>
<td>Flyers, ads, posters</td>
<td></td>
<td>$250</td>
<td>$250</td>
<td>$250</td>
</tr>
<tr>
<td>Evaluation</td>
<td>Survey forms, personnel, etc.</td>
<td></td>
<td>$150</td>
<td></td>
<td>$150</td>
</tr>
<tr>
<td>Media Production</td>
<td>Video recording of presentations</td>
<td></td>
<td>$100</td>
<td></td>
<td>$100</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td></td>
<td><strong>$1,500</strong></td>
<td><strong>$500</strong></td>
<td><strong>$500</strong></td>
<td><strong>$2,500</strong></td>
</tr>
</tbody>
</table>

*Combined match must be equal to or greater than the amount of the grant request.
**UH will pay a maximum of $500 for any participant for honorarium and travel combined.
***UH budget limits: $80 for lodging per night, $30 per diem rate for meals, coach rate airfare, $.40 per mile if traveling by car.
Types of Budgets

The type of budget needs to match the type of funds you are requesting.

- **A general / operating budget** is the organization’s entire budget.

- **A project budget** shows expenses and revenue for a specific project. You may want to assign a percentage of the overall budget to the project.
Your Budget 
Should

- Show how the grantor’s money will be spent on the needs outlined in the narrative.
- Show how your budget is reasonable and consistent with the needs you have outlined in your narrative.
- Detail the costs of your project.
When Creating Your Budget

- Round the numbers to the nearest dollar
- Do not pad
- Double check your figures (the math). Then have someone else check them
- Write a narrative budget justification to explain the budget
Your Budget is an ESTIMATE

The budget presented with your proposal is an estimate of what the costs will be. A funding source will provide you with a degree of latitude in actually spending your money, as long as you do not exceed the total amount of the grant.

- Do not underestimate: this indicates you do not fully understand your project.
- Do not overestimate (pad): this indicates you are trying to get more than really needed.
Even though budgets can be intimidating, there is a fairly straight-forward process for putting one together.
Follow the steps below, and be sure to work with other people to check, re-check, and check again.

1. Establish your budget period, the length of time the budget covers.
2. Calculate your estimated expenses, obtaining cost estimates when possible.
3. Know the difference between direct and indirect costs.
4. Decide whether or how to include overhead costs.
5. Estimate donated goods and services that will be used (In-kind match).
6. Calculate estimated income/revenues for the project (cash match).
7. Check to make sure the budget make sense. Write a narrative to convey the right message to the funder.
Direct Costs

Direct costs are line items, or explicit project costs, personnel and the things they will use to carry out the project. Personnel costs can include salaries, benefits, and consultant fees. Other direct costs can be equipment, supplies, travel, and publication expenses. Each cost is listed on a separate line in your budget.
Indirect Costs are operating costs or administrative costs not specifically listed in your budget as line items but are real costs in your project anyway. Time spent processing a payroll or time spent planning and brainstorming on your project are examples of indirect costs.
Overhead costs refer to the ongoing expense of operating a business (also known as Operating Expenses - rent, gas/electricity, wages, benefits, retirement, etc). The term overhead is usually used to group expenses that are necessary to the continued functioning of the business, but do not directly generate profits. Overhead expenses include accounting fees, advertising, depreciation, insurance, interest, legal fees, rent, repairs, supplies, taxes, telephone bills, travel and utilities costs.
## Checklist for Budget Items

### 1. Personnel / Contractual / Volunteers
- ___ a. Academic personnel
- ___ b. Research assistants
- ___ c. Consultants
- ___ d. Interviewers
- ___ e. Computer programmers
- ___ f. Secretaries
- ___ g. Clerk / typists
- ___ h. Editorial assistants
- ___ i. Technicians
- ___ j. Salaried personnel
- ___ k. Hourly personnel
- ___ l. Staff benefits
- ___ m. Salary increases
- ___ n. Vacation accrual and/or use
- ___ o. Other ________________

### 2. Equipment
- ___ a. Office equipment
- ___ b. Vehicles equipment
- ___ c. Movable equipment
- ___ d. Equipment rental
- ___ e. Equipment installation
- ___ f. Other ________________

### 3. Materials and Supplies
- ___ a. Office supplies
- ___ b. Postage
- ___ c. Test materials
- ___ d. Questionnaire forms
- ___ e. Duplicating materials
- ___ f. Books / journals
- ___ g. Art supplies
- ___ h. Laboratory supplies
- ___ i. Glassware
- ___ j. Report materials / supplies
- ___ k. Electronic supplies
- ___ l. Other ________________

### 4. Travel Expenses
- ___ a. Administrative travel
- ___ b. Field work
- ___ c. Professional meetings
- ___ d. Travel for consultation
- ___ e. Consultant travel
- ___ f. Subsistence - lodging
- ___ g. Subsistence - meals
- ___ h. Automobile/aircraft/ship rental
- ___ i. Other ________________

### 5. Services
- ___ a.
- ___ b.
- ___ c.
- ___ d.
- ___ e.
- ___ f.
- ___ g. Other ________________

### 6. Other
- ___ a.
- ___ b.
- ___ c.
- ___ d.
- ___ e.
- ___ f.
- ___ g.
- ___ h.
- ___ i.
- ___ j.
- ___ k.
- ___ l. Other ________________
Do you have budget questions? Call and get them answered.
Don't forget to include your organization name and fiscal year.

Use the correct budget. If you are completing a project budget, we want to know about the project budget itself. If you have questions, call.

If you predict an increase or decrease of funds, explain in the narrative section.

Make sure that you fill in this box. This is your grant request.

<table>
<thead>
<tr>
<th>INCOME</th>
<th>FY15 (previous, actual)</th>
<th>FY16 (current, projected)</th>
<th>FY17 (future, projected: the year grant funds will be spent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earned Income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Service Revenue (admission, tuition, etc.)</td>
<td>$48,404</td>
<td>$34,095</td>
<td>$50,900</td>
</tr>
<tr>
<td>Concessions/Merchandise</td>
<td>$28,862</td>
<td>$37,500</td>
<td>$38,000</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utah Arts &amp; Museums Requested</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utah Arts &amp; Museums Awarded</td>
<td>$1,800</td>
<td>$1,550</td>
<td>$2,000</td>
</tr>
<tr>
<td>Federal</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>State (not including this grant request)</td>
<td>$1,000</td>
<td>$2,000</td>
<td>$1,000</td>
</tr>
<tr>
<td>Local (county city - ZAP, RAP, etc.)</td>
<td>$25,200</td>
<td>$24,500</td>
<td>$30,000</td>
</tr>
<tr>
<td>Other (please itemize)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fabulous Qty</td>
<td>$14,000</td>
<td>$14,500</td>
<td>$15,000</td>
</tr>
<tr>
<td>Private Support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business/Corporate</td>
<td>$12,000</td>
<td>$12,000</td>
<td>$12,000</td>
</tr>
<tr>
<td>Foundation</td>
<td>$54,870</td>
<td>$55,000</td>
<td>$55,000</td>
</tr>
<tr>
<td>Individual</td>
<td>$1,295</td>
<td>$1,350</td>
<td>$1,350</td>
</tr>
<tr>
<td>Fundraising Events</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applicant Cash</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$5,000</td>
</tr>
<tr>
<td>Other (please itemize)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership</td>
<td>$12,320</td>
<td>$14,000</td>
<td>$15,000</td>
</tr>
</tbody>
</table>

TOTAL INCOME | $204,751 | $204,485 | $225,250 |
<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>PY 2015</th>
<th>PY 2016</th>
<th>PY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Expenses (Salaries)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Salaries</td>
<td>$108,542</td>
<td>$95,600</td>
<td>$115,450</td>
</tr>
<tr>
<td>Artistic/Technical Salaries</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Artists/Technical Contracts (as paid on 1099)</td>
<td>$25,973</td>
<td>$24,000</td>
<td>$24,000</td>
</tr>
<tr>
<td>Other Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program expenses (production, exhibition, materials)</td>
<td>$35,882</td>
<td>$36,000</td>
<td>$37,000</td>
</tr>
<tr>
<td>Royalties/licensing fees</td>
<td>$1,854</td>
<td>$2,000</td>
<td>$2,000</td>
</tr>
<tr>
<td>Concessions/merchandise (cost of goods sold)</td>
<td>$2,000</td>
<td>$1,200</td>
<td>$15,000</td>
</tr>
<tr>
<td>Advertising and promotion</td>
<td>$2,423</td>
<td>$3,400</td>
<td>$24,000</td>
</tr>
<tr>
<td>Facility rental/mortgage</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facility operations and maintenance</td>
<td>$7,236</td>
<td>$7,500</td>
<td>$7,500</td>
</tr>
<tr>
<td>Office expenses and supplies</td>
<td>$265</td>
<td>$300</td>
<td>$300</td>
</tr>
<tr>
<td>Travel and lodging (include per diem)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting &amp; legal fees</td>
<td>$32,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance (non-employment related)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants &amp; other amounts paid (re-granting)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (please itemize)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projector Purchase</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL EXPENSES**  
$ 216,175  
$ 170,000  
$ 225,250

<table>
<thead>
<tr>
<th>IN-KIND</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>In-kind services (explain justification if needed)</td>
<td>$14,000</td>
<td>$14,000</td>
<td>$16,000</td>
</tr>
<tr>
<td>In-kind goods</td>
<td>$28,092</td>
<td>$1,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL IN-KIND</strong></td>
<td><strong>$42,092</strong></td>
<td><strong>$15,000</strong></td>
<td><strong>$16,000</strong></td>
</tr>
</tbody>
</table>

*Because this third column is a projection, these two numbers should match.*
<table>
<thead>
<tr>
<th>In-kind services (explain justification if needed)</th>
<th>$14,000</th>
<th>$14,000</th>
<th>$16,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-kind goods</td>
<td>$28,092</td>
<td>$1,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL IN-KIND</strong></td>
<td>$42,092</td>
<td>$15,000</td>
<td>$16,000</td>
</tr>
</tbody>
</table>

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**Budget Justification Narrative**

Rule of thumb: Explain your budget with words. Remember that panel members often have questions about budgets and you have the opportunity to explain lots of stuff here.

---

**Frequently Asked Questions**

What is in-kind and how do we account for it?
In-kind contributions include any non-cash support your organization receives. Panelists want to know what kind of non-monetary support you receive. Volunteer time should be included in in-kind services and should be accounted for at minimum wage except for professional services (such as lawyers and accountants performing legal and accounting services) which can be counted at the professional’s going rate. Materials and supplies such as waived rent and utilities should be included in in-kind goods estimating the value your organization would otherwise need to pay.

Why do we need to provide three years of budget?
This gives panel members a more clear picture of your organization. If there has been a major change (more than 5%) from one year to the next, please explain in the budget narrative.

What if we do not have a previous funding record?
If you are a new organization that does not have a previous budget, complete only the column for the projected year and explain it in the budget narrative.

*What is applicant cash?*
Applicant cash refers to the money that comes from the organization’s general operating budget or reserves.

What if our income and expenses do not match?
Projected budgets should balance, while actuals probably won’t. Projected budgets balance because you are providing a picture of what you think you will spend and where that funding will come from.

More questions?
Please call the grants manager, 801-236-7550.
Before you start filling out the budget, please take a moment to read (and re-read) the guidelines to be aware of things like cost-sharing requirements and allowable costs.

You’ll be glad you did!

Detailed Budget

- Applications must include matching funds (or cost share) equal to or exceeding the total requested grant amount, using in-kind contributions, cash match, or a combination of both. Cost share amounts do not have to be in the same expense category as the requested amount.
- Requested UH funding for scholars, consultants, and other outside professionals may not exceed $500 per person including honorarium, per diem, and travel.
- Travel guidelines include a maximum of $80 per night for lodging, coach rate airfare, and $.40 per mile if traveling for car; the maximum daily per diem rate for meals is $30. UH funds may not be used to pay for international travel.
- UH funds may not be used for refreshments, alcohol, arts and craft supplies or overhead costs. See guidelines for additional information on eligible and ineligible expenses.
<table>
<thead>
<tr>
<th>Expense</th>
<th>Grant Request</th>
<th>Cost Share Cash</th>
<th>Cost Share In Kind</th>
<th>Total Applicant Cost Share</th>
<th>Explanation of expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>Honoraria</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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</tr>
<tr>
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<tr>
<td>Materials</td>
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<tr>
<td>Travel</td>
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<tr>
<td>Rental</td>
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</tr>
<tr>
<td>Evaluation</td>
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<tr>
<td>Other</td>
<td>$0</td>
<td>$0</td>
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<td>$0</td>
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</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
<td><strong>Delete Line</strong></td>
</tr>
</tbody>
</table>

- Be sure the total cost share is greater than or equal to the total request. Have you included all possible in-kind match? Donated time, travel, meeting space, etc.?

- A very brief description goes here. Extended-dance explanations should go in the budget narrative at the end.
Who else is contributing to make the project happen?

List Additional Funding you have requested or have secured for this project. (Please note whether source is a grant, cash donation, or in-kind contribution)

<table>
<thead>
<tr>
<th>Source</th>
<th>Grant/Cash/In Kind</th>
<th>Requested Funding</th>
<th>Approved Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fun Foundation</td>
<td>Grant</td>
<td>2000</td>
<td>2000</td>
</tr>
<tr>
<td>Funner Corporation</td>
<td>Cash</td>
<td>750</td>
<td>750</td>
</tr>
<tr>
<td>Best Volunteers</td>
<td>In-Kind</td>
<td></td>
<td>5000</td>
</tr>
<tr>
<td>Amazing Space</td>
<td>In-Kind</td>
<td></td>
<td>300</td>
</tr>
<tr>
<td>Today’s Tabloid</td>
<td>In-Kind</td>
<td></td>
<td>500</td>
</tr>
</tbody>
</table>
Describe clearly all expenses (including proposed UH funds as well as matching in-kind and cash contributions), and how UH funds will be spent within the overall project budget.

* Budget Narrative (Limit 500 words)
Go into detail in this section about both income and expenses. Who is also contributing to the project? If they are providing in-kind match, what is it for and at what rate? For expenses, detail who will be paid, how much, and for what.

The Budget Narrative is where you provide the extended-dance version of your budget. Reviewers will want to know who is being paid, how much, and what for. Anticipate the questions that may be asked, and lay it all out here.

Questions to consider
What work does the project entail?
Is that work fully represented here with numbers?
Are all numbers explained in the Budget Narrative?
Are all cash expenditures legitimate? (Double check the guidelines).