READY

LOCAL GOVERNMENTS

Appalachian Regional Commission

THE APPALACHIAN REGIONAL COMMISSION (ARC) is an economic development partnership entity of the federal government and 13 state governments focusing on 423 counties across the Appalachian Region. ARC's mission is to innovate, partner, and invest to build community capacity and strengthen economic growth in Appalachia to help the Region achieve socioeconomic parity with the nation.

ARC's "READY Appalachia: A Community Capacity-Building Initiative" provides direct technical assistance and funding to support four key pillars of economic development in the Region: Appalachian local governments, local development districts (LDDs), nonprofit organizations, and community foundations. The READY Local Governments training program is designed to help local governments in the Appalachian Region better apply for, manage, leverage, and implement federally funded projects to invest in infrastructure, business and workforce development, and other long-term solutions to improve the lives of residents.

The curriculum was created in partnership with GrantWorks and CO.STARTERS to provide a nine week virtual cohort-based training at no-cost to participants. While the content has been developed with local governments in mind, it is relevant to many types of organizations doing important economic development work in grant application development.

ARC Appalachian Regional Commission

COURSE 3

GRANT APPLICATION DEVELOPMENT

READY
LOCAL GOVERNMENTS

COURSE 3

GRANT APPLICATION DEVELOPMENT

AS YOU ARRIVE...

(10 minutes)

Building on your course and fieldwork from last week, please make note of the following so you are fully prepared for today's session.

1. What is your login information for grants.gov and sam.gov? Please make note here.

2. What federal grant opportunity will you be applying for? Why does this one make the most sense for your project? What makes your community a winning candidate?

3. In doing your research, did you come across any similar projects or programs already in the works? Is there anything similar in your regional plan? Make note of findings here.

CO.STARTERS Canvas

4. Review your completed CO.STARTERS Canvas of your project. Has anything changed in the past week? If so, make updates.

GRANT WRITING BEST PRACTICES

(15 minutes)

Now that you've identified a local project and matched it with a federal grant opportunity, we're ready to dive into writing your grant application! Before we get into the details, there are a few basic principles to keep in mind.

Do your research. While most federal grant applications require the same basic information, each agency has its own terminology, requirements, and way of working. Before getting started, thoroughly read through the Notice of Funding Opportunity (NOFO) for the specific grant you are pursuing. If the agency provides a checklist of what is required for submission, have a copy available for your own use and be familiar with everything on it.

Take every opportunity to learn more. Many agencies provide additional informational sessions or webinars to clarify what they are looking for in applications and to answer questions. If this is made available for the opportunity you've identified, have all members of your team involved in the grant process join one of these sessions. Having more than one person will help you compare notes and make sure your team has the same understanding of what is required. Don't ever assume or guess. If you don't know, ask.

TIP:

Applications have to be signed. Make sure you know who will need to sign the final application and make sure they will be around on the expected date. If they aren't, adjust your timeline to make sure you get the signatures you need.

Adhere to the timeline and deadlines. Extensions are never granted! Pay attention to the posted timeline and submission deadlines. Put them on your calendar and plan way in advance for them. Plan for an "in-house review" from a couple people who are not involved in crafting the application and incorporate their changes. Make your internal deadline at least several days earlier so you aren't rushing at the end.

Keep it simple. Remember, reviewers are human! They don't want to read more than is necessary. Never provide more information than requested and focus on providing quality information over quantity. Be concise and avoid gratuitous or self-praising language. Focus on telling a compelling story using data, demographics, and facts.

Remember it's not just about you. When going for a grant, it's tempting to think that all you need to do is convince them of the merit of your project. But here's a secret: most of the projects federal agencies will review are worthy of investment. Instead of focusing on convincing them your project is the best, instead demonstrate that your project is a way to accomplish their mission and program objectives. Most agencies are making an opportunity available because they've been tasked by policymakers to accomplish some public good. Make sure you understand the funding agency, its priorities, and its objectives.

ACTIVITY: Grant Writing Best Practices

In your cohorts, discuss:

What additional grant writing tips/best practices have been shared with you or do you have?

For the grant opportunity you've identified, how does your project help fulfill the federal agency's stated mission and what they've outlined in the NOFO?

BASIC COMPONENTS OF A FEDERAL GRANT

(5 minutes)

As we already mentioned, each federal grant opportunity is different and each agency has its own requirements. That being said, every grant has three basic components:

Standard Forms: These central forms provide an easy way for agencies to get the information required without having to create their own forms. They are typically referenced by a numeric code like "SF-424" (Standard Form 424). In addition to the basic informational forms, you may also need to sign other forms like Disclosure of Lobbying Activities or forms acknowledging civil rights policies.

Narrative: The grant narrative is basically your written explanation or justification of what the project is, how it will work, what it will accomplish for your community, and why your organization is well-positioned to execute this project.

Budget: The budget is the numerical depiction of your narrative. It shows what each activity outlined in the narrative will cost you to execute. Most federal agencies require you to use a standard budget form (SF-424a or SF-424c), but some may also request a budget narrative that explains the numbers in more detail. A budget narrative is sometimes called a budget justification or a budget detail.

In the following sections, we'll go into more detail about each of these components.

TIP:

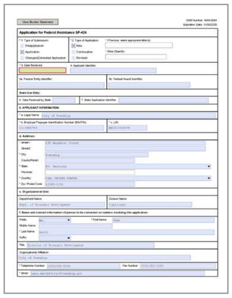
Most agencies and grant opportunities have an Application Checklist available. Find and use the relevant checklist to help you make sure you've got all the items needed for a successful grant request.

COMPLETING STANDARD FORM SF-424

(20 minutes)

Every federal grant requires the applicant to complete form SF-424. While it might look intimidating at first, once you know what they are looking for, it should take very little time to complete. And once you've completed it once, you'll have most of the information together for future grant applications! The form breaks down into a couple sections.

Example SF-424



ACTIVITY: Example SF-424

Take a look at the example completed SF-424. Jot down your own notes about what is required as we talk through each item.

TIP:

If it doesn't have an asterisk, it is not required. Leave it blank.

General Application Information - Boxes #1-7: This section contains general information about this specific grant application.

- Box #1: In the first box check "application" unless specified differently in the NOFO or by an agency staff member.
- Box #2: For most applications, you should check "new." Even if you were a grantee for the same grant in a previous year, you would still click "new" if it is a new project year. You would only click "continuation" if you are already a grantee and are seeking an extension or change to your grant that your program officer has directed you to do. "Revision" would be checked if you are submitting a change or correction requested by the agency to a previously submitted application.
- Box #3: Leave blank. It'll fill in when you submit your application.
- Boxes #4 & #5: If you already checked "new," leave these blank. If you checked "continuation" or "revision," the agency will provide you with the numbers to put there.
- Boxes #6 & #7: These are not required, so you can leave them blank!

Applicant Information - Box #8: This section tells the federal agency about your organization, not individual contacts at the organization.

- Box #8a: "Legal Name" means the name of your organization.
- Box #8b: Your Employer Identification Number (EIN) or Taxpayer Identification Number (TIN) are 9-digit numbers assigned to your organization by the IRS. If you've misplaced your number, check your previous tax filings or contact the IRS.
- Box #8c: Your Unique Entity Identifier (UEI) is a different 12-digit number given to your organization when you register at SAM.gov. If you did your fieldwork last week and set up an account, you should be able to find your number on your entity's registration record in the SAM.gov system.
- Box #8d: This one should be pretty straightforward! Enter your organization's mailing address. Make sure to use the address where you wish to receive anything via mail related to this funding opportunity. P.O. boxes are allowed.

- Box #8e: Including your organizational unit is optional. If you would like to further specify where this project will reside within your organization (for example, the department of economic development), include that information here.
- Box #8f: The contact person listed here should be the main point of contact who is responsible for the grant and will oversee the program. This is who the agency will reach out to with questions.

Applicant type - Box #9: This section is requesting you to choose the type of organization you represent. The primary line should be the applying organization. The other lines are for any co-applicants. Co-applicants are not a requirement unless directly stated in the NOFO. If you are applying with a co-applicant, this is how the agency will know you have a co-applicant and that the reviewers should look for the additional required documentation for the co-applicant. Co-applicants will have to fill out their own SF-424 and are equally responsible for program metrics, unlike sub-awardees or contractors.

Agency and Funding Information - Boxes #10-13: This section contains information on who this grant is being submitted to and the specific opportunity. All of this information is typically found on the general information section of the funding opportunity at grants.gov.

- Box #10: This should be pre-populated by the application package with the name of the federal agency being submitted to if you've downloaded the form from the grant listing, but always confirm this is correct before moving forward.
- Box #11: The Catalog of Federal Domestic Assistance Number (CFDA) is the reference number for the federal grant. It should be pre-populated for the specific funding opportunity, but if not, it can be found on the funding opportunity page on grants.gov.
- Box #12: The Funding Opportunity Number will also be prepopulated, but the title will need to be copied into the form. Both of these items can be found on the funding opportunity page at grants.gov.
- Box #13: Competition ID and title should be pre-populated.

TIP:

If the information doesn't auto-populate (for example, you're using a submission portal other than grants.gov), you can find the relevant information in the NOFO.

Project Information - Boxes #14-21: This section contains a summary of the project, including the geographic areas impacted.

- Box #14: This box should list all areas that your proposed application will affect. Counties should be identified by both name and 5-digit FIPS codes. Use https://www.census.gov/library/reference/code-lists/ansi.html to find relevant codes. If this url doesn't work, google FIPS codes to find where the database has moved.
- Box #15: This is your organization's title for the proposed project. Make sure you write a compelling title that tells a little bit about your specific project.
- Box #16a: List the congressional district of the applicant organization named in section 8 of this form. The format should be a 2 character State Abbreviation + 3 character District Number. Example: TN006 for Tennessee's 6th district.
- Box #16b: The program/project box should contain all the congressional districts for the service areas you noted in section 14 of the SF-424.
- Box #17: Your organization's proposed start date and end date should follow the dates outlined in the NOFO. If there aren't clear contract dates specified, use the submission date as the start date and then use the term of the contract (24 or 36 months) to determine the end date.

TIP:

The title you choose needs to be consistent across all application documents. Remember, while there may not be a word/character limit on the SF-424, there may be word limits on other parts of the application. Choose something that works everywhere.

- Box #18: Although you'll provide much more detailed information in other forms (such as the SF-424a), this section gives a general overview of the project budget. This should show the TOTAL project budget including grant funds, match requirements, and co-applicant budgets here. Make sure your budget listed here matches the numbers on other parts of your application. Inconsistent numbers could flag your application for dismissal.
- Box #19: Applications submitted by state and local governments are subject to the provisions of Executive Order 12372, "Intergovernmental Review of Federal Programs." To find out if you are subject to it, google "SPOC list."
- Box #20: If your organization is delinquent on debt such as taxes or federal loans, you will need to note that here and give reasoning via an attachment.
- Box #21: Read this section carefully and certify the accuracy of this form.

Authorized Representative Section: Your final task on this form is to name an authorized representative and sign! This section applies to an individual's contact information (not the organization). The authorized representative should be someone who is authorized to make institutional decisions and sign on the organization's behalf.

WRITING A COMPELLING GRANT NARRATIVE

(60 minutes)

A grant narrative typically asks for some common things—even if federal agencies use different words to describe the sections or group the topics differently. This narrative tells the story of your project and makes the case for why your organization can help the agency fulfill its goals and strategies for the grant opportunity.

TIP:

Use words from the NOFO in crafting your grant narrative. Your reviewers will find it easier to read and are looking to check off specific scoring criteria. Use their exact words to make sure you clearly hit all the points.

EXECUTIVE SUMMARY

Although it typically comes before the longer narrative in the order requested, this summary should be the last thing you write. It basically summarizes all the other sections of the narrative and provides a quick overview of your proposed project. Focus on the most important points and know that the detail is provided elsewhere. Since this is likely to be the first part reviewers read, make sure it flows as a standalone document. Anyone reading this summary should have a good understanding of your project from it alone. The rest of the narrative should deepen their understanding of what is covered here.

BACKGROUND, INTRODUCTION + CAPACITY

The goal of this section is to establish your experience and provide any background information required to make the case for your project. Sometimes this type of content will be requested under "capacity," but the intent is the same. It answers these questions: Do you have the knowledge, skills, expertise, and capacity to deliver on this project? What's already been done and how did this project come about? To answer these questions, you may want to consider:

- **History and Relevant Context**: Tell what has already been done in the past to address this problem and how the current project has come about. If you are requesting an infrastructure project, provide a history of the system. If you are requesting a planning grant, give context for when the last one was done and how it helped move the community forward. This section is your chance to give the background necessary for them to understand why you are asking for funding for this particular project.
- **Accomplishments**: Give some information on previous successes and accomplishments. What have you already succeeded in doing? Here, you want to show that you have the capacity and expertise to execute the proposed project. If you have experience with other grant programs or similar projects to the one you are currently launching, include a description of them. While this section shouldn't be as detailed as the project plan, give a brief overview of what else your organization has done and how it demonstrates you can execute this project well.
- **Team**: Providing information about your team can demonstrate you have the expertise and capacity to fulfill the grant requirements. Include relevant experience tailored to this specific project.

STRATEGIC RATIONALE, PROBLEM, NEED, OR OPPORTUNITY

This section should clearly explain why this project is necessary and paint a picture of what will change in the community because of it. To address this section well, refer back to some of the work we did in our previous sessions. Think about:

Who is this project intended to serve?

Here you should describe who will benefit as a result of this project, i.e. your "customer" we talked about in Course 1. In answering this question, make sure you consider the following questions and describe those you plan to help as specifically as possible. Get out your *Customer Portrait* drawing to help. Consider:

- Where do they live? Are you targeting protected classes or vulnerable persons?
- Demographics: Race? Gender? Level of education? Age? Income?
- What are their desires and dreams? What do they need to better their lives?
- How will you identify these people or select who receives services?
- Is anyone excluded from participation? If so, what are the limitations?

What need or opportunity will this project meet?

After explaining who you will serve, describe why this project is important for them. In other words, why does this project need to happen? What do these people need? What is the problem that will be addressed? In answering these questions, make sure you consider the following questions and explain clearly why this project is needed. Remember, the focus is not on what your entity needs, but what those you will serve need.

- How do you know it is a need? Use data and statistics to prove the need is real. Pull from plans, studies, or government databases to back up your claims.
- What sort of evidence exists to prove that the community or those served need/want your help? Provide letters of demand from businesses and other community stakeholders that attest to the impact of the proposed project.
- Who else is addressing this need (the alternatives) and how are you different?

What alternatives exist and why is this the best way forward?

Explain why the proposed project is the most practical, cost-effective, and beneficial way to achieve the desired results when compared to alternative approaches. Refer back to the work we did in previous sessions. Consider:

- How is the problem currently being solved (even if in creative or unconventional ways)?
- Why are existing alternatives too expensive, too difficult, or inaccessible?
- What will be different because of this project? What sort of impact will it have on the future of your community?

ACTIVITY: Data-Backed Project Rationales

Drawing on the ***Data Sources*** worksheet, identify three statistics that you think will prove the need in your community, as well as the source where you can find the numbers. Fill out the chart below:

Data Sources

AMERICAN FACTFINDER

The U.S. Census and American Community Survey data sets provide information on people, education, employment, income, housing, poverty, health insurance, etc.

AMERICAN COMMUNITY SURVEY

The ACS is a sample survey that goes to about 3% of households in a given year, as compared to the decennial census long form which went to 1 in 6 households once every 10 years. It covers more topics than the decennial census. Questions asked cover age, sex, race, family and relationships, income and benefits, health insurance, education, veteran status, disabilities, where you work and how you get there, where you live and how much you pay for some essentials, and other topics related to people, households, families and housing.

CHILDSTATS.GOV

The Federal Interagency Forum on Child and Family Statistics is a working group of Federal agencies that collect, analyze, and report data on issues related to children and families. The Forum has partners from 22 Federal agencies as well as partners in private research organizations.

FIRSTGOV.GOV

Reference Data and Statistics Basic gateway site to government statistics with links to core sites and departments within the U.S. federal government.

HHS DATA COUNCIL GATEWAY TO DATA AND STATISTICS

This site includes a datafinder search tool, meta directory of HHS data resources, and direct links to major surveys and data systems.

NATIONAL CENTER FOR HEALTH STATISTICS

The National Center for Health Statistics is the major data gathering arm of the Centers for Disease Control and Prevention (CDC). This site offers basic statistics as well as tabulated state data and micro-data access.

U.S. BUREAU OF THE CENSUS

This set of statistical data on the population of the US includes demographic, educational, housing, and financial data broken down by Census track, block, or block group, zip code, congressional district, state, region, or national.

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES

Get statistics on major topical areas including adoption, child care, family assistance, TANF, substance abuse, health and medicine.

U.S. DEPARTMENT OF LABOR

Find statistics on labor, economics, and health and safety issues.

DATA SOURCES

Statistic	What will this prove?	Where will you find it?

PROJECT DESCRIPTION, PLAN, METHODS + DESIGN

After explaining who you will serve and what they need, the project description focuses on the specifics of what you intend to do and the solution you will offer. How will you go about meeting the need? As you think about your plan, make sure you address the following questions and explain exactly what you will do, with whom, and how.

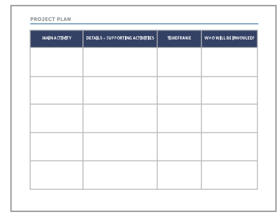
- What steps will you take?
- What activities will be done?
- Where will the project take place? Which areas will be affected?
- How do you know your solution will work?
- What is the timeline for the project? When will the various activities occur or be completed?
- What is the "customer's" intended experience? How will residents engage in the project or receive services?
- How will you get the word out about the project? How will you communicate with the larger community?

Since some of these items may be complicated to explain solely in writing, use charts and diagrams to consolidate information and provide a visual representation of your proposed plan.

ACTIVITY: Project Plan

Using the ***Project Plan*** worksheet, outline your project's key activities. Share them with someone in your group. Do they see anything you missed?

Project Plan



PERFORMANCE MEASURES, EVALUATION + IMPACT

Most federal agencies require some sort of project or process evaluation to ensure the funds granted have been put to good use. This section outlines not only what change you expect to see throughout the project, but also how you'll know you've accomplished the project's intended purpose. Consider the following questions:

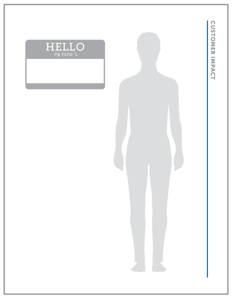
- How do you measure change? What does improvement mean?
- Which activities will help you know if you are having your intended impact?
- What sort of information do you need to collect?
- Who will be responsible for collecting information?
- When and how often will information be collected?

There are two primary ways to measure impact. First, you can measure activities (for example, the number of people served or the number of events conducted). These sorts of activities are known as **outputs**.

While being able to report on activities is important, to truly measure impact, you also have to measure how the activities change those served. In other words, do the activities you perform create a measurable change in attitude, knowledge, behavior, or skills in your customer or community?

Hopefully you will find that something will change for your customer after they participate in your project. These changes are known as **outcomes**.

Customer Impact



ACTIVITY: Identifying Outcomes

Using the ***Customer Impact*** illustration, draw your customer after they have participated in your project. What are they like now? If you are successful, what in their life has changed because of your project?

Don't forget to put them in a place. Where are they? Why?

Then, get out your ***Customer Portrait*** from the last session. Go around the "room" and show the group your two drawings side by side and share what changed for the customer because of your project. The things that changed are the outcomes. The things that you did to cause the change are the outputs or activities.

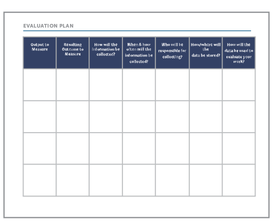
TIP:

If you don't have the internal capacity to do the post-award evaluation yourself, consider hiring an external evaluator. Identify who you would like to use and invite them to help you create an evaluation plan to submit with your application. You can write these reporting expenses into the grant request.

While it's somewhat easy to come up with the things you need to measure (the outputs and outcomes), many organizations stop there and forget to collect the information needed to track progress. When you're in the middle of the day-to-day activities of implementing a project, immediate needs seem more pressing. However, if you wait, it may be too late to get the information you (and your funders) need.

To make sure you're doing everything possible to be impactful, it's critical to have a plan and systems in place for collecting information along the way.

Evaluation Plan



ACTIVITY: Creating an Evaluation Plan

Spend a minute filling out the ***Evaluation Plan*** chart using the outcomes and outputs you identified. Then, share your ideas with the person next to you. If you are having trouble coming up with ways to measure impact, ask the person next to you or the facilitator for help.

COLLABORATIVE PARTNERSHIPS

Often you will not be doing the work alone. In this section, outline any other organizations that will be involved in executing the grant. Think about those who may be involved at every level:

- Local community partners
- State partners
- Regional partners
- Federal partners

If partner organizations are committing to undertake specific activities or funds in support of the project you will need to provide letters of engagement/commitment from each.

PROJECT SUSTAINABILITY + FUTURE FUNDING

Most funders don't want to fund a project that they know will disappear once they stop paying for it. It's important to have a plan for what happens next to ensure that you have a lasting impact on your community.

Consider the following questions:

- How long will your project last?
- What does this project look like over the long-term?
- How will you make sure it continues if it is supposed to?
- What is your plan to secure other sources of support?
- If you know the project is going to end, what is your exit strategy?

ACTIVITY: Project Sustainability

As a group, discuss the following questions. Write down thoughts about your particular project in the space provided.

Are you a short-term project or long-term project? Will anything be created that needs ongoing funding?

How will you fund this project once the grant has concluded? (Remember, even if it's a construction project, there will be ongoing maintenance.)

What sources of ongoing funding are available?

CREATING YOUR BUDGET

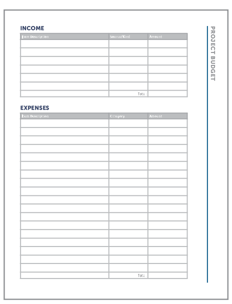
(30 minutes)

In order to ask for money or support, you need to know exactly how much it costs to complete your project, even if you aren't asking for the entire amount in your grant request. Your budget should be based on realistic estimates and reflect true needs. It also needs to be itemized, showing each detail and how much each item costs. Just like the narrative tells the story of your project, the budget is the hard and fast numbers to back that story. When looking at your budget, a reviewer should get a good sense of what you are trying to accomplish from the line items and numbers alone.

SIMPLE PROJECT BUDGET

Before we dive into completing the federal forms, it might be helpful to create a simple project budget outlining your expenses and sources of income. From there, you can translate your budget to the correct forms.

Project Budget



ACTIVITY: Project Budget

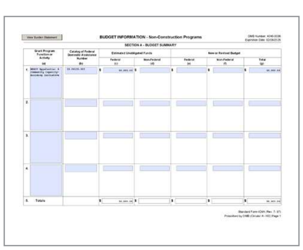
Use the space below to plan. What are some of the costs associated with your project?

Then, use the ***Project Budget*** worksheet to put some numbers down. If you're not sure, make an estimate then do some research later to update your numbers.

DECODING THE SF-424A BUDGET FORM

Once you have a simple budget together, you're ready to fill out SF-424a for a non-construction project or SF-424c for a construction project. While they may look complicated, once you know what the forms are asking for, it's pretty simple.

Example SF-424a



ACTIVITY: Example SF-424a

Take a look at the example completed SF-424a. Jot down your own notes about what is required as we talk through each item.

Section A: Budget Summary

- Grant Program Function or Activity & Catalog of Federal Domestic Assistance Number is a recap of the reference information you got at grants.gov for this particular opportunity. Grant Program Function is the title associated with the CFDA Number, while the CFDA Number is the numeric code.
- You'll likely only fill out one row of this section. Leave the rest blank.
- "Estimated Unobligated Funds" is money left that wasn't spent at the end of a project or budget period. As such, these funds only apply to a continued request and not a new one. If you are applying for a new grant, you'll enter "0" in those fields.
- Under "New or Revised Budget" is where you'll enter the information for this request. "Federal" is the amount being requested through this grant application. "Non-Federal" is the local match amount.

Section B: Budget Categories

- "Personnel" includes the salaries and wages of people working on the project. This should match the staffing plan that you submit with your budget narrative.
- "Fringe benefits" are pension plans, health benefits, or other benefits for the staff attached to your project.
- "Travel" covers any costs associated with travel, accommodations, meals, etc. for domestic or international travel.
- "Equipment" and "supplies" are similar, although equipment typically refers to an asset of $5,000 or more.
- "Contractual" documents any costs for which you would have a written contract associated (for example, if you're subcontracting some of the work to a technical assistance partner—like someone to handle grant administration).
- "Construction costs" are those costs covering project-related construction. Some agencies do not allow construction costs for a non-construction project, so be sure to read the NOFO carefully.
- "Other" should only be used if it truly doesn't fit in any of the other categories.
- "Indirect costs" (often called overhead, or facilities and administrative costs) may only be charged to a federal award when the applicant has a current Negotiated Indirect Cost Rate Agreement (NICRA) from a federal agency. Otherwise you will need to use the federal de minimus rate, if such indirect costs are allowable.
- "Program income" is any money you will get from the program directly through fees. While great for getting local buy-in, it cannot be used as matching funds.

Section C: Non-Federal Sources

- Here's where you list your matching funds! We'll cover this more in detail below.
- "Applicant" means those being provided by your organization itself.
- "State" means funds coming from the state.
- "Other" means any other source of matching funds.

TIP:

Remember, you must provide a commitment letter for each match that addresses the specifics, particularly for in-kind contributions.

Section D: Forecasted Cash Needs

- Break out what you'll need each quarter for the first year of the grant.
- Show when the matches will be applied.
- Remember, the total needs to match the total in the budget summary section.

Section E: Budget Estimates of Federal Funds Needed for Balance of the Project

- Here is where you list out the federal funds needed for your project (and only the funds coming from the federal government, no matching).
- Each column represents a year. Make sure that the first year totals match what you have entered in section D.

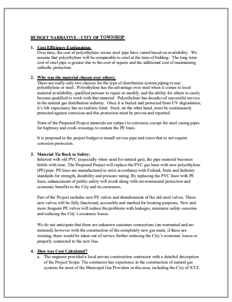
Section F: Other Budget Information

- Direct and indirect charges should match the totals in Section B rows I and J.
- Under Remarks, put "All costs are explained in the budget narrative" if you are including one.

TIP:

The math needs to work out! Be sure to show your math and avoid lumping items together. How did you arrive at that number? Don't estimate; use real numbers. Since you will not be able to amend it later, get them right from the start.

Example Budget Narrative



BUDGET NARRATIVE

The budget narrative is essentially a written justification of all your line item costs. It tells the story of how the funds will be used to achieve the overall aims of the grant. Generally, a budget narrative will include:

- Explanation of personnel, positions, pay, and what they will contribute to the project.
- Explanation of consultants or contractors hired, the scope of their work, and why their expertise is needed.
- Details on who is traveling, when, why, and all costs they'll incur.
- Accurate pricing or quotes (if renting or buying) on equipment and a statement that it will be dedicated to the project. An explanation is required if it will be used for any other purposes.
- A breakdown of what materials are needed and how they will be used.

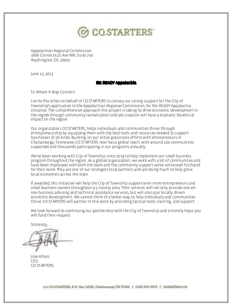
It's important that everything in your budget narrative follows the same order and matches up to what is in other budget forms. Check out the example at the end of this session.

DOCUMENTING LOCAL SUPPORT

(10 minutes)

The most compelling grant applications have clear local buy-in and support behind them. Saying you have it is one thing; getting letters of support and commitments is much more compelling. When thinking about local support, make sure you address two primary areas.

Example Letter of Support



LETTERS OF SUPPORT

A letter of support is a third-party testimonial that validates the credibility of the applicant and its claims. They usually are written by either partners providing monetary/in-kind support or influential people/organizations that believe the project is worthwhile. A good letter of support is on official letterhead and signed by a representative of the supporting organization. It'll state its relationship with the applicant, why it supports the proposed project, and what they've already seen accomplished by the applicant in the community.

LOCAL MATCH

As discussed previously, very rarely will a grantor fund an entire project. A way they can ensure there is local support is by requiring some sort of non-federal "match" for the grant.

A couple notes on documenting the matching requirement:

Documenting Cash Contributions: For cash contributions, you'll need to provide evidence such as bank statements, letters of commitment from donors, or other financial documents. If you are using funds from your budget, you must demonstrate that the money is in the account and back it up with a letter from the council or proof that a resolution has been made.

Document In-Kind Contributions: For in-kind contributions, provide detailed descriptions, valuations, and supporting documentation for the goods or services being contributed. Include estimates of fair market value and explain how you arrived at those valuations.

Third-Party Contributions: If you are receiving contributions from third parties, document these contributions with letters of commitment or support from the contributing entities.

Volunteer Hours: If volunteer hours are part of the matching funds, document the number of hours, roles, and qualifications of the volunteers. Some agencies may have specific guidelines for valuing volunteer time.

While it technically doesn't matter what you spend the match on, it's cleaner to keep it to one line item of your budget. To make it easier to track and report, don't spread your match across items.

TIP:

The grant application information you put together for the federal grant can also be amended to use for non-federal funding requests to private or corporate foundations. What they require on their applications is similar, so use what you have to get a match!

ACTIVITY: Documenting Local Support

For your identified project, think of 3 potential supporters and make notes below. Then, in the next chart, list out what documentation you'll need for the matching sources you've identified.

Supporter	Request?	Why them?

ACTIVITY: Documenting Local Support (continued)

Match Source	Required Documentation

ADDITIONAL CONSIDERATIONS FOR CONSTRUCTION GRANTS

(10 minutes)

While construction grants include most of what we've covered already, there are some additional elements you'll need to address.

Procuring an Architect and/or Engineer: Federally funded construction grants require that projects have architects and engineers on the project from the start to ensure feasibility. You may have someone on staff qualified to fill this role, but if not, you'll need to put out a request for qualifications and go through a rigorous selection process. Start the process early because you'll need their help creating the budget as well as completing preliminary engineering reports.

Environmental Narrative: You may need to include a section of your grant application that addresses the impact of the construction project on the local environment, as well as mitigation strategies for lowering its environmental footprint. If historic preservation efforts are required, you'll also need to address those through the environmental narrative.

Beneficiary Forms: If someone is going to benefit from the construction project (for example, private businesses who will become tenants), you may need to complete additional forms outlining who will benefit and how.

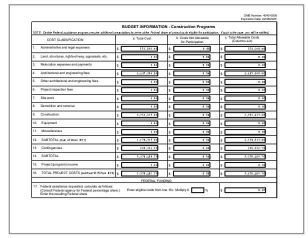
Maps: GIS (geographic information systems) are computer-based tools used to store, visualize, analyze, and interpret geographic data. Generating GIS maps of the proposed project site may be required for construction grants. Additionally, you may need to provide floodplain, wetland, topographical, or other maps of your proposed site.

SF-424c Budget Form: Most of the SF-424 budget form is pretty self-explanatory, especially if you draw on the required engineering review to get your numbers. A couple quick notes. "Costs Not Allowable for Participation" refer to expenses that are not "wholly and exclusively" used for project purposes. "Contingencies" are typically a percentage of the overall project budget to cover costs if the costs of goods go up. Refer to the NOFO for contingency amounts, or if none are listed, 10% of construction costs is reasonable.

ACTIVITY: Example SF-424c

Take a look at the example completed SF-424c. Jot down your own notes about what is required as we talk through each item.

Example SF-424c



OMB Number: 4040-0008
Expiration Date: 02/28/2025

BUDGET INFORMATION - Construction Programs

NOTE: Certain Federal assistance programs require additional computations to arrive at the Federal share of project costs eligible for participation. If such is the case, you will be notified.

COST CLASSIFICATION	a. Total Cost	b. Costs Not Allowable for Participation	c. Total Allowable Costs (Columns a-b)
1. Administrative and legal expenses	$ [illegible]	$ 0.00	$ [illegible]
2. Land, structures, rights-of-way, appraisals, etc.	$ 0.00	$ 0.00	$ 0.00
3. Relocation expenses and payments	$ 0.00	$ 0.00	$ 0.00
4. Architectural and engineering fees	$ [illegible]	$ 0.00	$ [illegible]
5. Other architectural and engineering fees	$ 0.00	$ 0.00	$ 0.00
6. Project inspection fees	$ 0.00	$ 0.00	$ 0.00
7. Site work	$ 0.00	$ 0.00	$ 0.00
8. Demolition and removal	$ 0.00	$ 0.00	$ 0.00
9. Construction	$ [illegible]	$ 0.00	$ [illegible]
10. Equipment	$ 0.00	$ 0.00	$ 0.00
11. Miscellaneous	$ 0.00	$ 0.00	$ 0.00
12. SUBTOTAL *(sum of lines 1-11)*	$ [illegible]	$ 0.00	$ [illegible]
13. Contingencies	$ [illegible]	$ 0.00	$ [illegible]
14. SUBTOTAL	$ [illegible]	$ 0.00	$ [illegible]
15. Project (program) income	$ 0.00	$ 0.00	$ 0.00
16. TOTAL PROJECT COSTS *(subtract #15 from #14)*	$ [illegible]	$ 0.00	$ [illegible]
FEDERAL FUNDING			
17. Federal assistance requested, calculate as follows: (Consult Federal agency for Federal percentage share.) Enter the resulting Federal share.	Enter eligible costs from line 16c Multiply X %		$ 0.00

BEFORE YOU HIT SUBMIT

(5 minutes)

Before you hit submit, you'll want to do a few last things.

Go through the checklist one last time. Remember, federal grants usually have a checklist of all the required items. Go through the list carefully to make sure you didn't miss anything. Failure to include an item could result in automatic disqualification.

Conduct an in-house review. Have at least one or two people who were not involved in crafting the application complete a thorough review. Make sure everything being submitted is clear to them and that you address all of their questions or concerns. Also, don't rely on spellcheck; have them proofread it to find typos and mistakes.

Double-check the signatures. Although it may seem like a small thing, most grant applications require signatures in multiple places. If you miss one, you could be automatically disqualified. Make sure every required signature has been completed.

GRANT PROCESS OVERVIEW

(5 minutes)

After you've gotten all your information together, you will submit it for review at grants.gov or on the agency website.

Once you submit your application using this process, you can breathe a sigh of relief. You did it! But, you may be wondering, what happens next?

The federal agency will have its team review your application and make a decision. A couple things you should know.

Communications: Any communication between you and the agency will be with the person listed as the main point of contact on the SF-424. Continuously check your email and spam to make sure you don't miss something important.

Revisions: It is completely normal for them to come back to you and request revisions. They may ask you to reduce your budget (have a plan from the start in case they do!), ask for clarification, or ask you to fix something that was omitted or incorrect.

Acceptance: If you are selected to receive the grant, the agency will be in touch with directions on getting a contract in place and what you need to do next.

BRINGING IT ALL TOGETHER

(5 minutes)

We know it can be a little overwhelming when you see it all together. But don't fear! Break each piece into manageable steps. Work on one thing at a time. Do them out of order. Ask people with various expertise within your organization to help.

Most importantly, follow the directions. Federal grants are pretty clear about what they require, so make sure you pay attention.

REASONS WHY YOU MIGHT BE TURNED DOWN:

If you don't get the grant, don't despair! Federal grants are highly competitive and going through the process this round will have you better prepared for the next one. Common reasons you might have been turned down include:

- Your organization/project didn't meet the eligibility criteria.
- The project wasn't aligned with the funder's investment priorities.
- Your application wasn't grant-ready (missing vital information).
- Your application/project didn't score high enough.

The best thing you can do is take this as a learning opportunity. Ask for feedback, learn why you didn't win this round, and try again using the guidance you've been given to create an even stronger application for your next grant.

FIELDWORK

- [ ] For the grant you've identified, put any published deadlines on your calendar and sign up for learning opportunities.
- [ ] Complete Form SF-424 for the grant opportunity.
- [ ] Use the ***Grant Narrative*** template to help you write a general grant narrative for your project.
- [ ] Finish filling out the ***Project Budget*** form with all the items needed for your proposed project. Then, take a stab at completing the SF-424a or SF-424c using the information you've compiled.
- [ ] Find and review the application checklist for your grant opportunity. Identify what you're still missing and bring it to your one-on-one to discuss.
- [ ] Share your plan with the 3 supporters you identified. Would they be willing to provide a letter of support?
- [ ] Solidify your matching sources. What sort of documentation will you need from them?

NOTES:

View Burden Statement

OMB Number: 4040-0004
Expiration Date: 11/30/2025

Application for Federal Assistance SF-424

* 1. Type of Submission: ☐ Preapplication ☒ Application ☐ Changed/Corrected Application	* 2. Type of Application: ☒ New ☐ Continuation ☐ Revision	* If Revision, select appropriate letter(s): * Other (Specify):
* 3. Date Received:	4. Applicant Identifier:	
5a. Federal Entity Identifier:	5b. Federal Award Identifier:	

State Use Only:

6. Date Received by State:
7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name: City of Township

* b. Employer/Taxpayer Identification Number (EIN/TIN): 12-3456789
* c. UEI: ABCD12345678

d. Address:

* Street1: 100 Anywhere Street
Street2:
* City: Township
County/Parish:
* State: KY: Kentucky
Province:
* Country: USA: UNITED STATES
* Zip / Postal Code: 12345-1234

e. Organizational Unit:

Department Name: Dept. of Economic Development
Division Name: (optional)

f. Name and contact information of person to be contacted on matters involving this application:

Prefix: Ms.
* First Name: Jane
Middle Name:
* Last Name: Smith
Suffix:

Title: Director of Economic Development

Organizational Affiliation: City of Township

* Telephone Number: (555) 555-5555
Fax Number: (555) 555-5555

* Email: jane.smith@cityoftownship.gov

EXAMPLE SF-424

Application for Federal Assistance SF-424

*** 9. Type of Applicant 1: Select Applicant Type:**

C: City or Township Government

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

*** 10. Name of Federal Agency:**

Appalachian Regional Commission

11. Catalog of Federal Domestic Assistance Number:

11.307

CFDA Title:

Economic Adjustment Assistance

*** 12. Funding Opportunity Number:**

ARC-GRANTS-103003-001

* Title:

READY Appalachia: A Community Capacity-Building Initiative

13. Competition Identification Number:

23.00123.002

Title:

Appalachian Regional Development

14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment | Delete Attachment | View Attachment

*** 15. Descriptive Title of Applicant's Project:**

Empowering Local Economy through Entrepreneurial Programming for City of Township's Economic Growth

Attach supporting documents as specified in agency instructions.

Add Attachments | Delete Attachments | View Attachments

Application for Federal Assistance SF-424

16. Congressional Districts Of:

* a. Applicant: 7 — * b. Program/Project: 7

Attach an additional list of Program/Project Congressional Districts if needed.

[Add Attachment] [Delete Attachment] [View Attachment]

17. Proposed Project:

* a. Start Date: 01/01/2023 — * b. End Date: 01/31/2024

18. Estimated Funding ($):

* a. Federal	50,000.00
* b. Applicant	0.00
* c. State	0.00
* d. Local	0.00
* e. Other	0.00
* f. Program Income	0.00
* g. TOTAL	50,000.00

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- [ ] a. This application was made available to the State under the Executive Order 12372 Process for review on ________.
- [ ] b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- [x] c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**

- [ ] Yes
- [x] No

If "Yes", provide explanation and attach

[Add Attachment] [Delete Attachment] [View Attachment]

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 18, Section 1001)**

- [x] ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: Ms. — * First Name: Jane

Middle Name:

* Last Name: Smith

Suffix:

* Title: Director of Economic Development

* Telephone Number: (555) 555-5555 — Fax Number: (555) 555-5555

* Email: jane.smith@cityoftownship.gov

* Signature of Authorized Representative: Jane Smith — * Date Signed: 5/15/2023

EXAMPLE SF-424

CHILDSTATS.GOV

The Federal Interagency Forum on Child and Family Statistics is a working group of federal agencies that collect, analyze, and report data on issues related to children and families. The Forum has partners from 22 federal agencies as well as partners in private research organizations.

FIRSTGOV.GOV

This is a basic gateway site to government statistics with links to core data sites and departments within the U.S. federal government.

HHS DATA COUNCIL GATEWAY TO DATA AND STATISTICS

This site includes a datafinder search tool, meta directory of HHS data resources, and direct links to major surveys and data systems.

NATIONAL CENTER FOR HEALTH STATISTICS

The National Center for Health Statistics is the major data gathering arm of the Centers for Disease Control and Prevention (CDC). This site offers basic statistics as well as tabulated state data and micro-data access.

U.S. BUREAU OF THE CENSUS

This set of statistical data on the population of the US includes demographic, educational, housing, and financial data broken down by census track, block, or block group, zip code, congressional district, state, region, or national. Their dataset includes the American Community Survey information, which provides a broader range of data from a smaller subset of households and is conducted yearly.

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES

Get statistics on major topical areas including adoption, child care, family assistance, TANF, substance abuse, health, and medicine.

U.S. DEPARTMENT OF LABOR

Find statistics on labor, economics, and health and safety issues.

PROJECT PLAN

MAIN ACTIVITY	DETAILS + SUPPORTING ACTIVITIES	TIMEFRAME	WHO WILL BE INVOVLED?

HELLO
my name is

EVALUATION PLAN

Output to Measure	Resulting Outcome to Measure	How will the information be collected?	When & how often will the information be collected?	Who will be responsible for collecting?	How/where will the data be stored?	How will the data be used to evaluate your work?

PROJECT BUDGET

REVENUE

Item Description	Source/Kind	Amount
	Total:	

EXPENSES

Item Description	Category	Amount
	Total:	

View Burden Statement

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0006
Expiration Date: 02/28/2025

SECTION A - BUDGET SUMMARY

	Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
			Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1.	READY Appalachia: A Community Capacity-Building Initiative	23.00123.002	$ 50,000.00	$	$	$	$ 50,000.00
2.							
3.							
4.							
5.	Totals		$ 50,000.00	$	$	$	$ 50,000.00

SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total
	(1) READY Appalachia: A Community Capacity-Building Initiative	(2)	(3)	(4)	(5)
a. Personnel	$ 22,449.00	$	$	$	$ 22,449.00
b. Fringe Benefits	8,145.00				8,145.00
c. Travel	834.00				834.00
d. Equipment	0.00				0.00
e. Supplies	2,000.00				2,000.00
f. Contractual	6,000.00				6,000.00
g. Construction	0.00				0.00
h. Other	1,000.00				1,000.00
i. Total Direct Charges (sum of 6a-6h)	40,428.00				$ 40,428.00
j. Indirect Charges	9,572.00				$ 9,572.00
k. TOTALS (sum of 6i and 6j)	$ 50,000.00	$	$	$	$ 50,000.00
7. Program Income	$ 0.00	$	$	$	$ 0.00

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SECTION C - NON-FEDERAL RESOURCES

(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e)TOTALS
8. READY Appalachia: A Community Capacity-Building Initiative	$ 0.00	$ 0.00	$ 0.00	$ 0.00
9.				
10.				
11.				
12. TOTAL (sum of lines 8-11)	$ 0.00	$ 0.00	$ 0.00	$ 0.00

SECTION D - FORECASTED CASH NEEDS

	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	$	$	$	$	$
14. Non-Federal	$				
15. TOTAL (sum of lines 13 and 14)	$	$	$	$	$

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT

(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
	(b)First	(c) Second	(d) Third	(e) Fourth
16. READY Appalachia: A Community Capacity-Building Initiative	$	$	$	$
17.				
18.				
19.				
20. TOTAL (sum of lines 16 - 19)	$	$	$	$

SECTION F - OTHER BUDGET INFORMATION

21. Direct Charges: 40,428.00	22. Indirect Charges: 9572.00
23. Remarks: Please find attached budget narritive	

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BUDGET NARRATIVE – CITY OF TOWNSHIP

1. **Cost Efficiency Explanation:**
   Over time, the cost of polyethylene versus steel pipe have varied based on availability. We assume that polyethylene will be comparable to steel at the time of bidding. The long term cost of steel pipe is greater due to the cost of repairs and the additional cost of maintaining cathodic protection.

2. **Why was the material chosen over others:**
   There are really only two choices for the type of distribution system piping to use: polyethylene or steel. Polyethylene has the advantage over steel when it comes to local material availability, qualified persons to repair or modify, and the ability for others to easily become qualified to work with that material. Polyethylene has decades of successful service in the natural gas distribution industry. Once it is buried and protected from UV degradation, it's life expectancy has no realistic limit. Steel, on the other hand, must be continuously protected against corrosion and this protection must be proven and reported.

   None of the Proposed Project materials are subject to corrosion, except for steel casing pipes for highway and creek crossings to contain the PE lines.

   It is proposed in the project budget to install service pipe and risers that to not require corrosion protection.

3. **Material Tie Back to Safety:**
   Inherent with old PVC (especially when used for natural gas), the pipe material becomes brittle with time. The Proposed Project will replace the PVC gas lines with new polyethylene (PE) pipe. PE lines are manufactured in strict accordance with Federal, State and Industry standards for strength, durability and pressure rating. By replacing the PVC lines with PE lines, enhancement of public safety will result along with environmental protection and economic benefits to the City and its customers.

   Part of the Project includes new PE valves and abandonment of the old steel valves. These new valves will be fully functional, accessible and marked for locating purposes. New and more frequent PE valves will reduce the problems with leakages, minimize safety concerns and reducing the City's economic losses.

   We do not anticipate that there are unknown customer connections (un-warranted and un-metered), however with the construction of the completely new gas main, if these are existing, these would be taken out of service further reducing the City's economic losses or properly connected to the new line.

4. **How was Cost Calculated?**
   a. The engineer provided a local private construction contractor with a detailed description of the Project Scope. The contractor has experience in the construction of natural gas systems for most of the Municipal Gas Providers in this area, including the City of XYZ.

The contractor provided unit prices assuming that he could be authorized to proceed within the next 60 days. We increased his unit prices by 10% to account for inflation, price fluctuation and the fact that contractors usually inflate their pricing when, during the bidding process, they recognize the extent to which federal requirements which must be met due to the funding source.

b. A 10% contingency was applied to total construction budget to account for supply chain problems, shortages of personnel for construction, and miscellaneous additional work identified during the design process.
c. The contactor provided our firm with unit prices for complete and functional gas system operation.
d. We also verified current material costs with local suppliers of polyethylene piping, valves, steel casing, anodeless service risers and related materials necessary to provide the completed Project.

Estimate of Probable Project Costs

Project No.	Materials/Facility	$/Unit	Unit	Qty	Construction $	Admin $	Engineering $	Total $
1	**Replace 6" from Gutt :South Gate to HWY 79 (Along FM 13, FM 865, FM 2274, US 79)**							
	6" DR 11.5 MDPE Gas Pipe (w/Tracer and terminals)	$ 197,472.00	Mi	13.1242424	$ 2,591,670.40			
	Tie into 6" Piping at Hwy 13 Gate	$ 22,000.00	LS	1	$ 22,000.00			
	Tie into exist 4" PVC gas main, incl. valve	$ 4,400.00	EA	2	$ 8,800.00			
	Tie into exist 2.5" PVC gas main, incl. valve	$ 3,850.00	EA	1	$ 3,850.00			
	Tie into exist 2" PVC gas main, incl. valve	$ 2,475.00	EA	8	$ 19,800.00			
	Tie into exist 1.5" PVC gas main, incl. valve	$ 2,200.00	EA	2	$ 4,400.00			
	Tie into exist 1" PVC gas main, incl. valve	$ 1,650.00	EA	1	$ 1,650.00			
	6" Plug Valve	$ 1,650.00	EA	12	$ 19,800.00			
	Line Maker	$ 82.50	EA	150	$ 12,375.00			
	Highway Bore	$ 16,500.00	EA	7	$ 115,500.00			
	Creek Crossing by Bore	$ 16,500.00	EA	17	$ 280,500.00			
	Pipeline Crossing	$ 13,200.00	EA	4	$ 52,800.00			
	Replace Short-side Service thru locking Stopcock	$ 1,320.00	EA	64	$ 84,480.00			
	Replace Long-side Service thru locking Stopcock	$ 1,650.00	EA	35	$ 57,750.00			
	Replace Regulator, Meter, Fittings (ADD ALT)	$ 275.00	EA	99	$ 27,225.00			
	Driveway/County Road Crossing (by bore)	$ 4,400.00	EA	76	$ 334,400.00			
	Abandon Old Line (purge, water fill, cap)	$ 5,808.00	Mi	13.1242424	$ 76,225.60			
	Pressure Testing	$ 3,850.00	LS	1	$ 3,850.00			
	SWPPP	$ 16,500.00	LS	1	$ 16,500.00			
	SUBTOTAL PROJECT 1				**$ 3,733,576.00**			
2	**Replace Distribution Line on CR 459 & CR 475**							
	2" DR 11 MDPE Gas Pipe (w/Tracer and terminals)	$ 81,312.00	Mi	0.4532197	$ 36,852.20			
	Pipeline Crossing	$ 3,850.00	EA	1	$ 3,850.00			
	2" Plug Valve	$ 1,320.00	EA	2	$ 2,640.00			
	Connect to Exist 2" PVC	$ 2,475.00	EA	1	$ 2,475.00			
	Connect to Exist 1" Poly Pipe	$ 935.00	EA	2	$ 1,870.00			
	Line Maker Sign	$ 82.50	EA	6	$ 495.00			
	Creek Crossing by Bore	$ 6,050.00	EA	1	$ 6,050.00			
	Driveway/County Road Crossing	$ 2,750.00	EA	1	$ 2,750.00			
	Abandon Old Line (purge, water fill, cap)	$ 5,808.00	Mi	0.7386364	$ 4,290.00			
	Pressure Testing	$ 3,300.00	LS	1	$ 3,300.00			
	SWPPP	$ 5,500.00	LS	1	$ 5,500.00			
	SUBTOTAL PROJECT 2				**$ 70,072.20**			
3	**Replace Distribution System to and within Cross MHP**							
	2" DR 11 MDPE Gas Pipe (w/Tracer and terminals)	$ 81,312.00	Mi	1.6354167	$ 132,979.00			
	Pipeline Crossing	$ 3,850.00	EA	2	$ 7,700.00			
	2" Plug Valve	$ 1,320.00	EA	10	$ 13,200.00			
	Connect to Exist 3" PVC	$ 3,850.00	EA	1	$ 3,850.00			
	Line Maker Sign	$ 82.50	EA	25	$ 2,062.50			
	Highway Bore	$ 10,000.00	EA	1	$ 10,000.00			
	Creek Crossing by Bore	$ 6,050.00	EA	1	$ 6,050.00			
	Reconnect Service, replacmg all materials to the customer's side of meter	$ 1,650.00	EA	23	$ 37,950.00			
	Customer Service Line (20 ea.@, 0.0303030 Mi/ea.)	$ 58,080.00	Mi	0.6060606	$ 35,200.00			
	Protective Bollards	$ 1,650.00	EA	10	$ 16,500.00			
	Driveway/County Road Crossing (open cut with pavement repair)	$ 2,200.00	EA	12	$ 26,400.00			
	Abandon Old Line (Purge, water fill , cap)	$ 5,808.00	Mi	2.2727273	$ 13,200.00			
	Pressure Testing	$ 3,300.00	LS	1	$ 3,300.00			
	SWPPP	$ 3,300.00	LS	1	$ 3,300.00			
	SUBTOTAL PROJECT 3				**$ 311,691.50**			
4	**Replace 4" Along HWY 70 from FM 2274 (south) to CR 406**							
	4" DR 11.5 MDPE Gas Pipe (w/Tracer and terminals)	$ 127,776.00	Mi	12.7208333	$ 1,625,417.20			
	Tie into exist 4" PVC gas main, incl. valve	$ 3,025.00	EA	2	$ 6,050.00			
	Tie into exist 3" Poly gas main, incl. valve	$ 3,025.00	EA	2	$ 6,050.00			
	Tie into exist 2" PVC gas main, incl. valve	$ 2,750.00	EA	1	$ 2,750.00			
	Tie into exist 2" Poly gas main, incl. valve	$ 2,475.00	EA	1	$ 2,475.00			
	Tie into exist 1.5" PVC gas main, incl. valve	$ 2,475.00	EA	8	$ 19,800.00			
	Tie into exist 1" PVC gas main, incl. valve	$ 2,200.00	EA	1	$ 2,200.00			
	Tie into exist 1" Poly gas main, incl. valve	$ 2,200.00	EA	3	$ 6,600.00			
	4" Plug Valve	$ 1,650.00	EA	13	$ 21,450.00			
	Line Maker	$ 82.50	EA	135	$ 11,137.50			
	Highway Bore	$ 13,200.00	EA	3	$ 39,600.00			
	Creek Crossing by Bore	$ 13,200.00	EA	12	$ 158,400.00			
	Pipeline Crossing	$ 11,000.00	EA	20	$ 220,000.00			
	Replace Short-side Service thru locking Stopcock	$ 1,320.00	EA	65	$ 85,800.00			
	Replace Long-side Service thru locking Stopcock	$ 1,650.00	EA	54	$ 89,100.00			

	Replace Regulator, Meter, Fittings (ADD ALT)	$ 275.00	EA	109	$ 29,975.00			
	Reconnect Service, replacmg all materials to the customer's side of meter	$ 330.00	EA	25	$ 8,250.00			
	Customer Service Line (25 ea. @, 0.0303030 Mi/ea.)	$ 52,272.00	Mi	0.7575758	$ 39,600.00			
	Driveway/County Road Crossing (by bore)	$ 3,300.00	EA	113	$ 372,900.00			
	Abandon Old Line (purge, water fill , cap)	$ 5,808.00	Mi	12.7208333	$ 73,882.60			
	Pressure Testing	$ 3,850.00	LS	1	$ 3,850.00			
	SWPPP	$ 13,200.00	LS	1	$ 13,200.00			
	SUBTOTAL PROJECT 4				**$ 2,838,487.30**			
	CONTINGENCY (10%)				$ 695,382.70			
	Grant Administration					$ 573,600.00		
	Design Survey / Field Measurements						$ 300,000.00	
	Engineering Plans & Specifications						$ 754,000.00	
	Bid Phase Services						$ 34,300.00	
	Construction Phase Services						$ 59,000.00	
				TOTAL	$ 7,649,209.70	$ 573,600.00	$ 1,147,300.00	$ 9,370,109.70

Appalachian Regional Commission
1666 Connecticut Ave NW, Suite 700
Washington, DC 20009

June 15, 2023

RE: READY Appalachia

To Whom It May Concern:

I write this letter on behalf of CO.STARTERS to convey our strong support for the City of Township's application to the Appalachian Regional Commission, for the READY Appalachia initiative. The comprehensive approach this project is taking to drive economic development in the region through community revitalization and job creation will have a dramatic beneficial impact on the region.

Our organization, CO.STARTERS, helps individuals and communities thrive through entrepreneurship by equipping them with the best tools and resources needed to support businesses of all kinds. Building on our initial grassroots efforts with entrepreneurs in Chattanooga, Tennessee, CO.STARTERS now has a global reach, with around 100 communities supported and thousands participating in our programs annually.

We've been working with City of Township since 2019 to help implement our small business program throughout the region. As a global organization, we work with a lot of communities and have been impressed with both the team and the community support we've witnessed firsthand for their work. They are one of our strongest local partners and are doing much to help grow local economies across the state.

If awarded, this initiative will help the City of Township support even more entrepreneurs and small business owners throughout a 5-county area. Their services will not only provide one-on-one business advising and technical assistance services, but will also spur locally driven economic development. We cannot think of a better way to help individuals and communities thrive. CO.STARTERS will partner in this work by providing tactical tools, training, and support.

We look forward to continuing our partnership with the City of Township and sincerely hope you will fund their request.

Sincerely,

Jose Alfaro
CEO
CO.STARTERS

c/o CO.STARTERS, P.O. Box 11532, Chattanooga TN 37402 | (423) 535-9079 | costarters.co

Expiration Date: 02/28/2025

BUDGET INFORMATION - Construction Programs

NOTE: Certain Federal assistance programs require additional computations to arrive at the Federal share of project costs eligible for participation. If such is the case, you will be notified.

COST CLASSIFICATION	a. Total Cost	b. Costs Not Allowable for Participation	c. Total Allowable Costs (Columns a-b)
1. Administrative and legal expenses	$ 573,600.00	$ 0.00	$ 573,600.00
2. Land, structures, rights-of-way, appraisals, etc.	$ 0.00	$ 0.00	$ 0.00
3. Relocation expenses and payments	$ 0.00	$ 0.00	$ 0.00
4. Architectural and engineering fees	$ 1,147,300.00	$ 0.00	$ 1,147,300.00
5. Other architectural and engineering fees	$ 0.00	$ 0.00	$ 0.00
6. Project inspection fees	$ 0.00	$ 0.00	$ 0.00
7. Site work	$ 0.00	$ 0.00	$ 0.00
8. Demolition and removal	$ 0.00	$ 0.00	$ 0.00
9. Construction	$ 6,953,827.00	$ 0.00	$ 6,953,827.00
10. Equipment	$ 0.00	$ 0.00	$ 0.00
11. Miscellaneous	$ 0.00	$ 0.00	$ 0.00
12. SUBTOTAL *(sum of lines 1-11)*	$ 8,674,727.00	$ 0.00	$ 8,674,727.00
13. Contingencies	$ 695,382.70	$ 0.00	$ 695,382.70
14. SUBTOTAL	$ 9,370,109.70	$ 0.00	$ 9,370,109.70
15. Project (program) income	$ 0.00	$ 0.00	$ 0.00
16. TOTAL PROJECT COSTS *(subtract #15 from #14)*	$ 9,370,109.70	$ 0.00	$ 9,370,109.70
FEDERAL FUNDING			
17. Federal assistance requested, calculate as follows: (Consult Federal agency for Federal percentage share.) Enter the resulting Federal share.	Enter eligible costs from line 16c Multiply X	%	$ 0.00

EXECUTIVE SUMMARY

Summarize your project and provide a quick overview of your application. Remember, this is your first impression so make it good.

BACKGROUND, INTRODUCTION + CAPACITY

Establish your credibility as an organization. Demonstrate you have the right team with the knowledge, skills, expertise, and capacity to deliver on this project.

STRATEGIC RATIONALE, PROBLEM, NEED, OR OPPORTUNITY

Clearly explain why this project is necessary for your community and paint a picture of what will change because of it. Make sure to include data to back your claims.

PROJECT DESCRIPTION, PLAN, METHODS + DESIGN

Give the specifics of what you intend to do and the solution you will offer. Outline all the key activities, when you will do them, who will be involved, and how you will achieve the outcomes.

PERFORMANCE MEASURES, EVALUATION + IMPACT

Outline the change you expect to see through the project, how you'll know you've accomplished the project's intended purpose, what you'll measure, and how the evaluation will be conducted.

COLLABORATIVE PARTNERSHIPS

Describe any other organizations that will be involved in executing the grant, their qualifications, and their contributions.

PROJECT SUSTAINABILITY + FUTURE FUNDING

Demonstrate you have a plan for what happens next to ensure that you have a lasting impact on your community.