



GREENLIGHTS GRANT INITIATIVE

A PROJECT OF THE JUST KEEP LIVIN FOUNDATION

How to Build a Budget

December 5, 2023

Stacy Ruble, MS, GPC, River City Grants



Meet Your Facilitator



Stacy Ruble, MS, GPC
Owner
River City Grants

- ❖ Has been writing and reviewing federal, state, and foundation grants since 1995. Has had her own grant consulting business since 2011.
- ❖ Specializes in federal grants specifically in the justice, human services, and mental health fields.
- ❖ Previously served as the V-STOP Grant Administrator for the Commonwealth of Virginia and as a grants manager and writer for two statewide nonprofits.
- ❖ Holds a Grant Professional Credential from the national Grant Professional Certification Institute.

What We Will Cover:

Summary

- ✓ **What a budget is.**
- ✓ **Terms we will use.**
- ✓ **Preparing for federal grant budget writing.**
- ✓ **Budget categories.**
- ✓ **How do I know if something is allowable?**
- ✓ **How will my budget be reviewed?**
- ✓ **What are common missteps in a budget?**

A Budget is...

Numbers

Personnel:

$\$60,000 \times 1 \text{ year} \times 1.0 \text{ FTE} = \$60,000$

Supplies:

$2 \text{ laptops} \times \$1,500/\text{each} = \$3,000$

Travel:

$100 \text{ mi.} \times 12 \text{ mths} \times \$.655/\text{mi} = \$786$



Narrative Justification

LEA will hire one full-time Project Director (PD) to oversee the STOP Violence Now project in Happy Town. The PD's salary is in line with other salaries of employees with similar duties and management level. The PD will oversee the day-to-day operations of the project. These duties will include working with the subgrantee We Train All to provide school violence prevention training to school personnel and administrators, supervising the staff of the project, completing required reporting forms, and being the point person for OJP.

Terms We Will Use

Full definitions can be found in funder guides or at 2 CFR 200 <https://www.ecfr.gov/current/title-2/subtitle-A/chapter-II/part-200/subpart-A/subject-group-ECFR2a6a0087862fd2c/section-200.1>

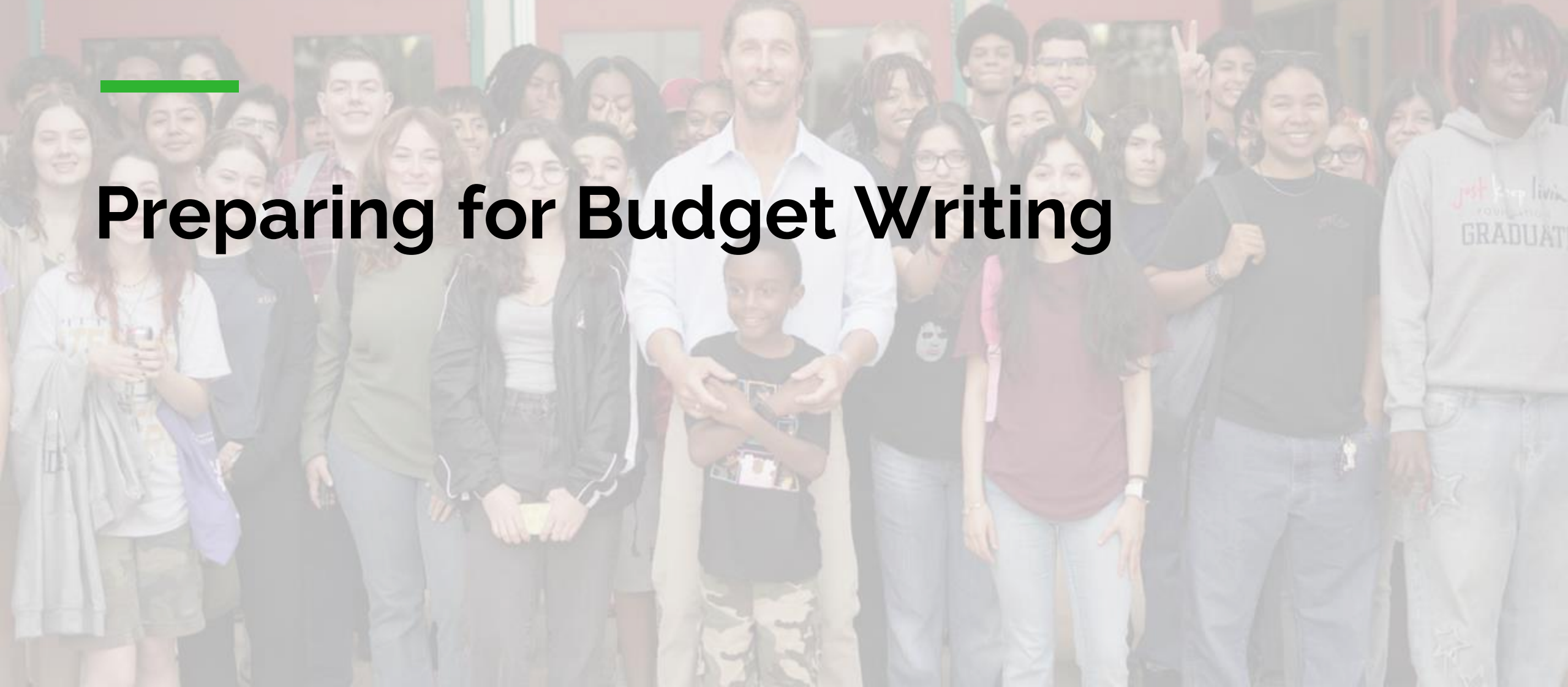
- ❖ **NOFO – *Notice of Funding Opportunity*; Can also be called a RFP, RFA, FOA, NOFA. Means the solicitation for applications.**
- ❖ **Indirect costs – overhead costs.**
- ❖ **Sub-awardee/subgrant – when a recipient passes through funds to another entity to do substantive work on the project.**
- ❖ **Contractor – entity that receives money from a recipient to provide goods or services for that recipient's own use.**
- ❖ **Match/cost share – recipient's share of the project cost.**
- ❖ **SF424, SF424A – standard forms for grant cover page and budget.**



GREENLIGHTS GRANT INITIATIVE

A PROJECT OF THE JUST KEEP LIVIN FOUNDATION

Preparing for Budget Writing



What Resources May be Available?

This will depend on the funder!

- ❖ **The Notice of Funding Opportunity (NOFO)**
- ❖ **Pre-application webinar/training (will be listed in NOFO)**
- ❖ **FAQs**
- ❖ **Samples or templates**
- ❖ **Policy or financial guide**
- ❖ **Freedom of information requests (FOIAs)**
- ❖ **Greenlights Grant Initiative resources**
- ❖ **Uniform Guidance – 2 CFR 200**

STOP School Violence Program FY 2023 NOFO

Budget and Associated Documentation

Applicants should budget travel/lodging expenses for one visit to the Washington, D.C., area to meet with federal officials and/or take part in a BJA-sponsored grantee meeting as directed. It is expected that this meeting would be for a minimum of 2 days and 1 night, for at least one representative from the project. Additional attendees may attend, with a maximum of three.

Allowable costs. Given the nature of activities under this solicitation, applicants should be aware of allowable costs and reference the DOJ Grants Financial Guide for more information. Trinkets (items such as hats, mugs, portfolios, t-shirts, coins, gift bags, etc., regardless of whether they include the project name or OJP office logo) must not be purchased with DOJ funds as giveaways. Basic supplies that are necessary for use during an event (e.g., folders, name tags) may be purchased. Generally, stipends are considered unallowable costs for BJA grants; however, given the nature of the grantees under this program, for the purpose of the use of stipends in lieu of overtime for staff personnel, stipends could be permissible for allowable activities. Justification related to the hourly rate and time commitment must be provided and should be classified as personnel costs.

Subawards and Procurement Contracts. Grantees must determine whether pass-through funds are considered subawards or procurement contracts. Per the DOJ Grants Financial Guide, the substance of the activity that has been contracted or subawarded will be the major factor considered. If program activities are delegated to another entity, that delegation will generally be considered a subaward. If goods or services are purchased or procured from another entity for the nonfederal entity's own use, that activity will generally be considered a contract. For additional information on this topic, please refer to 2 CFR 200.330. In addition, OJP guidance documents (<https://www.ojp.gov/training/subawards-and-procurement>) will help clarify the differences between subawards and procurements contracts.

SAMHSA Budget Template

<https://www.samhsa.gov/grants/how-to-apply/budget-and-narrative>

Budget Template – Match Not Required

General Information

Grant Award Number	Budget Period	Date Submitted

Personnel

FEDERAL REQUEST – Personnel

Position	Name	Key Personnel	Annual Salary/Rate	Level of Effort	Personnel Cost

FEDERAL REQUEST	Total Personnel Cost
Enter in Section B column 1, line 6a of SF-424A	

FEDERAL REQUEST – Justification for Personnel

[INSERT JUSTIFICATION FOR EACH PERSONNEL LISTED ABOVE]

Fringe Benefits

FEDERAL REQUEST - Fringe Benefits

Position	Name	Fringe Rate	Personnel Cost	Fringe Benefit Cost

FEDERAL REQUEST	Total Fringe Benefit Cost
Enter in Section B column 1, line 6b of SF-424A	

FEDERAL REQUEST – Justification for Fringe Benefits

Our organization's fringe benefits are comprised of:

Fringe Category	Rate
Total	

[PROVIDE ADDITIONAL INFORMATION REGARDING FRINGE BENEFITS AS NEEDED]

SAMHSA Sample SF-424A

<https://www.samhsa.gov/sites/default/files/sample-sf-424a-non-match.pdf>

SAMPLE SF-424A (MATCH NOT REQUIRED)

On row 1 input:
NOFO# - Federal
(e.g. XX-19-000 - Federal)

Enter the **CFDA #**
from the 1st page
of the NOFO

**BUDGET INFORMATION -
Non-Construction Programs**

SECTION A - BUDGET SUMMARY

Complete only this
column **Federal (e)**

OMB Approval No. 4040-0008
Expiration Date 08/30/2014

Use the **"New or
Revised Budget"**
section for New
Applications

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		Total (g)
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	
1. TI-18-016 - Federal	93.788			\$247,500.00		\$247,500.00
2. (Example only)	(Example only)					\$0.00
3.						\$0.00
4.						\$0.00
5. Totals		\$0.00	\$0.00	\$247,500.00	\$0.00	\$247,500.00

SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1) TI-18-016 - Federal	(2)	(3)	(4)	
a. Personnel	\$80,000.00				\$80,000.00
b. Fringe Benefits	\$30,000.00				\$30,000.00
c. Travel	\$21,000.00				\$21,000.00
d. Equipment	\$28,000.00				\$28,000.00
e. Supplies	\$7,000.00				\$7,000.00
f. Contractual					\$0.00
g. Construction					\$0.00
h. Other	\$81,500.00				\$81,500.00
i. Total Direct Charges (sum of 6a-6h)	\$247,500.00				\$247,500.00
j. Indirect Charges					\$0.00
k. TOTALS (sum of 6i and 6j)	\$247,500.00				\$247,500.00

7. Program Income

						\$0.00
--	--	--	--	--	--	--------

Section A Total

Section B Total

Note:
Section A
Total
must equal
Section B
Total

DOJ Grants Financial Guide

<https://www.ojp.gov/funding/financialguidedoj/overview>

DOJ Grants Financial Guide 2022

Last Updated October 2023

Welcome to the DOJ Grants Financial Guide

Foreword

We hope you find this guide useful and informative. If you have any questions or comments, please contact your appropriate DOJ Funding Source.

TOP 10 TOPICS	
1. Financial Management Systems	6. Audit Requirements
2. Allowable Costs	7. Conference Costs
3. Unallowable Costs	8. Adjustments to Awards
4. Federal Financial Reports	9. Accounting by Approved Budget Category
5. Performance Reports	10. Subrecipient Monitoring

Welcome to the DOJ Grants Financial Guide

- I. General Information
- II. Preaward requirements
- III. Postaward Requirements
- IV. Organization Structure
- V. Appendices

Internal Resources and Information

This will depend on the LEA

❖ **“Numbers person”**

❖ **Your own policies:**

❖ Travel

❖ Fringe

❖ Indirect cost rates

❖ Procurement



GREENLIGHTS GRANT INITIATIVE

A PROJECT OF THE JUST KEEP LIVIN FOUNDATION

Budget Categories



Federal Budget Categories

From the SF424 and JustGrants

- ❖ **Personnel**
- ❖ **Fringe**
- ❖ **Travel**
- ❖ **Equipment (currently over \$5000)**
- ❖ **Supplies**
- ❖ **Construction (generally unallowable for these types of projects)**
- ❖ **Subawards**
- ❖ **Procurement contracts**
- ❖ **Other costs**
- ❖ **Indirect costs**

Note/Disclaimer

The following sample budget and budget narrative are SAMPLES. The figures in them are arbitrary and do not necessarily reflect true costs, such as for subawards and contracts.

Your budget narrative should be specific to your project and have as much detail as you can provide.

Personnel

- ❖ **Staff for the project that are directly employed by the applicant**
- ❖ **Needs to be broken out for each staff person**
- ❖ **Include title; name (if applicable); annual, monthly, or hourly salary; timeframe (e.g. year); and level of effort (i.e. full time equivalent – FTE)**
- ❖ **Some funders like SAMHSA will identify “key personnel” in the NOFO**
- ❖ **Narrative justification should include that the salary is commensurate with other salaries, if a cost of living or merit increase could occur, and brief description of their duties and needed expertise. It needs to justify the level of effort and amount of salary.**

Personnel Budget and Narrative Sample

Project Director:	\$70,000 x .85 year x 1.0 FTE = \$59,500 year one
Project Director:	\$70,000 x 1 year x 1.0 FTE x 2% COLA increase = \$71,400 year two
Training Coordinator:	\$62,000 x 1 year x .50 FTE = \$31,000 year one
Training Coordinator:	\$62,000 x 1 year x .50 FTE x 2% COLA increase = \$31,620 year two
Total Personnel:	\$193,520

The Project Director (PD) will be a new hire position. The salary for year one is adjusted to allow for approximately two months of hiring time. The PD will have a Master's degree in an education-related field, at least five years of experience in project management, and strong interpersonal skills (please see Attachment C for job descriptions). The salary is a starting salary for a staff person with similar duties at Happy Town LEA. The PD will supervise the Training Coordinator. The PD will be the key personnel for this project. They will oversee all day-to-day activities of the project, including implementing the public awareness campaign for parents, school personnel, and students, responding to requests for technical assistance and trainings, and conducting school threat assessments. They will track all programmatic and fiscal activities and submit required reports to DOJ.

The Training Coordinator (TC) will be La Toya Smith. Ms. Smith is currently working part-time at .50 full-time equivalent as a Trainer on a related Services for Mental Health and Substance Abuse Administration (SAMHSA) grant on school violence prevention and intervention. If funded, she will go full time and devote 50% of her effort to this project. This will be tracked with time and effort timesheets. Her duties, as outlined in the attached job description, will include identifying training needs, handling training logistics including working with the subgrantee We Train You to appoint trainers, ensuring trainings are conducted as planned, and compiling training evaluations. She has worked in the educational field for five years specifically as a trainer on school violence prevention and intervention.

Fringe Benefits

- ❖ **Fringe for staff requested in Personnel section and should match the level of effort included in Personnel (i.e. 50% if .50 FTE)**
- ❖ **This should include FICA and other taxes if not included in fringe benefit rate.**
- ❖ **List out what is included in fringe – e.g. retirement (and how long a staff person needs to be employed before earning retirement and what rate the retirement is), health, dental, short-term disability, etc.**
- ❖ **Narrative justification should explain what is included in the fringe rate. Extensive detail is not typically needed here.**

Fringe Benefits Budget and Narrative Sample

Personnel total salary = \$193,520

Fringe benefits: \$193,520 total x 32% = \$65,286

Retirement: \$103,020 year two x 3% = \$3,091

Total Fringe = \$68,377

Fringe benefits rate is 32% per person. This rate includes health, dental, FICA, unemployment insurance, and short-term disability. This rate is for all full-time employees and is commensurate with other LEAs our size in our state.

Retirement is matched at 3% once a staff person has been employed full time at the LEA for one year. Ms. Smith is eligible starting in year two, as will the new hire.

Travel

- ❖ **Use your own travel policy or GSA rates. Keep in mind that one may not be eligible for GSA rates if they are not a government employee.**
- ❖ **This is only for travel for staff of the applicant.**
- ❖ **Narrative justification should explain what is included in the travel request and break down who is going, why they are going, where they are going, how they are getting there, and an estimated timeframe if possible. There needs to be a direct link between the project and the travel being requested.**
- ❖ **Remember funders could require travel to certain trainings:** Applicants should budget travel/lodging expenses for one visit to the Washington, D.C., area to meet with federal officials and/or take part in a BJA-sponsored grantee meeting as directed. It is expected that this meeting would be for a minimum of 2 days and 1 night, for at least one representative from the project. Additional attendees may attend, with a maximum of three.

Travel Budget Sample

Travel to Washington DC for grantee meeting

Hotel: 2 ppl x \$325/night x 2 nights = \$1,300

Airfare: 2 ppl x \$750/flight x 1 flight each = \$1,500

Per diem: 2 ppl x \$59.25 per diem travel days x 2 days = \$237

Per diem: 2 ppl x \$79 per diem non-travel days x 1 day = \$158

Airport parking: 2 ppl x \$15/day x 3 days = \$90

Mileage to/from airport: 1 ppl x 16 miles x 2 x \$.655 = \$21

Mileage to/from airport: 1 ppl x 29 miles x 2 x \$.655 = \$38

Ground transportation in DC: 2 ppl x \$30 Metro x 1 trip = \$60

Local travel to schools in district

100 miles/mth x 24 mths x \$.655 = \$1,572

Travel to one conference

Hotel: 2 ppl x \$325/night x 3 nights = \$1,625

Airfare: 2 ppl x \$650/flight x 1 flight each = \$1,300

Per diem: 2 ppl x \$59.25 per diem travel days x 2 days = \$237

Per diem: 2 ppl x \$79 per diem non-travel days x 2 days = \$316

Airport parking: 2 ppl x \$15/day x 4 days = \$120

Mileage to/from airport: 1 ppl x 16 miles x 2 x \$.655 = \$21

Mileage to/from airport: 1 ppl x 29 miles x 2 x \$.655 = \$38

Total travel: \$8,633

Travel Budget Narrative Sample

As required, we have budgeted for one person, the Project Director, to attend a meeting or training in Washington D.C. and have also budgeted for the Training Coordinator to attend. Rates are all based on GSA rates and our own travel policies. The hotel nightly rates are based on the highest GSA rate (since we do not know what time of year the event will be) plus 25% tax. As we are quite some distance from the East Coast, we have budgeted to stay one more night in Washington D.C. to enable travelling without needing to fly overnight. For airfare we will fly the most economical rate and in compliance with §200.475(e)(1) of the Uniform Guidance. The mileage to/from the airport is based on the current Training Coordinator's distance to the airport and an estimated distance of 29 miles which is from the county seat to the airport. While in Washington D.C., staff will use Metro public transportation.

The local mileage is for both staff to visit the schools in the LEA to provide technical assistance, training, training logistics, and school threat assessments. This mileage will begin as soon as the grant period begins as the Training Coordinator will be meeting with schools to assess for training needs. As per our travel policy, per diem is not provided with local travel.

We are also requesting funding to attend one additional conference with BJA prior approval. We will choose a conference that is closer to Happy Town and stay at the conference host hotel. We are currently looking at conferences being put on by Prevent Violence USA or Safe Schools for You.

Supplies

❖ **These are items that cost less than \$5,000 per item**

NOTE: This amount could go up to \$10,000 if proposed changes to the Uniform Guidance go through.

❖ **This is a per item cost, not an aggregate.**

❖ **Narrative simply needs to show how the figures were attained.
Typically, you can say they are based on current usage or quotes.**

Supplies Budget and Budget Narrative Sample

2 laptops x \$1,500/each = \$3,000

Office supplies \$15/month x 24 months = \$360

Total Supplies = \$3,360

We are requesting laptops for each of the staff positions on this project. While Ms. Smith does currently have a desktop computer, it is over five years old and she needs a computer that can travel with her. The amount is based on preliminary online quotes from office supply stores.

Based on current usage, office supplies including paper, pens, ink cartridges, etc. are currently \$15/month for projects of this size.

Subaward

- ❖ **Per the DOJ Grants Financial Guide, the substance of the activity that has been contracted or sub-awarded will be the major factor considered [to determine if an entity being paid by the recipient is a subrecipient or contractor]. If program activities are delegated to another entity, that delegation will generally be considered a subaward. If goods or services are purchased or procured from another entity for the nonfederal entity's own use, that activity will generally be considered a contract**
- ❖ **So if you have an entity that is doing substantive work on the project for you, they could be a sub-awardee. If you are unsure, ask the funder for assistance in determining between a subaward and a contract. It is important to determine which is correct as they will follow different rules. See 2 CFR 200.330 for more guidance.**
- ❖ **Narrative should give brief description of the qualifications of the sub-awardee, and essentially provide a mini-budget for the sub-awardee, including hourly or project rates and any associated supplies or travel.**

Subaward Budget and Budget Narrative Sample

We Train You

2 trainings x 22 months x \$500/training = \$22,000

45 miles x \$.655/mile x 22 months = \$648

Total Subaward: \$22,648

We Train You is a non-profit that provides trainers on topics related to mental health, substance abuse, anti-bullying, social emotional learning, suicide prevention, and other topics that work towards improving school climate and reducing school violence. They have been providing these services for nine years throughout the southwestern part of the country. See the memorandum of understanding between Happy Town LEA and We Train You in Attachment E.

We have budgeted for them to provide an average of two trainings per month over 22 months of the 24-month grant period, allowing for hiring the Project Director, and planning and scheduling the trainings. See the project timeline in Attachment B. Their hourly rate is commensurate with the rates they charge other LEAs our size. They are also requesting mileage to travel to the schools to provide the trainings.

Procurement Contract

- ❖ **Contracts are for entities that are providing a good or service that benefits the recipient.**
- ❖ **Examples include website developers, anonymous reporting systems, training registration platform, etc.**
- ❖ **Narrative should briefly touch on procurement process and which method is being used. If an entity has already been chosen, note what procurement process you went through to pick them. Identify qualifications of the entity and why they are needed for the project.**

Contract Budget and Budget Narrative Sample

Anonymous reporting system contract: 24 months x \$2,250/month = \$54,000

We have made initial inquiries for anonymous reporting systems (ARS) and have gotten two quotes. As per our procurement policy, this will be a small purchase and thus requires three quotes, not a full request for proposals. \$2,250 is the average price. We will continue researching and determine which system we are going with based on cost and capabilities upon receipt of the award, if funded. Happy Town LEA does not currently have an ARS. ARSs are a key component of a healthy and safe school environment. Teachers and parents have been asking for a system that will enable Happy Town LEA to more quickly identify students who are struggling and who have attributes that could lead to violence or self-harm.

Other Costs

- ❖ **These are costs that do not fit elsewhere in the budget. Overhead costs that are not already in the negotiated indirect cost rate agreement (NICRA) are typically going to go here; i.e. rent, postage, utilities, printed materials, subscriptions, etc.**
- ❖ **Narrative should identify each cost and provide justification for it. You should note that these costs are not in the NICRA, if applicable. If you do not have a NICRA, note that as well. Provide sufficient detail to the costs to justify your needing them.**

Other Costs Budget and Budget Narrative Sample

Training registration: 2 registrations x \$600/each = \$1,200

Printed public awareness materials: 10,000 x \$.05 = \$500

As noted in the travel section, we are requesting funds for the two staff on this project to attend a non-BJA training. This training will directly relate to school violence prevention and we will request prior approval before paying for the registration. We are currently looking at conferences being put on by Prevent Violence USA or Safe Schools for You. This training will be important to supplement BJA training and to provide the most current information in the field for a small school district like ours.

To promote this project, we will internally design brochures and pamphlets to distribute to school personnel, students, and parents. These will be professionally printed. The cost is based on printing full color brochures and pamphlets of a similar amount for other projects.

Indirect Costs

- ❖ **These are costs that “*keep the doors open.*” They are often referred to as overhead or facilities and administrative costs.**
- ❖ **Examples include rent, utilities, janitorial services, administrative staff, payroll, accounting, human resources, etc.**
- ❖ **To help entities recoup these costs in a fair way, the federal government allows recipients to either get a negotiated indirect costs rate agreement (NICRA) or use a de minimis rate of 10% on modified total direct costs.**
- ❖ **Talk to your finance department to determine if you have a NICRA or if you can use the 10%. NOTE – this could go up to 15% if changes to Uniform Guidance go through.**



GREENLIGHTS GRANT INITIATIVE

A PROJECT OF THE JUST KEEP LIVIN FOUNDATION

How Do I Know If My Costs Are Allowable?

Costs charged to a grant must be...

- ✓ **Allowable** – be in accordance with the Cost Principles and not be outright disallowed by the funder (this information should be in the NOFO or funder's financial or policy guide).
- ✓ **Allocable** – be in proportional benefit to the grant, like the .50 FTE Training Coordinator.
- ✓ **Reasonable** – pass the prudent person test. Is the price for the item reasonable for the project and based on necessity of the item?
- ✓ **Necessary** – be justified as needed for the project.



GREENLIGHTS GRANT INITIATIVE

A PROJECT OF THE JUST KEEP LIVIN FOUNDATION

How Will My Budget be Reviewed?



Grant Review Process

Initial screening



Peer review



Pre-award risk assessment



Cost analysis, systems review

Note: Different people will be reviewing your project narrative and budget. Your budget narrative needs to be able to stand on its own.

DOJ Financial Review from Grants Financial Guide

Financial Analysis

DOJ will complete a financial review of the grant application to ensure that recipients are financially capable and have the financial integrity to administer Federal funds. As part of this review, each grant-making component will take all of the following steps:

- Perform a cost analysis of the project (may not be applicable to some formula programs).
- Obtain cost breakdowns, verify cost data, evaluate specific elements of cost, and examine data to determine the necessity, reasonableness, allowability, allocability, and appropriateness of the proposed cost.
- Review indirect cost rates and calculations if applicable. See [Chapter 3.11](#) indirect costs.
- Determine the adequacy of the accounting system and operations to ensure that Federal funds, if awarded, will be expended in a reasonable manner.
- Non-Federal entities that have not received an award within the past 3 years may require an additional financial review.
- Review the status of any Federal debt that the applicant may have to ensure the debt is not delinquent, and other prescreening information, including checking SAM to ensure the organization is not suspended or debarred from receiving Federal funds.



GREENLIGHTS GRANT INITIATIVE

A PROJECT OF THE JUST KEEP LIVIN FOUNDATION

Common Budget Missteps



Budget Missteps

- ❖ **Project narrative and budget are not in alignment**
- ❖ **A change is made to the project narrative but not to the budget or vice versa**
- ❖ **Mathematical errors**
- ❖ **Change salary but forget to change fringe or other related costs**
- ❖ **Putting supplies in equipment**
- ❖ **Lack of adequate justification**
- ❖ **Not enough detail in figures**
- ❖ **Funder cannot tell if the cost is allowable, allocable, reasonable, and necessary**
- ❖ **Totals do not match**
- ❖ **Double dipping with indirect costs**



GREENLIGHTS

GRANT INITIATIVE

A PROJECT OF THE JUST KEEP LIVIN FOUNDATION

Questions?





GREENLIGHTS GRANT INITIATIVE

A PROJECT OF THE JUST KEEP LIVIN FOUNDATION



MCALLISTER
& QUINN

AASA
THE SCHOOL SUPERINTENDENTS ASSOCIATION



Contact Information

Greenlights Grant Initiative
info@greenlightsgrantinitiative.org