



**ELEVENTH
HOUSE**

BUILDING BETTER COMMUNITIES
ONE PROJECT AT A TIME.

January 30, 2025

Proposal for Grant Writing Services

Norwood Water Commission

Submitted by:

ELEVENTH HOUSE SOLUTIONS

NEOMA SALVAJE

Chief Executive Officer + Founder

Headquarters:

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Ms. Amanda Pierce
January 30, 2025
Norwood Water Commission
1670 Naturita Street, PO Box 528
Norwood, CO 81423

Dear Ms. Pierce:

Thank you for the opportunity to respond to your RFP **Grant Writing Services**. We want to assist the Norwood Water Commission with this service. We are uniquely qualified to provide value to your organization based on our expert knowledge and experience in grant management services for municipalities, counties, cities, and numerous other organizations.

Eleventh House Solutions is a seasoned full-service firm offering comprehensive services and solutions across grant management, financial analysis, program evaluation, strategic planning, and consulting. We proudly serve many clients, including states, counties, municipalities, cooperatives, non-profits, and other public agencies, helping them achieve their goals with expertise and efficiency. With a collective expertise of over 60 years, our seasoned staff brings a wealth of knowledge to this project. Our firm has earned a reputation for effectively collaborating with management, teams, and governing bodies, fostering open communication and inclusive stakeholder engagement. Our proposal reflects our commitment to meaningful dialogue and active listening, ensuring a tailored approach that meets your needs.

At Eleventh House Solutions, we prioritize tailored resource allocation and personalized attention for each project, guaranteeing high-quality delivery, seamless client communication, timely and budget-complaint execution, and consistently exceptional work products. Our dedication to excellence ensures outstanding outcomes and long-lasting partnerships.

Eleventh House Solutions holds certifications as a Minority/Disadvantaged/Small Business Entity in Maryland, Delaware, Virginia, New York, and Colorado and with the federal government, demonstrating our commitment to diversity and inclusivity in our business practices.

As CEO of Eleventh House Solutions, I am committed to ensuring the project's success. Feel free to contact me at (443) 786-6444 or neoma@eleventhhousesolutions.com with any questions or concerns. This proposal is valid for 60 days from submission. Please don't hesitate to reach out if you need additional information. We are eager to provide top-notch grant writing and preparation services to the Norwood Water Commission and look forward to the opportunity.

Sincerely,



NEOMA SALVAJE
Chief Executive Officer + Founder

Table of Contents:

Cover Letter	1
PART I:	
- Qualifications and Experience	3
- Key Personnel	3
- Approach and Methodology	4
- Fee Structure	7
- References	7
- Sample Work	8
PART II:	
- Firm Service Availability	8
- Communication with (requesting agency)	8
- Post-Implementation Consultation and Support	8
- Insurance Acknowledgement	8
- Standing of the Firm	9
- Signature Page	9
Addenda	
- Team Resumes	
- Grant and Projects Rollup (previous public sector clients & previously submitted grants)	
- Samples of Successful Grant Proposals	

PART I -

Qualifications and Experience

Eleventh House Solutions is a recognized leader and subject matter expert in navigating federal, state, and private funding sources, offering comprehensive grant writing services from initial sourcing to successful submission. With over 60 years of combined experience, our team possesses a deep understanding of best practices at every level of government.

Our reputation for delivering high-quality, cost-effective solutions has earned us a long list of satisfied clients who trust us to provide sound recommendations and implement effective strategies in various organizational environments. We are known for our “hands-on” approach and our ability to see projects through from concept to completion, regardless of the complexity or scope.

Our extensive experience encompasses a broad range of areas, including public safety, infrastructure upgrades, parks and recreation, sustainability, community facilities, technology integration, economic development, and capital asset acquisition. We have successfully secured funding for projects such as infrastructure improvements, public space development, affordable housing initiatives, transit enhancements, business support programs, public art installations, comprehensive planning efforts, historic preservation projects, and transportation network upgrades.

Eleventh House Solutions excels in working with individual departments within municipalities, providing tailored support and guidance to ensure that even those with limited grant experience can successfully navigate the grant process. Our team is led by a seasoned grant writer, consultant, and project manager and is supported by a network of subject matter experts who contribute specialized knowledge as needed.

With a proven track record of securing funding and delivering impactful results, Eleventh House Solutions is the partner of choice for government agencies seeking to advance their goals through strategic grant acquisition and management.

Key Personnel

EHS has a broad spectrum of grant experience. We are well-versed in the intricacies of federally and state-funded grants. With a keen understanding of federal grant programs like those administered by agencies such as the National Institutes of Health (NIH) and Substance Abuse and Mental Health Services (SAMSHA), we navigate the requirements seamlessly. Additionally, our expertise extends to state-specific grant frameworks, including Maryland State Opioid Operational Command Center (O OCC), ensuring compliance with localized guidelines.

Our in-depth knowledge of grant programs and requirements has translated into an exceptional track record of securing grant funding. With a remarkable 70%+ win rate, our team has successfully managed and won over \$350 million in grants for our clients since 2011.

EHS currently has a team of 11 professionals and access to subject matter experts as needed.

Key Staff Assigned to Grant Consulting Projects:

Neoma Salvaje – CEO, Project Oversight, and Customer Relations

Neoma is the Founder and CEO of Eleventh House Solutions, dedicated to building, strengthening, and sustaining communities and facilitating positive change to enhance quality of life. With over ten years of project management experience, Neoma excels in strategic thinking, administrative services, program implementation, and translating complex theories into clear, actionable strategies.

Gina Williams – Project Manager

Gina has been in the grant management and proposal sector for over 20 years and has worked in multiple capacities throughout her career, including work with county and city governments, serving on grant proposal panels, grant writing, coordination of deliverables, and proposal requirements, to name a few.

Laura LaRocca – Grant Consulting

Laura is experienced in researching potential grant funding opportunities and writing grant proposals.

Please refer to the attached resumes for detailed information on the qualifications, experience, and tenure of the personnel assigned to this project.

Approach and Methodology

We appreciate the opportunity to submit our proposal in response to the Norwood Water Commission RFP for professional grant writing services. Our proposal addresses the Commission's needs through the following comprehensive scope of services:

- Grant research and identification
- Grant proposal development
- Grant management support
- Strategic planning and consultation

Written Response to Scope of Work

Eleventh House Solutions methodology for each deliverable:

1. *Grant Research and Identification*

Eleventh House Solutions monitors the grant funding landscape to stay current with available funding sources, government programs, private foundations, and other potential grant providers. We will conduct thorough research to identify potential funding opportunities. Our research approach includes:

- Utilize online databases and search engines to identify relevant grants.
- Review government and private foundation websites for funding opportunities.
- Network with government officials and other organizations to stay informed about potential funding sources.

- Review grant requirements, criteria, matching funds, reporting needs, and terms and conditions.
- Track county, state, and federal funding opportunities.
- Set up alerts and subscriptions to government websites and funding databases with identified funding priority keywords.
- Regularly search online platforms and state/county websites.
- Utilize grant management software for organization and tracking.

2. Grant Proposal Development

- Review the grant guidelines and requirements: Carefully review the grant announcement and guidelines to understand the requirements and expectations.
- Conduct a needs assessment: Identify the specific needs and challenges that the grant proposal aims to address.
- Develop a clear and compelling grant proposal narrative.
- Clearly articulate the problem or need that the project aims to address.
- Ensure that the grant materials are tailored to the specific funder's requirements and priorities.
- Emphasize the Norwood Water Commission's strengths and capabilities in the grant materials to showcase its value as a partner.
- Outline specific, measurable, achievable, relevant, and time-bound (SMART) goals and objectives.
- Describe the methodology and approach used to achieve the project's goals.
- Highlight expected outcomes and impact.
- Gather required attachments: Collect resumes of key personnel, letters of support from partners or stakeholders, and organizational documents such as tax returns or audited financial statements.
- Ensure that all attachments are relevant and directly support the proposal.
- Review and edit the proposal: Carefully review the proposal for accuracy, clarity, and coherence.
- Edit for grammar, punctuation, and spelling errors.
- Get feedback from clients and stakeholders and revise as needed.
- Submit the proposal: Ensure that the proposal is submitted by the designated deadline.
- Double-check that all required materials are included and in the correct format.

3. Writing Grant Proposals and Applications

Eleventh House Solutions understands the unique challenges and compliance requirements associated with managing federal, state, and local grants. Our tailored service package is designed to ensure that the Norwood Water Commission meets all reporting, financial, and regulatory obligations. By conducting a detailed needs assessment and compliance audit, we strategically plan to align with the Norwood Water Commission's specific requirements, ensuring no gaps in reporting, documentation, or adherence to grant regulations. Our focus on regulatory compliance ensures that all project activities stay on track and conform to funding agency requirements, minimizing risks while maximizing success. Our process includes:

- Grant Compliance Consulting: Our experienced team of grant compliance specialists will work closely with you to review the terms and conditions of each grant you've won. We'll provide detailed analysis and interpretation of grant guidelines, ensuring a clear understanding of compliance requirements.
- Customized Compliance Plans: Recognizing that each grant may have unique compliance considerations, we'll collaborate with you to develop customized compliance plans tailored to the specific requirements of your grants. These plans will outline actionable steps to maintain compliance and mitigate risks effectively.
- Training and Capacity Building: We offer comprehensive training sessions and workshops designed to equip your team with the knowledge and skills necessary to uphold grant compliance standards. From understanding reporting protocols to implementing internal controls, our training programs empower your staff to navigate compliance challenges confidently.
- Ongoing Monitoring and Support: Compliance is an ongoing process that requires vigilant oversight. Our team will provide continuous monitoring and support to ensure that your activities remain in alignment with grant regulations. We'll conduct periodic reviews, offer guidance on corrective actions, and address any compliance issues that may arise promptly.
- Documentation and Reporting Assistance: We understand the importance of maintaining accurate records and submitting timely reports to grantors. Our experts will assist you in organizing documentation, preparing required reports, and ensuring adherence to reporting deadlines, alleviating the administrative burden associated with compliance obligations.

4. Strategic Planning and Consultation

- Work with the City's departments to understand their needs and priorities.
- Assess and develop key funding objectives and identify relevant funding opportunities to support them.
- Identify the specific needs and challenges that the grant proposal aims to address.
- Assess the potential impacts of each grant on the community and ensure it aligns with the City's mission and funding needs.
- Engage with the City management team in creative strategizing for project grant development.
- Schedule a grant-off kick-off meeting with City staff to break down the grant requirements and determine responsibility for each component.
- Work closely with City staff to understand their requirements and preferences for the grant materials.

We utilize project management software to streamline and manage the grant process from research to close out. With this tool, we can track each deliverable separately, assigning unique follow-up dates and deadlines to ensure that nothing falls through the cracks. By doing so, we maintain a proactive approach, ensuring that every milestone is met and every deliverable is completed on time. This visibility allows us to promptly identify and address potential bottlenecks, keeping the grant process moving smoothly. Our project management software is a centralized hub, providing real-time updates and enabling seamless collaboration among team members. By

leveraging this technology, we guarantee that every aspect of the grant process is managed efficiently, resulting in successful project execution and timely delivery.

Fee Structure

Our process demands exceptional expertise and dedication. Our proven methodology and successful implementation are rooted in our extensive experience and close collaboration with stakeholders. We've carefully balanced the Norwood Water Commission budget and delivery needs with our commitment to excellence. **Our flat rate is \$150/hour.** The Norwood Water Commission will only be billed for hours used.

Please note: Our hourly rate is a sliding scale based on client commitment/hours booked - i.e., if your organization utilizes us for more hours, our rates will drop.

160 hours a month	\$100 / hour
80 hours a month	\$125 / hour
40 hours a month	\$150 / hour
Ad hoc (as available)	\$175 / hour

Details:

- Rates are based on a one-year contract
- Hours are “use or lose”
- Hours do not roll over
- Plans can be customized

References - Relevant Projects

Agency & Project	Contact
<p>Tompkins County, New York Grants Management Consultant and Writer for County-wide Program.</p>	<p>Bridgette Nugent Deputy County Administrator 607.274.5551 bnugent@tom-pkins-co.org 125 East Court St. Ithaca, NY 14850</p>
<p>Queen Anne’s County, Maryland Awarded a competitive bid to provide grant writing and management services to all County departments on an open-ended hourly contract.</p>	<p>Todd Mohn County Administrator 410.758.4098 tmohn@gac.org 107 N Liberty St, Centreville, MD 21617</p>
<p>City of Commerce City, Colorado Grants writer for city-wide program</p>	<p>Jenny Penoncello Grant and Special Projects Manager 303.227.8832 jpenoncello@c3gov.com 7887 E. 60th Ave. Commerce City, CO 80022</p>

Please refer to the attached Grants and Projects Rollup, which provides a summary of our previous public sector clients and previously submitted grants.

Sample Work

Please see the attached samples of three successful grant proposals EHS has written, including one state grant and two federal grants.

PART II -

Firm Service Availability

Eleventh House operates Monday to Friday, 9:00 a.m. to 4:30 p.m. Our team is responsive outside of regular hours, responding to calls and emails within 24 business hours. While emails may be checked after hours, after-hour responses aren't guaranteed. Assigned personnel will remain available to the Norwood Water Commission throughout the contract. If personnel changes occur, we'll collaborate with the Norwood Water Commission to appoint suitable replacements, ensuring continuity.

Communication with the Norwood Water Commission

Our typical communication model includes status updates to inform the client where we are during each project phase. Most communication can be managed through emails and phones.

Post-Implementation Consultation and Support

We prioritize keeping clients informed through regular status updates tailored to their needs. Our preferred communication approach relies on email and phone, ensuring an efficient and timely exchange of information throughout each project phase.

Insurance Acknowledgment

If requested by the Norwood Water Commission, EHS will submit and support the levels of coverage and endorse with our General Liability coverage upon award of a contract for the project.

Workers' Compensation:	Statutory Limits
Commercial General Liability:	\$2,000,000 per occurrence
Professional Liability (Errors & Omissions):	\$1,000,000 per occurrence
Automobile Insurance:	\$1,000,000 per occurrence

Our insurance broker is

Seth Beatty, Avon-Dixon, an Alera Group Agency, LLC
28640 Marys Court, Suite 100, Easton, MD 21601
Office: 410-763-7359
Mobile: 410-829-3841
Fax: 410-770-5402
Seth.Beatty@avondixon.com | www.AvonDixon.com

Standing of the Firm

Eleventh House Solutions has maintained a strong reputation in Maryland since 2011, demonstrating financial stability and a conflict-free record with the Norwood Water Commission. We are committed to fostering a workplace built on fairness, equal opportunity, and non-discriminatory hiring practices, ensuring an environment where individuals are valued and treated with respect.

Accuracy Attestation & Signature

This proposal is valid for sixty (60) days. I attest to the accuracy of this submitted proposal.

Respectfully submitted by

Eleventh House Solutions, State of Maryland | January 30, 2025

NEOMA SALVAJE
Chief Executive Officer + Founder



Neoma Salvaje

Eleventh House Solutions

19 Bay Street, Suite 2 Easton, MD 21601
4023 Kennett Pike, Suite 50363 Wilmington DE 1807
Neoma@EleventhHouseSolutions.com
Office: 302.223.4044 Cell: 443.786.6444

- **Mission:** To build, strengthen, and sustain communities and their authenticity. To facilitate positive changes that enhance the quality of life for underserved and/or disadvantaged people.
 - **Strengths:** Program implementation, project management, administrative services. Digesting complex theories and principles and converting them into clear and actionable ideas and strategies.
 - **Specialties:** Community sustainability and resiliency, energy equity & housing rehabilitation, and food systems.
 - **Passions:** Social justice issues; especially food, health, and energy equity, change-making via hand up vs hand out, motorcycling, martial arts & crafts.
-

Professional Experience

Eleventh House Solutions (EHS), CEO, Founder

2009 to Current

Eleventh House provides project support, program implementation, and administrative services to organizations that serve under-represented and/or disadvantaged communities. *"Doing Good Work with Good People"* while *"Building Better Communities One Project at a Time"*.

Mission: To effectively channel resources to enhance regional improvements and life quality for rural and underserved communities.

- 100+ years of staff experience
 - Written and/or managed \$350M+ in grant funding
 - Acted as direct POC for 1,000+ households
 - Served 75+ clients
 - Provides strategic direction for and maintains a broad coalition of partnerships across multiple sectors to amplify effectiveness via collaboration and leveraging.
 - www.EleventhHouseSolutions.com
-

Relevant Grant Experience

Eleventh House Solutions (EHS), Lead Grant Administrator

2009 to Current

Eleventh House has supported clients and internal projects via grant funding since 2015. We:

- Search various grant sources for funds to support the project(s) the client has prioritized
- Produce a prospectus with the best options for client go/no to next phase
- Any grants given a "go" get a one-pager containing high level information needed by the client to make the final decision about application
- "Write" the grant aka act as the project manager to facilitate information and documentation gathering by client stakeholders, and pull together the final product with an eye towards meeting the granting agencies wants and needs
- Complete pre-award administrative duties as needed

- Onboard the project by reading thru and incorporating any/all requirements listed in the grant agreement
- Communicating with granting agency as needed to clarify details and manage expectations
- Execute the grant administration including creation of a project management plan, extraction of deliverables, timelines, and assignments to responsible parties
- Manage the project to ensure timelines are met
- Provide monitoring and evaluation as needed
- Create and maintain reporting as needed
- Close out the grant and ensure copies of all records are retained for the timeframe specified by the grant agreement.

Since 2015, we have:

- Written and/or managed \$350M+ in grant funding
- Won 70%+ of the grants we've written
- Sought, vetted, written, won, managed, and/or evaluated grants for
 - five Maryland counties,
 - two Maryland utilities,
 - numerous Maryland municipalities
 - dozens of Maryland nonprofits, and
 - dozens of Maryland private citizens and corporations
 - dozens of internal Eleventh House projects
- Provided strategic direction/sustainability consulting to multiple clients
- Provided grant management coaching to multiple clients

Certifications

- **MBE**, Minority Business Enterprise, VA/MD/DE
- **DBE**, Disadvantaged Business Enterprise
- **SBE**, Small Business Enterprise
- **SBR**, Small Business Reserve

Volunteerism

- **Moveable Feast**, Moto Support, Ride for the Feast
- **Talbot County Dept of Social Services**, "Getting Ahead in a Just Getting by World" Facilitator
- **Talbot County Hunger Coalition**, Volunteer
- **Talbot Interfaith Shelter**, Volunteer
- **Easton Community Gardens**, Volunteer
- **Maryland Extension**, Master Gardener
- **Vancouver, WA Free Clinic**, Lab Tech, Volunteer Coordinator

Organizations

- **Eastern Shore Agriculture Sustains (ESAS)**
- **Talbot Mentors**
- **Talbot Hunger Coalition**
- **Future Harvest CASA**

- **Mid-Shore Food System Coalition**
- **Shore Leadership, Class of 2016**

Relevant Coursework

- **Assessment of Food System Efforts in the Chesapeake Foodshed**
- **Bridges Out of Poverty - Applying Bridges Concepts**
- **Bridges Out of Poverty - Beyond Diversity**
- **Bridges Out of Poverty - Getting Ahead in a Just-Gettin'-by-World**
- **Bridges Out of Poverty - Strategies for Professionals and Communities**
- **Building the Foundation: Mentor Training Chesapeake Food Policy Leadership Institute**
- **Eastern Shore Green Energy Workshop**
- **Green your Community and Reduce Food Waste**

Education

- **University of Mary Washington, B.S., 2003**
- **The Putney School, Putney VT, 1994**

Gina Williams

Career Overview: Highly qualified nonprofit management professional with fundraising, financial and business management experience.

Applicable Skills: Supervisory and management experience, fundraising and grants experience, accounting skills-basic to advanced, excellent customer service, professional communications-written and oral, Raiser's Edge software expert, excellent computer and social media skills, detail oriented, team player, highly organized, 15 years nonprofit experience and extensive knowledge of inter-mountain west.

Professional Experience

Eleventh House Solutions (EHS), Grant and Proposal Writer 2022 to Current
Eleventh House provides project support, program implementation, and administrative services to organizations that serve under-represented and/or disadvantaged communities. "Doing good work with good people" while "Building better communities one project at a time."

GirlWrites, LLC, Owner January 2021 to Current
I provide full grant writing services and nonprofit business consulting. Fully remote capability.

First Story, Business Development Manager February 2019 to January 2021
First point of contact for all new relationships – vendors, donors, clients. Plans and oversees marketing initiatives and strategies. Researches and develops individuals and organizations to find new opportunities for revenue streams. Community education, outreach and partner development. Plans and executes large, high-end annual fundraising gala and golf tournament. Fundraising and grant writing responsibilities.

Heart Mothers, Treasurer, Board Member October 2016 to Current
Active member of nonprofit that supports young women rescued from sex trafficking. Heads up fundraising efforts, grant writing and oversees all financial aspects of the organization. Creates the annual budget. Hands on experience with center in Cambodia, including program management. Fundraises at the grassroots level and participates in advocacy.

Guardian Group, Development Director March 2018 to January 2019
Oversees all fundraising efforts, programs and initiatives including writing grants, researching foundations and corporations, developing strong donor relations for both annual fundraising and capital campaigns and implementing new fundraising strategies. Develops and cultivates community relationships for initiatives, advocacy and resource partnerships.

Flathead Valley HS Association, Educational Coordinator November 2014 to October 2016
Maintained educational records for 60 home schooled students and their families. Ensured credit hours, coordinated college visits, managed senior class graduation and activities. Conducted monthly parent meetings. Fundraised and sought educational grants for the organization.

Xanterra, Fixed Asset Accountant October 2012 to October 2014
Managed fixed assets for Yellowstone National Park. Accountable for recording the cost of newly acquired fixed assets (both tangible and intangible), tracking existing fixed assets, recording depreciation, and accounting for the disposition of fixed assets.

Greater Gardiner City Council, Board Member

May 2009 to October 2014

Researched and wrote grants for the city of Gardiner, MT, in an effort to revitalize the community. Participated in public outreach and education. Researched and co-chaired a successful effort to bring a resort tax to the town. Chaired and co-chaired several improvement projects.

Yellowstone Association, Development Coordinator

April 2009 to October 2012

Managed the daily logistics and flow of incoming memberships from visitor centers, mail, and web. Oversaw and trained new development assistant. Maintained and implemented sustainability goals for the department as the Green Team Representative. Created, maintained, and executed records and letters for the following gifts: annual, Society, Institute, tribute and memorial, annual, complementary, gift memberships, upgrades, and corporate matching. Received and responded to membership inquiries, recommendations, and complaints. Processed all credit cards associated with memberships and donations. Cultivated, stewarded, and grew Guardian program and Guardian members. Various other duties: event coordination- planning, execution, and attendance; coordination of new member packets for the visitor centers; design of membership publications and brochures; oversee process of converting all paper member files to an electronic filing system; oversaw inventory flow; capital campaign gifts; budget and fiscal year planning; and Yellowstone National Park trip planning for members.

Yellowstone Association, Information Specialist

Worked the sales bookstore and managed the information desk. Performed all duties and functions of a sales associate from basic stocking and inventory to item staging and cashiering duties. Greeted customers, sold items and memberships. Provided trip planning and interpretive information for Yellowstone National Park and the surrounding areas. Prepared the weekly sales reports and deposits. Was responsible for customer complaints and resolutions. Performed training for fellow sales associates.

Sagewalk, The Outdoor School, Business Manager

March 2000 to June 2003

Managed human resources assistant, admissions assistant, and payroll assistant. Maintained employee records. Performed all office duties; including front desk responsibilities. Successfully created and implemented new marketing tools, which increased annual revenue by 50 percent. Oversaw admissions and student intake and processing.

Trex, Inc., Bookkeeper

January 1998 to March 2000

Maintained monthly cashbooks and bank account reconciliation. Oversaw all banking, financial management, and bookkeeping. Prepared financial statements. Performed ledger maintenance. Kept abreast of latest guidelines and procedures. Processed bimonthly payroll.

USMC, Logistics and Intelligence

August 1993 to August 1995

Oversaw and coordinated Marines and their equipment for deployment. Served as personal assistant for company general. Performed technical writing for classified deployments and sensitive information.

Education

- | | | |
|------------------------------|----------------------------|---------------------------|
| ● University of Portland | Nonprofit Management | Masters |
| ● Linfield College | Business Management | Bachelor of Arts |
| ● United States Marine Corps | Logistics Business College | Certificate of Completion |
| ● Canyon High School | Honor Courses | GPA 4.0 |

Laura LaRocca

Career Overview

Mission-driven professional writer with several years of experience helping organizations secure funding to continue their meaningful work. Demonstrated experience in research, grant writing, and project management with a knack for weaving data into meaningful stories that strengthen grant applications.

Highlights of Qualifications

- Results-driven grant writer who secured nearly \$8 M in funding for clients since 2023.
 - Seasoned researcher who is skilled at weaving data into a compelling narrative that demonstrates the need for funding
 - Familiar with online databases, search engines, and paid subscriptions to online funding search tools to identify potential funding sources
 - Attention to detail that ensures grant applications are complete, accurate, and submitted on time
 - Experienced professional writer and editor with proficiency in grammar, punctuation, and style
 - Demonstrated computer skills and experience with online collaboration tools, including Microsoft Office, Google Drive, and project management software
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Professional Experience

Eleventh House Solutions, Grant Writer and Researcher

May 2023 to Current

As part of the successful Grants and Proposals team, I provide comprehensive grant writing services for local governments, securing funding from state and local sources. I demonstrate an understanding of the complete grant application process: I research and identify funding sources, conduct research relevant to the grant application to help create a strong and compelling narrative, develop a strong and compelling narrative, and prepare the budget narrative including a justification for each cost. I collaborate with staff to collect all the necessary documents and information. My attention to detail ensures that every grant application is complete, correct, and submitted on time and in the correct format.

Freelance Writer and Editor, Grant Writer

2013 to 2023

As the grant writer for a mission-driven organization for 10 years, I successfully secured annual operating funds and funds for special projects through local and foundation sources. I researched and vetted prospective funding opportunities, conducted research to identify service gaps and demonstrate a need for funding, wove the data into a compelling narrative to support the grant application, and developed the logic models and budgets. In addition, I administered the grant, including tracking grant-related activities, outcomes, and financial data and completing all reports. I also actively participated in networking and outreach opportunities to develop relationships with funders and community stakeholders.

Freelance Writer and Editor, Writer and Editor

2005 to Current

As an experienced professional writer and editor, I demonstrate my research skills, creativity, and attention to detail in a wide range of mediums, including websites, magazines, and business literature including press releases, newsletters, and promotional flyers. I have edited dozens of fiction and non-fiction books in a variety of genres. As an assistant editor with Three Creeks Media, I was integral in executing a massive diagnostic fact-checking and copyediting project. I also served as a volunteer contributing editor for *New Beginnings*, where I collaborated with writers and made editorial decisions about the style and content of the publication.

United Way, Grant Reviewer

2023

As part of the grant review team, I read and assessed grant applications according to a rubric. We then met as a team to discuss the applications' strengths and weaknesses and come to a consensus about funding recommendations.

Professional Development

- A to Z Grant Writing – ed2go
- A to Z Grant Writing II: Beyond the Basics– ed2go

Status	Project or Program Name	FY	Grant Name	Granting Agency	Partner/Client	Govt/Utility/ Non-Profit	Brief Description	Request Amount	Award Amount	Role
In progress	Arapahoe County, CO - Grant Compliance Consulting Services	24	Grant Compliance Consulting Services	Arapahoe County, CO	Arapahoe County, CO	County	Proposal to provide grant compliance consulting services	\$75,000	pending	Grant Consultants
Approved	Baltimore County - DEPS	24	Research and Analysis for BaCo DEPS	Baltimore County	Baltimore County - Department of Environmental Protection and Sustainability	County	Research and Analysis for Baltimore County's Department of Environmental Protection and Sustainability.	\$5,979	\$5,979	Research and Analysis
Approved	Baltimore County - Consortium 2.0	24	Coordinated Community Supports Partnerships Grant - Hub Pilot Program	Coordinated Community Supports Partnerships	Baltimore County Bureau of Behavioral Health	County	Create an asset map and needs assessment	\$65,000	\$62,000	Conduct Needs Assessment and create asset map
Approved	Baltimore County - CPF Grant Management	24	CPF Grant Management	Baltimore County	Baltimore County Rec and Parks Department	County	Grant management	\$6,976	\$6,976	Grant Manager
Submitted	BaCo - ENOUGH Grant - Essex Community Partnership	24	Engaging Neighborhoods, Organizations, Unions, Governments, and Households (ENOUGH) Grant Program	Maryland Governor's Office for Children	Baltimore County	State	Write a grant to build the Essex Community Partnership, which will create safe, thriving neighborhoods and economically secure families.	\$65,000	pending	Grant Writer
Submitted	BaCo - ENOUGH Grant - LMB	24	Engaging Neighborhoods, Organizations, Unions, Governments, and Households (ENOUGH) Grant Program - Local Management Board Capacity Building Grant Program	Maryland Governor's Office for Children	Baltimore County	State	Write a grant for capacity building to support the ENOUGH Grant program	\$386,000	pending	Grant Writer
Approved	Baltimore County - Juvenile Referral Project	23	Juvenile Referral Project	Baltimore County Department of Health & Human Services	BaCo DHHS	County	Facilitating the conversation and finding funding for gaps in services	n/a	\$10,000	Project Manager
Approved	Baltimore County – Evaluation of Grant Programs	21>25	Meta grant evaluation contract	Baltimore County	Baltimore County	State	Evaluation of two grant programs: SABG (youth substance abuse prevention) and OMPP (opioid substance abuse prevention). We keep statistics on the impact of these prevention programs in Baltimore County (Maryland) and coordinate the quarterly and semi-annual reports due to the State.	\$430,000	\$430,000	Evaluator
Approved	Baltimore County – Grant Writing Services	23>27	Meta grant writing contract	Baltimore County	Baltimore County	County	Contracted to provide grant writing services for any dept in BaCo	n/a	n/a	Grant Writer
Approved	Baltimore County Grant Evaluation	24	SAMHSA - OMPP/SABG	Dept. of Health and Social Services	Baltimore County - Health Department	State	Contracted to provide grant evaluation services for Dept of Health	\$20,498	\$20,498	Evaluator
Approved	Baltimore County Grant Evaluation	23	SAMHSA - OMPP/SABG	Dept. of Health and Social Services	Baltimore County - Health Department	State	Contracted to provide grant evaluation services for Dept of Health	\$450,000	\$450,000	Evaluator
Approved	Baltimore County Grant Evaluation	23	SAMHSA - Supplemental Covid	Dept. of Health and Social Services	Baltimore County - Health Department	State	Contracted to provide grant evaluation services for Dept of Health	\$250,000	\$250,000	Evaluator
Submitted	BaCo DHSS	24	Baltimore County Department of Health - Consultant Services for the Evaluation of Programs	Baltimore County Department of Health	EHS - Eval	County	Proposal to provide program evaluation services	\$260,200	pending	Evaluator
Submitted	Cecil County Health Dept On-Call Grant Writer	24	On-Call grant writing contract	Cecil County Health Department	EHS – Grants & Proposals	County	Proposal to provide on-call grant writing.	\$85,000	pending	Grant Writer

Status	Project or Program Name	FY	Grant Name	Granting Agency	Partner/Client	Govt/Utility/ Non-Profit	Brief Description	Request Amount	Award Amount	Role
Approved	Chopawatt - Cecil	23>25	Low to Moderate Income (LMI) Weatherization and Repair Program	Maryland Energy Administration (MEA)	Choptank Electric Cooperative	Utility	Secured funding and managed installation of energy efficiency and emergency repair upgrades for low income homes	\$100,000	\$150,000	Project Manager
Approved	Chopawatt - E.S. Counties	23>25	Low to Moderate Income (LMI) Weatherization and Repair Program	Maryland Energy Administration (MEA)	Choptank Electric Cooperative	Utility	Secured funding and managed installation of energy efficiency and emergency repair upgrades for low income homes	\$650,000	\$279,685	Project Manager
Submitted	CMS Grant Writing, Technical Assistance, and Evaluation Services	24	Meta grant writing, technical assistance and evaluation services contract	Charlotte-Mecklenburg Board of Education	EHS – Grants & Proposals	Board of Education	Proposal to provide grant writing, technical assistance, and evaluation services	\$207,000	pending	Grant Writer & Evaluator
Approved	Commerce City, CO Grants Management	23–24	Commerce City, CO Grants Management	City of Commerce City	EHS - Grants & Proposals	City	Proposal to provide grant management services to the city.	\$128,576	\$130,000	Grant Consultants
Submitted	ComCity Co-Responder Program - OAJJA	24	Multidisciplinary Crime Prevention and Crisis Intervention Grant Program	Office of Adult and Juvenile Justice Assistance (OAJJA)	Commerce City Police Department	State	Wrote a grant to establish a co-responder program	\$160,500	pending	Grant Writer
Submitted	ComCity Emergency Rental Assistance	24	Homelessness Resolution Program (HRP)	Colorado Department of Local Affairs, Division of Houseing	Commerce City	State	Write a grant for emergency rental assistance	\$2,000,000	pending	Grant Writer
Approved	Denver Public Schools Grant Writing Services	24	Denver Public Schools	Denver Public Schools	EHS - Grants & Proposals	School Board	Proposal to provide grant writing services	\$85,000	\$85,000	Grant Writer
Approved	Frederick Community College Evaluation Programs	24	Frederick Community College	Frederick Community College	EHS – Evaluation	Higher Education	Proposal to provide evaluation services for grant programs	n/a	n/a	Evaluator
Approved	Harford County Public Schools Evaluation Services	24	Harford County Public Schools	Harford County Public Schools	EHS – Evaluation	School Board	Proposal to provide external evaluation services for grants and programs	n/a	n/a	Evaluator
Approved	Health, Housing, and Energy (HeHE) Program (MRDC MEA LMI - Weatherization)	22<24	Low to Moderate Income (LMI) Weatherization and Repair Program	Maryland Energy Administration (MEA)	Maryland Rural Development Corporation	State	Secured funding and managed installation of energy efficiency and emergency repair upgrades for low income homes	\$100,000	\$115,000	Project Manager
Approved	Housing Preservation Grants (HPG)	23	Housing Preservation Grant (HPG)	United States Dept of Agriculture (USDA)	Maryland Rural Development Corporation	Fed	Wrote grant application for funding and management of installation of energy efficiency and emergency repair upgrades for low income homes	\$50,000	\$50,000	Project Manager
Approved	MAERDAF – Emergency Repairs	24	MAERDAF – Emergency Repairs	Maryland Agricultural Education and Rural Development Assistance Fund (MAERDAF)	Rural Maryland Council	State	Wrote grant application for making emergency and pre-weatherization repairs and accessibility modifications	\$45,000	\$40,500	Project Manager
Approved	MAHT - Emergency Repairs	24	Maryland Affordable Housing Trust (MAHT) (USDA) Grant	United States Department of Agriculture	MRDC	Fed	Writing grant to provide emergency repair services for very low and low income residents	\$75,000	\$37,500	Project Manager
Approved	MD DHCD – Energy Consulting Services	23–25	Maryland Department of Housing and Community Development Energy Consultant Services	Department of Housing and Community Development (DHCD)	Department of Housing and Community Development (DHCD)	State	Provide energy consulting services	\$80,060	\$80,060	Project Manager

Status	Project or Program Name	FY	Grant Name	Granting Agency	Partner/Client	Govt/Utility/Non-Profit	Brief Description	Request Amount	Award Amount	Role
Approved	FY24 MEA LMI/EEE Choptank - Eastern Shore	24	FY24 Energy Efficiency Equity Grant Program	Maryland Energy Administration	EHS - HeHE	Utility	Grants are awarded for energy efficiency projects that generate significant reductions in energy use and pass on the benefits of the savings to Maryland's LMI residents.	\$750,000	\$279,685	Project Manager
Approved	Montgomery County Grant Writing Services	23-24	Montgomery County, MD, Grant Writing Services	Montgomery County, MD, Office of Grants Management	EHS - Grants & Proposals	County	Proposal to provide grant writing services to the city.	\$150,000	\$150,000	Grant Writer
Submitted	MoCo - Johnson's Park Augmented Reality Experience	24	National Endowment for the Humanities	NEH Digital Projects for the Public Grant.	Montgomery County	Fed	Write a grant to develop an augmented reality experience at Johnson's Park, MoCo	\$350,000	pending	Grant Writer
Submitted	MoCo - Impactful Expansion of Life Science Businesses in Germantown	24	MD Build Our Future	Department of Commerce	Montgomery County	State	Write a grant to repurpose outdated office space in the Germantown Innovation Center	\$1,000,000	pending	Grant Writer
Submitted	MoCo - Historic Prototyping of the Josiah Henson Cabin Narrative	24	National Endowment for the Humanities	NEH Digital Projects for the Public	Montgomery County	Fed	Write a grant to digitize Josiah Henson's cabin artifacts, creating an electronic database	\$75,000	pending	Grant Writer
Approved	MRDC MEA LMI	23>25	Low to Moderate Income (LMI) Weatherization and Repair Program	Maryland Energy Administration (MEA)	Maryland Rural Development Corporation	Community Action Partner	Secured funding and managed installation of energy efficiency and emergency repair upgrades for low income homes	\$350,000	\$139,842	Project Manager
Submitted	Newport News, VA Citywide Grant Writing and Support Services	24	Newport News, VA	Newport News, VA	G&P	City	Proposal to provide city-wide grant writing and support services.	pending	pending	Grant Writer
Approved	PNC Foundation	24	PNC Foundaton	PNC Foundation	Maryland Rural Development Corporation	State	Secured funding for emergency home repairs	\$50,000	\$20,000	Project Manager
Approved	POM - CHRC Grant	24-25	Peace of Mind Mental Health Services	Coordinated Community Supports Partnerships	EHS - Grants & Proposals	State	Grant management and administration services	\$36,000	\$36,000	Grant Manager
Approved	QAC	25	Outside Agency Grant - Meta Services	QAC	EHS	County	Proposal to offer targeted administrative services to QAC nonprofits	\$50,000	pending	Grant Writer
Approved	Queen Anne's County - Grant Management Implementation System	24	Grant Management Implementation System	QAC	EHS	County	Conduct a comprehensive audit of QAC's entire grants management system.	16000	16,000	Grant Consultants
Approved	Queen Anne's County - Grant Writing Services	23>24	Meta grant writing contract	Queen Anne's County	Queen Anne's County	County	Contracted to provide grant writing services for any dept in QaCo	\$99.65 hr	\$99.65 hr	Grant Writer
Submitted	QAC Public Schools BDA	24	STOP School Violence Program Competitive Solicitation	USDJ Office of Justice Programs	QAC IT	Fed	Wrote a grant to install BDAs in all QAC schools	\$670,000	pending	Grant Writer
Submitted	QAC - SLGCP Grant - VAMPIRE Project	24	Maryland State and Local Cybersecurity Grant Program (SLGCP)	Maryland Department of Emergency Management	QAC IT	State	Wrote a grant to enhance cybersecurity tools and processes	\$1,423,700	pending	Grant Writer
Approved	Richmond, CA On-call Grant Writing Services	24-27	On-Call Grant Writing Contract	Richmond, CA	EHS - Grants & Proposals	City	Proposal to provide on-call grant writing services	n/a	n/a	Grant Writer
Approved	Sullivan County, NH, Grant Writing Services	24	Sullivan County, NH	Sullivan County, NH	EHS - Grants & Proposals	County	Proposal to provide on-call grant writing services	n/a	n/a	Grant Writer
Approved	Tompkins County - Grant Consulting	23-24	Tompkins County - Grant Consulting	Tompkins County	Tompkins County	County	Provide ongoing grant consulting and grant writing services across all departments within Tompkins County.	\$49,933	\$60,000	Grant Consultants

Status	Project or Program Name	FY	Grant Name	Granting Agency	Partner/Client	Govt/Utility/ Non-Profit	Brief Description	Request Amount	Award Amount	Role
Submitted	UMGC Grants Consulting	24	UMGC Grants Consulting	University of Maryland Global Campus	EHS – Grants & Proposals	Higher Education	Proposal to provide grants consulting for UMGC	\$360,000	pending	Grant Consultants
Approved	WCHA MEA LMI - Scattered Sites	22<24	Low to Moderate Income (LMI) Weatherization and Repair Program	Maryland Energy Administration (MEA)	Wicomico County Housing Authority (WCHA)	State	Secured funding and managed installation of energy efficiency and emergency repair upgrades for low income homes	\$300,000	\$341,550	Project Manager
Submitted	Westchester Community College Grants Development Consulting Services	24	Grants Development Consulting Services	Westchester Community College	EHS – Grants & Proposals	Higher Education	Proposal to provide grant development and consulting services	\$50,000	pending	Grant Consultants
Submitted	Westchester Community College Grants Management and Compliance Consulting Services	24	Grants Management and Compliance Consulting Services	Westchester Community College	EHS – Grants & Proposals	Higher Education	Proposal to provide grants management and compliance consulting services	\$81,900	pending	Grant Consultants
Approved	ComCity - Core Commerce City Crime Prevention Lighting Study	24	2023 Safer Streets	Colorado Division of Criminal Justice	Commerce City Police Department	State	Write a grant for a lighting study to reduce crime and accidents	\$100,000	\$100,000	Grant Writer
Approved	ComCity Co-Responder Program - Adams	24	Behavioral Health Co-Responder Services	Adams County	Commerce City Police Department	County	Wrote a grant to establish a co-responder program	\$261,250	\$261,250	Grant Writer
Approved	ComCity, CO, Farmers Market Recruitment and Training Project	24	Farmer's Market Promotion Program and Local Food Promotion Program	USDA	Commerce City	Federal	Write a grant to establish a Farmer's Market	\$100,000	100,000	Grant Writer
Approved	ComCity - Open Space - Active Use - Irrigation	24	Open Space	Adams County	Commerce City - Parks and Rec	County	Write a grant for irrigation installation in Pioneer Park	\$1,300,000	1,300,00	Grant Writer
Approved	ComCity - Open Space - Active Use - Pool	24	Open Space	Adams County	Commerce City - Parks and Rec	County	Write a grant for Eagle Pool re-plastering project	\$80,000	80,000	Grant Writer
Approved	ComCity Open Space - Mini-Storywalk	24	Open Space	Adams County	Commerce City - Parks and Rec	County	Story Walk at Monaco Park	\$9,000	\$9,000	Grant Writer
Complete	Coordinated Community Supports Partnership - Hub Pilot Program	24	Coordinated Community Supports Partnerships Grant - Hub Pilot Program	Coordinated Community Supports Partnerships	Baltimore County - Bureau of Behavioral Health	County	Write a grant to develop a pilot hub behavioral health program	\$982,032	\$585,000	Grant Writer
Complete	Coordinated Community Supports Partnership	24	Coordinated Community Supports Partnerships Grant - Service Providers	Coordinated Community Supports Partnerships	Peace of Mind Mental Health Services	State	Write a grant to increase behavioral health supports in TCPS schools and provide grant admin services.	\$871,369	\$790,000	Grant Writer
Approved	FY24 MEA LMI/EEE - MRDC	24	Maryland Energy Administration	EHS - HeHE	Utility	Maryland Energy Association	Grants are awarded for energy efficiency projects that generate significant reductions in energy use and pass on the benefits of the savings to Maryland's LMI residents.	\$500,000	\$214,981	Grant Writer
Approved	MoCo - First Responder Wellness Initiative	24	Law Enforcement Mental Health and Wellness Grant	US Department of Justice – Office of Community Oriented Policing Services	Montgomery County	Fed	Write a grant to provide mental health support for officers	\$200,000	200,000	Grant Writer
Approved	QAC "Before It's Too Late"	24-25	OCCC's FY2025 Competitive Grant Program	Opioid Operational Command Center (OCCC)	Queen Anne's County Public Schools	County	Write a grant for preventative substance use education program	\$170,562	152,955	Grant Writer
Approved	QAC - Crumpton Building Renovation - \$250K	24	Maryland Capital Grants Projects	Maryland Department of General Services	QAC	State	Wrote a grant for renovations of an existing unused former school building to provide a facility for the Pure Hearts Foundation	\$250,000	250,000	Grant Writer
Approved	QAC - Crumpton Building Renovation - \$50K	24	Maryland Capital Grants Projects	Maryland Department of General Services	QAC	State	Wrote a grant for renovations of an existing unused former school building to provide a facility for the Pure Hearts Foundation	\$50,000	50,000	Grant Writer

Status	Project or Program Name	FY	Grant Name	Granting Agency	Partner/Client	Govt/Utility/Non-Profit	Brief Description	Request Amount	Award Amount	Role
Complete	QAC's Difficult-to-Serve Homes Broadband Project	24	Connect Maryland: Home Stretch for Difficult to Serve Properties	MD Department of Housing and Community Development	Queen Anne's County	County	Write grant for funds to bring broadband to difficult-to-serve properties with long driveways	\$1,100,000	\$1,100,000	Grant Writer
Complete	QAC - SS4A	24	Safe Streets and Roads for All (SS4A) - 2023 Planning and Demonstration Grant)	Office of the Secretary of Transportation, U.S. Department of Transportation (DOT or the Department)	Queen Anne's County - DPW	Fed	Contracted to write a grant for DPW to identify a comprehensive set of data-driven projects and strategies to address the safety problem.	\$280,000	\$280,000	Grant Writer
Approved	QAC – Trail Bridge Project / Pedestrian Bridge	23	Neighborhood Access and Equity (NAE) Program - Reconnecting Neighborhoods and Communities	Federal Highway Administration	QAC	Fed	Grant writing for three QAC projects	\$800,000	800,000	Grant Writer
Submitted	Tompkins - Project Lifesaver	24	The Kevin and Avonte Program: Reducing Injury and Death of Missing Individuals with Dementia and Developmental Disabilities	US Department of Justice – Bureau of Justice Assistance	Tompkins County Sheriff's Office	Fed	Wrote a grant to upgrad County Sheriff's non-GPS radio transmitters to advanced GPS-based tracking devices	\$71,200	71,200	Grant Consultants
Approved	Baltimore County Grant Evaluation	23	SAMHSA - OMPP/SABG	Dept. of Health and Social Services	Baltimore County - Health Department	State	Contracted to provide grant evaluation services for Dept of Health	\$450,000	\$450,000	Evaluator
Approved	Baltimore County Grant Evaluation	23	SAMHSA - Supplemental Covid	Dept. of Health and Social Services	Baltimore County - Health Department	State	Contracted to provide grant evaluation services for Dept of Health	\$250,000	\$250,000	Evaluator
Complete	Health, Housing, and Energy (HeHE) Program	23>25	BIL Weatherization Funding	Department of Energy	Maryland Rural Development Corporation	State	Secured funding and managed implementation of low income weatherization program	\$300,000	\$314,689	Project Manager
Complete	Health, Housing, and Energy (HeHE) Program	23>27	DOE Weatherization Program	Department of Energy	Maryland Rural Development Corporation	State	Secured funding and managed implementation of low income weatherization program	\$1,462,157	\$159,000	Project Manager
Complete	Health, Housing, and Energy (HeHE) Program	23>25	DOE Weatherization Program	Department of Energy	Maryland Rural Development Corporation	State	Secured funding and managed implementation of low income weatherization program	\$1,462,157	\$115,000	Project Manager
Complete	MRDC Emergency Rent Assistance	23	Maryland Affordable Housing Trust (MAHT)	Dept of Housing and Community Development (DHCD)	Maryland Rural Development Corporation	State	Secured funding and managed installation of emegency repairs	\$75,000	\$75,000	Project Manager
Complete	QAC "Before It's Too Late"	23	OOCC's FY2024 Competitive Grant Program	Opioid Operational Command Center (OOCC)	Queen Anne's County Public Schools	County	Contracted to write a quick-turnaround grant for preventative substance use education program	\$138,376	\$138,376.45	Grant Writer
Complete	Baltimore County Grant Evaluation	22	SAMHSA - OMPP/SABG	Dept. of Health and Social Services	Baltimore County - Health Department	State	Contracted to provide grant evaluation services for Dept of Health	\$450,000	\$450,000	Grant Evaluator
Complete	Baltimore County Grant Evaluation	22	SAMHSA - Supplemental Covid	Dept. of Health and Social Services	Baltimore County - Health Department	State	Contracted to provide grant evaluation services for Dept of Health	\$250,000	\$250,000	Grant Evaluator
Complete	Chopawatt Weatherization and Repair Program	22<24	Low to Moderate Income (LMI) Weatherization and Repair Program	Maryland Energy Administration (MEA)	Choptank Electric Cooperative	State	Secured funding and managed installation of energy efficiency and emergency repair upgrades for low income homes	\$300,000	\$345,000	Project Manager
Complete	Health, Housing, and Energy (HeHE) Program	22	Healthy Homes	Housing and Urban Development	Maryland Rural Development Corporation	Fed	Secured funding for installation of healthy homes upgrades in low income households	\$1,175,623	\$1,175,623	Project Manager
Complete	HeHE Emergency Repairs	22	Emergency Repairs	PNC	Maryland Rural Development Corporation	Private	Secured funding and managed installation of energy efficiency and emergency repair upgrades for low income homes	\$8,000	\$8,000	Project Manager

Status	Project or Program Name	FY	Grant Name	Granting Agency	Partner/Client	Govt/Utility/ Non-Profit	Brief Description	Request Amount	Award Amount	Role
Complete	MRDC Emergency Rent Assistance	22	Maryland Affordable Housing Trust	Dept of Housing and Community Development (DHCD)	Maryland Rural Development Corporation	State	Secured funding and managed installation of emergency repairs	\$75,000	\$75,000	Project Manager
Complete	ODEC Weatherization and Repair Pilot	22	ODEC Pilot Program Seed Funding	Old Dominion Energy Cooperative	Choptank Electric Cooperative	Utility	Secured funding and managed installation of energy efficiency and emergency repair upgrades for low income homes	\$75,000	\$75,000	Project Manager
Complete	Rockville – Grant Consultation Services	22>24	Grant Consultation Services	City of Rockville, MD	City of Rockville, MD	City	Creating a comprehensive grant strategy for all county depts	\$100,000	\$100,000	Grant Consultants
Complete*	RRHACE: HVAC repair/replace, A16: energy education, Emergency Repairs	22	RRHACE - Replacing, Repairing heaters and Conserving Energy	Delaware Dept of Health and Social Services	The HELP Initiative	State	Program implementation of LMI HVAC repair & replacement, energy education services, and emergency repairs	\$1,013,936	\$492,465	Project Manager/Admin
Complete	Baltimore County Grant Evaluation	21	SAMHSA - OMPP/SABG	Dept. of Health and Social Services	Baltimore County - Health Department	State	Contracted to provide grant evaluation services for Dept of Health	n/a	\$450,000	Evaluator
Complete	Chopawatt Weatherization and Repair Program	21	Low to Moderate Income (LMI) Weatherization and Repair Program	Maryland Energy Administration (MEA)	Choptank Electric Cooperative	State	Secured funding and managed installation of energy efficiency and emergency repair upgrades for low income homes	\$300,000	\$300,000	Project Manager
Complete	Easton Head Start	21	Community Development Block Grant	Dept of Housing and Community Development (DHCD)	Talbot County	State	Secured funding for construction of Head Start facility	\$800,000	\$800,000	Grant Writer
Complete	Greensboro Judy Center	21	Community Development Block Grant	Dept of Housing and Community Development (DHCD)	Caroline County	State	Secured funding for construction of Judy Center	\$800,000	\$800,000	Grant Writer
Complete	Health, Housing, and Energy (HeHE) Program	21>24	Empower Weatherization Program aka Delmarva	Empower Maryland	Maryland Rural Development Corporation	Utility	Secured funding and managed installation of energy efficiency and emergency repair upgrades for low income homes	\$992,772	\$950,000	Project Manager
Complete	Health, Housing, and Energy (HeHE) Program (MEAP - HVAC Repair/Replace FY21/24)	21>24	MEAP	Department of Human Services	Maryland Rural Development Corporation	State	Secured funding and managed implementation of low income Heating/cooling and weatherization program	\$337,401	\$631,000	Project Manager
Complete	Health, Housing, and Energy (HeHE) Program	21	Home Preservation Grant (HPG)	United States Dept of Agriculture (USDA)	Maryland Rural Development Corporation	Fed	Secured funding and managed installation of energy efficiency and emergency repair upgrades for low income homes	\$125,000	\$50,000	Project Manager
Complete	HUD Certified Housing Counsellor	21	CDBG	Dept of Housing and Community Development (DHCD)	Kent County/MRDC	State	Secured funding for Housing Consellor	\$100,000	\$100,000	Grant Writer
Complete*	MRDC Emergency Rent Assistance	21	ERAP	Dept of Housing and Community Development (DHCD)	Kent County/MRDC	State	Secured funding for emergency rental assistance project	\$1,332,457	\$1,332,457	Grant Writer
Complete	MEET	21>25	MEET	Department of Human Services	Maryland Rural Development Corporation	State	Secured funding and managed implementation of low income energy education program	\$48,738	\$504,000	Project Manager

Sample #1 – Successful State Grant
Colorado Division of Criminal Justice
Office of Adult and Juvenile Justice Assistance
2023 Safer Streets

Statement of Work

Project Summary

The grant would fund a street light study to identify the highest priority locations for lighting installation in the [REDACTED], as well as the design and development of a recommended street lighting plan to meet project objectives. Improving lighting at these locations will reduce accidents, enhance pedestrian and bicyclist safety, and deter criminal activities, making residents feel safer.

Project Description

Describe the target area and crime challenge the applicant hopes to address. Provide enough detail for a reader to fully understand what the project is, what it will be doing, and how it will impact the described problem.

The target area for this project area is the southern section of [REDACTED], known as [REDACTED]. This includes everything in the City with the limits [REDACTED]. The focus will be on areas within the [REDACTED] with deficient lighting, as well as those with high crime and accident rates. The City aims to address pedestrian/bicyclist and auto accidents and deter criminal activities, including motor vehicle-related thefts, assaults, and destruction of property.

The majority (79.5%) of the population of the [REDACTED] area is Hispanic or Latino. One-fifth (20%) of residents are non-English speaking. At 23.1% of the population, the percentage of residents without health insurance is higher than the national average. The income of about one-quarter of the population (24.7%) is below the poverty line, and 21.14% of the population has three or more risk factors.

[REDACTED] is disadvantaged in nearly every category of the Climate and Justice Screening Tool, rating at above or close to the threshold on the following measures:

- Low Income and Low Median Income – 91st percentile for people in households where income is less than or equal to twice the Federal Poverty Level, not including students enrolled in higher education
- Proximity to Risk Management Plan Facilities – 99th percentile
- Proximity to Superfund Sites – 96th percentile
- High School Education – 38th percentile

- Linguistic Isolation – 87th percentile for households where no one over the age of 14 speaks English very well

In addition, residents of this community carry a high transportation cost burden. According to the DOT Equitable Transportation Community Explorer, the average household in this tract spends 24.5% of their household income on transportation and 30.03% on housing.

Describe the data regarding the incidence of crime in the target area, disaggregated by the type of crime, and demographic data.

In 2022 and 2023, there were 1,233 vehicle crash reports in the target area, including 32 involving pedestrians or bicyclists, 6 of which were fatal. Data from the U.S. Department of Transportation Federal Highway Administration suggests that improved lighting can reduce nighttime injury pedestrian crashes at intersections by up to 42% and nighttime crashes at intersections by 33–38%.

In 2022 and 2023, there were several reported crimes that could be deterred by improving lighting in the area, including the following:

- 1,022 incidents of theft of a motor vehicle, theft of vehicle parts and accessories, or theft from a motor vehicle
- 599 incidents of simple or aggravated assault
- 507 incidents of destruction/damage/vandalism of property
- 341 incidents of all other larceny
- 313 incidents of burglary/breaking and entering or robbery

A study by the Crime Lab of New York concluded that improved lighting resulted in a 36% reduction in nighttime index crimes, which include murder and non-negligent manslaughter, robbery, felony assault, burglary, grand larceny, and motor vehicle theft. The study also noted a 4% reduction in overall crimes in affected communities.

Describe the specific projects the grant would fund.

The grant would fund a street light study to improve safety and security on roads in the [REDACTED]. Well-placed street lights will improve visibility for drivers, increase pedestrian and bicyclist safety, and deter crime, resulting in an increased sense of security for area residents. In addition, improved lighting in parks and recreational areas will allow residents to engage in outdoor activities even at night, promoting a greater sense of community ownership and further contributing to a reduction in crime.

The proposed plan will provide options for street and pedestrian light poles, fixture styles, spacing, lighting technology and control, and appropriate lighting levels for various

locations such as business districts; local residential streets; and major roadways, including those with controlled intersections and uncontrolled pedestrian crossings, bus stops, parking lots and parks.

The study will include a review of applicable research and existing plans; evaluation of the existing street light system and conditions; review and comparison of national/industry standards and best practices with current City practices; review and analysis of existing operations and maintenance strategies; and review of new light sources and technologies in order to make recommendations for future improvements. Recommendations will take into account infrastructure and maintenance costs; energy efficiency; technology integration, such as motion sensors; and the impact, such as the effects of light pollution, on local residents and business owners. It will also consider the input of affected community members and the needs of homeless populations.

Implementation of the plan will begin within six months of the completion of the study. Results will be put before City Council in the same month that the study is completed. Once permission to move forward is granted, we will post an RFP to solicit a vendor to execute the recommendations.

Outline measurable or observable goals to decrease the incidence of crime, disaggregated by the type of crime.

1. Evaluation of the Current Street Light System.

- Determine areas that would benefit from improved lighting in order to reduce automobile accidents and deter crime: Set of lighting recommendations that, when implemented, can serve as interventions to improve visibility for drivers, increase pedestrian and bicyclist safety, and deter crime.

2. Enhanced Safety on Pedestrian/Bicyclist Routes: Implement measures to decrease crime along higher trafficked pedestrian and bicyclist routes in [REDACTED], aiming to create safer environments for these commuters.

- Reduced Automobile Accidents: Monitor and track a decrease in the total number of reported automobile accidents within the city limits
- Decreased Automobile Accidents Involving Pedestrians or Bicyclists: Measure the reduction in the frequency of reported accidents involving pedestrians or bicyclists being struck by vehicles
- Prevention of Fatal Automobile Accidents Involving Pedestrians or Bicyclists: Track and document any decrease in the number of reported fatalities resulting from such accidents

3. Crime Deterrence Through Improved Street Lighting: Install and maintain adequate street lighting in areas identified as high-risk for criminal activity, with the goal of deterring potential offenders and enhancing overall public safety.

- Reduction in Motor Vehicle-related Theft: Measure the decrease in reported incidents of vehicle-related theft over a designated timeframe
- Decreased Incidents of Assault: Quantify the reduction in reported incidents of assault within the target area
- Mitigation of Property Destruction/Damage/Vandalism: Track and analyze changes in reported incidents of property damage and vandalism, assessing the effectiveness of implemented measures
- Decreased Incidents of Burglary/Breaking and Entering or Robbery: Monitor and evaluate the decrease in reported incidents of such crimes within identified areas of concern
- Reduction in Other Forms of Larceny: Document and analyze changes in reported incidents of larceny and trespassing across different locations and demographics within [REDACTED]

Provide details on how the applicant has collaborated with communities and other agencies in developing the improvements to be funded under the application.

Improving pedestrian safety through collaborating with communities and other agencies is a priority for [REDACTED]. In recent years, we have collaborated on several other pedestrian improvement projects:

- Speed Table Project - Partnership with [REDACTED]
[REDACTED]
[REDACTED]
- Partnership with [REDACTED] to install safe crosswalks
- Partnerships with [REDACTED] to install pedestrian improvements on [REDACTED]
- Partnership with CDOT to install improved pedestrian improvements between [REDACTED]

The City can utilize these partnerships, including the School Districts, [REDACTED], and the [REDACTED], to gather feedback on the proposed improvements. Furthermore, the City has various Boards and Commissions comprised of residents that we can seek input from on the proposed improvements.

Additionally, our Public Works and [REDACTED] teams plan to partner with the City's Community Well-Being Division, which coordinates information and referral services, outreach, and programming for individuals and families needing services and support. Community Well-Being aims to address poverty, homelessness, and neighborhood and race equity to serve and elevate

vulnerable populations. Community Well-Being is essential in understanding the needs and wants of residents, as well as providing a voice for vulnerable populations.

Describe the plan to prevent the displacement of homeless populations and harm to communities of color and vulnerable populations.

The goal of conducting the Street Light Study is to determine and prioritize where the installation of lighting is most needed to improve safety. In conferring with our Community Well-Being Team, specifically the Senior Community Navigator – Homeless Outreach, a common request has been for improved lighting to enhance overall safety in the Core City for both our houseless populations and those without access to reliable transportation and often rely on walking/public transit. A common consensus was that improved lighting would assist in making it safer for homeless populations and minimize harm to communities of color and vulnerable populations.

In addition, we will collaborate with other community organizations and our Community Well-Being Team, as described in community collaboration, to ensure that the concerns and needs of vulnerable populations are addressed.

Sample #2 – Successful Federal Grant – SS4A

The Safety Action Plan (SAP) for [REDACTED], will identify a comprehensive set of data-driven projects and strategies and incorporate best practices, stakeholder input, equity, and environmental considerations to address the safety problems. Innovative approaches and technologies will be molded to the needs of the area, promoting safety and equity.

The SAP will support the County's efforts in progressing its safety performance by providing information to all stakeholders on the specifics of the crash problem in their jurisdictions and offer guidance on how those problems can be addressed through multi-modal, multi-discipline engineering, education, and enforcement strategies.

The SAP is expected to use safety investigations and tools such as safety assessments, crash data, crash reports, and HSM analysis. MDOT procedures will be used to identify the problem's nature and appropriate countermeasures for engineering, education, and enforcement. The technical process will analyze crash data in corridors or at locations with common characteristics; identify focus areas; engage with public and private stakeholders; develop projects, programs, and strategies; and include legislative and policy actions. The SAP is expected to present a vision and identify goals and objectives that support and deliver the purpose of the SS4A program, as well as the SS4A required public commitment to an eventual goal of zero roadway fatalities and serious injuries (Vision Zero). The SAP will have a lens on equity. Building off the Safe System Approach, additional factors beyond safety will be incorporated, including equitable investment in the safety needs of underserved communities.

The SAP will demonstrate engagement with a variety of public and private stakeholders and seek to adopt innovative technologies and strategies to promote safety; employ low-cost, high-impact strategies that can improve safety over a wider geographic area; ensure equitable investment in the safety needs of underserved communities, which includes both underserved urban and rural communities; incorporate evidence-based projects and strategies; and align with the Department's mission and with priorities such as equity, climate and sustainability, quality job creation, and economic strength and competitiveness. Identifying action items to address the mounting roadway safety crisis will comply with USDOT's required components, including goal setting, safety analysis, public engagement, equity analysis, policy and process proposals, and progress reporting.

The consultant hired to create the SAP will perform the following tasks to facilitate delivering the required SS4A Grant elements.

Task 1: Project Initiation

The consultant will understand the requirements of the SS4A Action Plan Grant and demonstrate an understanding of all required Federal and USDOT guidance, as well as a sense of MDOT's safety program documents. All documents are intended to inform and guide the Plan development. A Project Steering Committee (PSC), Technical Advisory Committee (TAC), stakeholder list, and project timeline will be established to facilitate the development of the SAP. The PSC will be comprised of local city and County staff. The TAC will primarily consist of members of the state and local transportation planning agencies, law enforcement, traffic safety boards, human service, and community organizations that will guide the study throughout the planning process. The composition of the TAC will be determined collaboratively by the consultant and PSC. The consultant will hold an internal project kick-off meeting with the PSC. The technical and logistical elements of the SAP will be reviewed. A project start-up meeting will be held by the consultant with the TAC and members of the PSC. This will include reviewing and discussing the approach to network screening, coordination with MDO, local government partners, the public involvement process, and additional topics relevant to project start-up. A project website will be developed by the consultant and used throughout the study process to ensure the accessibility, transparency, and documentation of the planning process for public information.

Task 2: Analysis of Crash Data

The consultant will analyze existing conditions and historical trends to provide a baseline level of crashes involving fatalities and serious injuries across the County. A benchmark crash data analysis for all roadways will be performed. Six (6) years of reportable crash data will be included for all public roads. This will consist of an analysis of locations where there are crashes and the severity of the crashes, as well as contributing factors and crash types by relevant road users (motorists, people walking, transit users, etc.). Based on the analysis performed, a geospatial identification of higher-risk locations will be developed (a High-Injury Network or equivalent). The benchmark crash data will include geographic locations of crashes with related attribute data, tables, and maps of crash types and factors, comparisons of crash frequency data to other areas of Maryland, and initial crash rates based on regional Vehicle Miles of Travel. The benchmark crash data will include crash data involving alternative modes (pedestrians, bicyclists, public transit users, etc.) and crash data within underserved communities within the jurisdiction(s), noting any disproportional safety impacts.

Task 3: Targeted Safety Investigation

The consultant will provide technical services to analyze crash problems at specific sites, corridors, or locations with common characteristics on the County- or city-owned roads by undertaking detailed safety investigations. The safety investigations will utilize tools previously referenced. The top third of the intersections will have safety investigations completed as part of this task. The type and location of the investigations will be identified in consultation with the TAC. A geospatial identification of higher-risk sites will be developed based on the analysis. MDOT procedures will be utilized to determine the nature of the problem, identify appropriate countermeasures for engineering, education, and enforcement as needed, and in the case of engineering, identify SS4A candidate projects (site specific) or programs of projects (systemic) that reduce the risk of certain types of crashes occurring. The analysis completed will include statistical, geospatial, and graphic outputs to illustrate the safety problems and their relation in the geographic and socio-demographic context of QAC.

Task 4: Stakeholder Outreach

The consultant will provide a stakeholder outreach methodology to ensure that a robust engagement, including the private sector, community groups, and the public, that allows for both community representation and feedback will be undertaken. Information received from engagement and collaboration will be reviewed and incorporated into the SAP. Outreach processes will be coordinated and aligned with other governmental plans and planning strategies to the extent practical. Focus group meetings will be organized with public and relevant safety stakeholders to discuss existing safety concerns, projects, or programs in the area and current safety-related data, analyze output, and elicit community engagement and feedback. Staff will provide a list of active safety partners within QAC to be considered in identifying stakeholders. A local public survey will supplement the stakeholder meeting. The survey will be developed with the PSC, administered by staff, and summarized for incorporation into the SAP. In coordination with the County, the consultant will provide translation services, as needed, throughout the process. Information gathered through this outreach will inform the planning process by serving as the basis for an inventory of local knowledge regarding roadway safety. Throughout the data-collection process, the consultant will work with stakeholders to identify inadequacies or systemic barriers in existing data sources or data-collection programs and propose strategies for addressing any identified inequity to provide equal access to opportunities and benefits and ensure a 40% allocation of federal resources to low-income and underserved communities.

Task 5: Vision and Goal Development

Following stakeholder outreach and with the data analysis underway, the consultant will develop an initial vision, goals, and objectives for the Safety Plan with the PSC. SAP objectives will be developed consistent with the USDOT National Road Safety Strategy, Safe Systems Approach, Vision Zero, Complete Streets, MDOT, and other relevant documents as outlined in Task 1. To guide proposed safety actions, SAP goals must include a commitment and timeline for eliminating roadway fatalities and serious injuries achieved through one or both of the following 1) a target date for achieving zero roadway fatalities and serious injuries, or 2) an ambitious percentage reduction of roadway fatalities and severe injuries by a specific date, with an eventual goal of eliminating roadway fatalities and serious injuries. Support and evolution of the draft vision will be anticipated throughout the stakeholder outreach and public participation process. This will include working with elected leaders to achieve an official public commitment (e.g., resolution, policy, ordinance, etc.) by a high-ranking official and/or governing body to achieve zero roadway fatalities and serious injuries. The staff will work directly with elected leaders to support the goal and carry the message of Vision Zero throughout the County area. Vision and goal development will inform and shape the Policy and Process Recommendation. The linkage between the TAC and stakeholders will allow elected and community-based champions to emerge.

Sample #2 – Successful Federal Grant – SS4A

Task 6: Public Involvement

The public will be included to collaborate with the safety partners, including transportation agencies, public transit agencies, nonprofit organizations, traffic safety educators, businesses, community groups, and interested public members to participate in the safety planning process. Involvement will prioritize citizens from persons belonging to underserved population groups to ensure the impact of roadway safety on these groups is understood and addressed.

Task 7: Focus Areas and Strategies

The consultant will draft focus areas for the Safety Plan in consultation with the PSC and the TAC using information gathered in the data analysis, stakeholder outreach, and public involvement. Unique issues like crash patterns shall be identified during analysis and noted as additional focus areas. Data and input from stakeholders and the public will support all focus areas. Draft systemic and site-specific strategies that are proven to reduce fatal and severe injury crashes and that reduce crash rates within the various focus areas will be identified. FHWA's Proven Safety Countermeasures, low-cost, high-impact safety improvements at both a system and site-specific level, and complete street principles will be considered. Policies, education, enforcement, and emergency management services programs will also be incorporated. The identified strategies should consider potential implementers, funding sources, data needs, timeframes, and challenges, aiming to support Maryland's safety performance measure targets. A comprehensive Safe System Approach involving all available tools will develop a list of focus areas and strategies. The consultant will confer with PSC and the TAC to review the list of focus areas where behavioral research and interventions, education, technical assistance, outreach and dissemination to partners, alcohol- and drug-impaired driving interventions, and agency or organizational messaging are appropriate will be addressed.

Task 8: Racial Equity and Environmental Justice

The SAP will be developed using inclusive and representative processes to pursue a comprehensive approach to advancing equity for all, including individuals who belong to underserved communities that have been denied such treatment, such as Black, Latino, Indigenous, Native American, Asian Americans and Pacific Islanders, and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality. The Safety Plan will further focus on the disproportionate adverse safety impacts that affect specific groups on our roadways, particularly people walking and biking in underserved communities. Underserved communities are identified through data and the HOCTC Environmental Justice Analysis 2021 and in collaboration with community partners. The analysis includes population characteristics and initial equity impact assessments of the proposed projects and strategies. In support of E.O. 13985 Advancing Racial Equity and Support for Underserved Communities, the consultant shall assess the focus areas and identify strategy through the lens of racial equity.

Task 9: Climate Change, Sustainability, and Economic Competitiveness

As climate change continues to reshape the environment, its future effects on roadway safety will be considered. Vulnerable roadway transportation systems and infrastructure undergoing severe weather events often experience disruption by reducing traffic mobility, increasing weather-related crash risk, and delaying evacuation processes, compromising roadway safety for all users. In addition to causing closures or delays, extreme rain, snow, fog, ice, heat, etc., may damage facilities, compromise roadway safety, and contribute to road fatalities. The consultant will consider the effects of climate change and extreme weather events and incorporate, where feasible, safety-based countermeasures, evidence-based practices, and policy changes that should also work toward mitigating climate change effects and increasingly extreme weather events. Drawing from the data, stakeholders, and the public, the consultant will identify the disproportionate impacts on underserved communities and propose strategies or policy recommendations addressing any inequities related to climate change, sustainability, and economic competitiveness. A specific lens will be applied to underserved communities, rural communities, vulnerable populations, and others to improve multi-modal transportation systems and incorporate affordable transportation options such as public transit and micro-mobility. The SAP should also demonstrate projects or actions that advance quality jobs and workforce programs and/or provide workforce opportunities for historically underrepresented groups.

Task 10: Strategy and Project Selection

Identify a comprehensive set of projects and strategies shaped by data, the best available evidence, equity considerations, and stakeholder and public input that will address the safety problems described in the SAP. These strategies, countermeasures, and projects focus on a Safe System Approach and effective interventions and consider multidisciplinary activities. To the extent practical, data limitations have been identified, mitigated, and discussed in prior tasks. Once identified, the list of projects and strategies will be prioritized by time ranges for when the process and countermeasures will be deployed (e.g., short-, mid-, and long-term timeframes). The list should include specific projects and strategies or descriptions of programs of projects and strategies and explain the prioritization criteria used. The list should contain infrastructure, behavioral, and/or operational safety interventions. The list will be ordered within each timeframe by order of magnitude, determined by the estimated project cost and significant challenges to implementation.

Task 11: Policy and Process Recommendations

The consultant shall assess current policies, plans, guidelines, and/or standards (e.g., manuals) to identify opportunities to improve how processes prioritize transportation safety. The USDOT National Roadway Safety Strategy Safe System Approach acknowledges that both human mistakes and human vulnerability must be incorporated into the discussion of roadway safety; the Safety Plan will recognize that to attain the goal of zero fatalities, safety countermeasures will have to focus on more than just infrastructure recommendations but encompass programs and policy decisions that impact human behavior, emergency response, and administrative actions. Other policy-oriented decisions include but are not limited to land-use recommendations, increasing safe mobility options through context-sensitive design, and addressing barriers to economic competitiveness because of the disproportionately high environmental and climate-related cumulative impacts on health in disadvantaged communities.

Task 12: Draft Safety Action Plan

A detailed draft, including an executive summary, will be developed that incorporates an overview of the crash data evaluated through the benchmarking and network screening tasks, summarizes the stakeholder involvement and contribution to the Safety Plan development, and includes the public outreach and participation in shaping focus areas and strategies; describes the proposed focus areas and methods to reduce fatal and severe injury crashes and crash rates; explains how these strategies may assist the counties in meeting safety performance targets; discusses the impacted people and areas that experience inequality in transportation safety; addresses climate change impacts on resiliency; discusses potential effects on job availability; and identifies a list projects, programs, and strategies that are potentially eligible for implementation using SS4A and other Federal and State safety funds. The draft Safety Plan is expected to be understandable to a non-technical audience and includes judicious use of tables and graphics.

Task 13: Public Outreach and Education

This task will inform, educate, and gain feedback from the entire community on the draft plan. This will consist of public workshops, including locations where underserved communities are provided equal opportunity for input.

Task 14: Final Safety Action Plan

A final draft document will be prepared in consultation with the PSC and TAC, and the final SAP will be developed after the public review period has ended and all comments are reviewed. If significant issues with the content of the Safety Plan are found, another draft and review period will be initiated.

Task 15: Progress and Transparency

The consultant will provide a methodology to measure progress after the SAP is developed or updated, including outcome data, to ensure ongoing transparency with the public and other stakeholders. The methodology, such as a web-based Dashboard, must include, at a minimum, annual public and accessible reporting on progress toward reducing roadway fatalities and serious injuries and the public posting of the plan online. The methodology shall include a recommended update schedule for the SAP and a maintenance schedule for all public-facing components.

Sample #3 – Successful Federal Grant – USDA

Project Management Plan

To effectively manage the Farmers Market project, a robust management plan will be implemented and is essential for ensuring seamless coordination, communication, data sharing, and reporting among all team members and stakeholders. This plan will cover strategies for managing internal applicant personnel and external partners and collaborators.

1. Project Management Structure

The project will be overseen by existing municipal staff who will be assigned the following roles and responsibilities to assist in project management. The Project Team comprises a Project Manager, a Communications Coordinator, and Data Outreach Coordinator. Each role is designed to streamline specific aspects of the project:

- **Project Manager:** Responsible for overall project coordination, setting milestones, and ensuring deadlines are met.
- **Communications Coordinator:** Handles all internal and external communications, ensuring that information is consistently and effectively shared among stakeholders.
- **Data Outreach Coordinator:** Tasked with managing and analyzing project data, facilitating informed decision-making, and preparing reports.

2. Coordination

Effective coordination is brought together by clear roles and responsibilities. Regularly scheduled meetings will ensure that all aspects of the project and stakeholders are aware of current progress, upcoming tasks, and any issues that need addressing. These meetings will include agenda topics such as:

- **Team Meetings:** To discuss progress, address immediate concerns, and plan for upcoming tasks.
- **Stakeholder Meetings:** To engage with external partners and collaborators, ensuring their insights and needs are incorporated into project planning.

For external coordination, liaison will be designated to specific stakeholder groups to streamline communications and ensure that feedback loops are effectively managed.

3. Communication Strategy

A communication strategy will be implemented to ensure transparency and continuous engagement. Key components will include:

- **Regular Updates:** Through emails, newsletters, and the project website, ensuring all involved parties are informed of the latest developments.
- **Public Meetings and Announcements:** To engage the broader community and stakeholders, allowing for public input and feedback which is crucial for the project's success and community buy-in.

4. Data Sharing and Management

Data sharing and management will ensure data integrity, and compliance with relevant regulations:

- **Centralized Data Repository:** where all project data will be stored, making it easily accessible to team members and authorized stakeholders.
- **Regular Data Reviews:** Scheduled data reviews to monitor data quality, relevance, and to ensure that data collection methods remain aligned with project goals.

5. Reporting

Regular reporting is crucial for tracking project progress, outcomes, and accountability:

- **Internal Reports:** Regular reports to review progress, assess the effectiveness of strategies, and make necessary adjustments.
- **External Reports:** Regular reports prepared for stakeholders to maintain transparency and trust. These reports will detail achievements, challenges, and financial markers.

6. Technology Utilization

To enhance management efficiency, various technologies will be employed:

- **Project Management:** Microsoft Apps, Excel, and cloud based file storage
- **Communication Tools:** Social Media, Website, Community Announcements

7. Stakeholder Engagement and Feedback

Engaging stakeholders is not just about keeping them informed but also actively involving them in the decision-making process:

- **Feedback Mechanisms:** Social Media, Community talks and feedback forms will be regularly used to gather input from stakeholders.
- **Advisory Channels:** Comprising key stakeholders from community groups who can provide strategic advice and help navigate local challenges.

8. Risk Management

Identifying potential risks and having mitigation strategies in place is vital:

- **Risk Assessment:** Regular risk assessments to identify potential issues in project execution.
- **Contingency Plans:** Developed for critical risks to ensure the project remains on track despite unforeseen challenges.

By implementing this management plan, the project aims to foster a cohesive and productive working environment among all project team members and stakeholders, ensuring the successful enhancement of the Farmers Market in [REDACTED]. This structured approach to management will not only facilitate the smooth execution of the project but also contribute to its sustainability and impact on the local community.