Technical Assistance: Foundations of Grant Writing

Facilitated by
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Margaret Korto, Senior Program Analyst
US Department of Health and Human Services
Office of Minority Health Resource Center
Training Objectives

- Identify key steps to apply for federal grants
- Review the critical elements of proposals and grants
- Discuss strategies related to federal competitions
# Common Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFP</td>
<td>Request for Proposal</td>
<td>CBO</td>
<td>Community-Based Organization</td>
</tr>
<tr>
<td>RFA</td>
<td>Request for Applications</td>
<td>FBO</td>
<td>Faith-Based Organization</td>
</tr>
<tr>
<td>RFQ</td>
<td>Request for Quotations</td>
<td>MOU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>FOA</td>
<td>Funding Opportunity Announcement</td>
<td>FTE</td>
<td>Full-Time Equivalent</td>
</tr>
<tr>
<td>LOI</td>
<td>Letter of Intent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------</td>
<td>--------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EIN</td>
<td>Employer Identification Number</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TIN</td>
<td>Taxpayer Identification Number</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DUNS</td>
<td>Dun and Bradstreet (D&amp;B) Data Universal Number System</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAM</td>
<td>System for Award Management</td>
</tr>
<tr>
<td>AOR</td>
<td>Authorized Organizational Representative</td>
</tr>
<tr>
<td>E-Biz POC</td>
<td>E-Biz Point of Contact</td>
</tr>
</tbody>
</table>
Types of Federal Funding

<table>
<thead>
<tr>
<th>Grants</th>
<th>are given to organizations for stated purposes or activities to be carried out without substantial sponsor involvement.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooperative agreements</td>
<td>provide assistance and establish relationships between organizations and the sponsors, in which both parties pursue stated purposes or activities. Substantial sponsor involvement is expected.</td>
</tr>
<tr>
<td>Contracts</td>
<td>are purchase arrangements where a government agency &quot;buys&quot; goods or services from an organization or an individual to fulfill the agency's responsibilities.</td>
</tr>
</tbody>
</table>
Section One

The Federal Contracting System
Applying for Federal Awards

Basic numbers or registrations your organization needs:

- EIN/TIN
- DUNS
- SAM.gov
- grants.gov
Basics to register

- **EIN/TIN**
  Used for federal tax reports/obtained from IRS

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**Apply for an Employer Identification Number (EIN) Online**

Our new hours of operation are Monday through Friday 7:00 a.m. to 10:00 p.m. Eastern time.
The D-U-N-S® Number

Harness the power of the D-U-N-S® Number. At no cost, you can have this unique, location-specific identifier that allows you to accurately gauge and communicate your company's creditworthiness. As your business grows and changes, your D-U-N-S® Number stays with you.

Dun & Bradstreet DUNS
www.dunandbradstreet.com
Register for SAM

You **must** be registered in the System for Award Management
www.sam.gov/portal/public/SAM

Allow 5 business days!

Organizations must designate various Points of Contact
(After registration is finalized you’ll need to wait at least one day before you can register on grants.gov.)
Helpful video

https://www.youtube.com/watch?v=IuFGM9H0gPI
Register for Grants.gov

Grants.gov is your source to FIND and APPLY for federal grants. The U.S. Department of Health and Human Services is proud to be the managing partner for Grants.gov, an initiative that is having an unparalleled impact on the grant community. Learn more about Grants.gov and determine if you are eligible for grant opportunities offered on this site.

Grants.gov does not provide personal financial assistance. To learn where you may find personal help, check Government Benefits, Student Loans and Small Business Start-up Loans.

The United States Government does not require payment, of any kind, to receive federal grants. To report fraud, please contact the Department of Health and Human Services, Office of the Inspector General.

What’s New at Grants.gov

PDF Application Packages downloaded after 3/5/13 are compatible with Adobe Reader XI.

Verify if your Adobe Reader Version is Compatible with Grants.gov

New Opportunities This Week

Learn about SAM, and how the CCR to SAM migration affects Grants.gov applicants.

Grants.gov Webcast on Grant Fraud is now available online
Search Grants.gov

FIND GRANT OPPORTUNITIES

All discretionary grants offered by the 26 federal grant-making agencies can be found on Grants.gov.

You do not have to register with Grants.gov to find grant opportunities. However, once you are ready to apply for a grant, you will need to Get Registered. This process takes 3-5 business days up to 4 weeks if you experience any difficulties.

Search Grant Opportunities

Search by keyword, Funding Opportunity Number (FON) or Catalog of Federal Domestic Assistance (CFDA) number.

- Basic Search

Search by a variety of categories of funding activities.

- Browse by Category
- Browse by Agency

Search from a list of agencies offering grant opportunities.

- Advanced Search

Search by more specific criteria such as: Funding Instrument Type, Eligibility or Sub-agency.

- Find Recovery Act Opportunities
<table>
<thead>
<tr>
<th>Funding Number</th>
<th>Opportunity Title</th>
<th>Agency</th>
<th>Open Date</th>
<th>Close Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>PA-13-183</td>
<td>Addressing Health Disparities in NIDDK Diseases (R01)</td>
<td>National Institutes of Health</td>
<td>04/05/2013</td>
<td>05/07/2016</td>
</tr>
<tr>
<td>USDA-FNS-SBPE-2013</td>
<td>FY13 School Breakfast Program Expansion Grants</td>
<td>Food and Nutrition Service</td>
<td>04/03/2013</td>
<td>05/17/2013</td>
</tr>
<tr>
<td>RFA-FD-13-019</td>
<td>Evaluation of Dissolution Methods for Complex Parenteral Dosage Forms (U01)</td>
<td>Food &amp; Drug Administration</td>
<td>04/03/2013</td>
<td>05/24/2013</td>
</tr>
<tr>
<td>RFA-FD-13-028</td>
<td>Food Protection Task Force Improvement Project</td>
<td>Food &amp; Drug Administration</td>
<td>04/02/2013</td>
<td>07/01/2013</td>
</tr>
<tr>
<td>RFA-FD-13-017</td>
<td>Development of Bio-relevant In-vitro Assay to Determine Labile Iron in the Parenteral Iron Complex Product (U01)</td>
<td>Food &amp; Drug Administration</td>
<td>04/02/2013</td>
<td>05/24/2013</td>
</tr>
<tr>
<td>RFA-FD-13-020</td>
<td>Collection of Dose Adjustment and Therapeutic Monitoring Data to Aid Narrow Therapeutic</td>
<td>Food &amp; Drug Administration</td>
<td>04/02/2013</td>
<td>05/17/2013</td>
</tr>
</tbody>
</table>
Grants.gov further instructions

Link to Additional Information

NIH Guide for Grants and Contracts

If you have difficulty accessing the full announcement electronically, please contact:

Jennerfer Torres-Hernandez
Grants Management Specialist
Phone 301-827-9607 Jennerfer.Torres-Hernandez@fda.hhs.gov

Synopsis Modification History

The following files represent the modifications to this synopsis with the changes noted within the documents. The list of files is arranged from newest to oldest with the newest file representing the current synopsis. Changed sections from the previous document are shown in a light grey background.

<table>
<thead>
<tr>
<th>File Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Original Synopsis</td>
<td>Apr 02, 2013</td>
</tr>
</tbody>
</table>
Learn about grants.gov

http://www07.grants.gov/assets/CompletingaGrants.govApplication.html
Key points from Section One

• Register NOW with all federal contractor systems
  • SAM.gov
  • grants.gov
• You can do this yourself – don’t hire outside help
  • Save in a safe place all people and passwords/questions
• Watch the video – call the help lines
• Test your system for compatibility
• File before due date of proposal
Section Two

Critical Elements of Proposals
Basic Elements of a Proposal

- Abstract/Executive Summary
- Organizational Summary
  - Mission Statement
  - Past Capability
- Program Narrative
- Work Plan
- Evaluation Methodology
- Budgets & Fiscal Responsibility
- Attachments
Abstract/Executive Summary

Summarizes the entire proposal – include:

- Name of agency, the title of project, the “why us” factor
- A brief – but thorough – project description
  - Partnerships involved, target population, goals and objectives, total budget
- An overview of the benefits and features of our solution and the various parts that make up our proposal
Organizational Summary

- Past Performance
  - Federal government has standardized form
- Staff Qualifications
  - Leadership, its qualification, how involved in this work
  - Staff experience doing this type of work
  - Education background/Almost CV
- Experience with this Community
- Experience managing this type of award
## Organizational Summary

### Past Performance

<table>
<thead>
<tr>
<th>Name of Organization Evaluated</th>
<th>Your Organization Name</th>
<th>Contract #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name and Address of Organization Providing Reference*</td>
<td>Date Work Began* Date Work Ended</td>
<td></td>
</tr>
<tr>
<td>Name of Technical* Point of Contact</td>
<td>Contract Price*</td>
<td></td>
</tr>
<tr>
<td>Name of Contract Point of Contact *</td>
<td>Location of Work*</td>
<td></td>
</tr>
<tr>
<td>Description of Contract Work*</td>
<td>Provide substantive information here. Brag, Brag, Brag!</td>
<td></td>
</tr>
<tr>
<td>Relevance to xxx [this] project*</td>
<td>A place to explain how this work is similar to the work you are doing.</td>
<td></td>
</tr>
</tbody>
</table>
Program Narrative

- Describes how the program will be implemented
  - Defines service delivery and clients
    - How clients will be recruited
    - Order of activities and tasks
  - Links suggested program to evidence-based interventions
  - Identifies who will do the work
  - Covers the duration and frequency of the program
- Clearly demonstrates how activities will yield desired outcomes
• Identifies partnerships and collaborations
  • Most federal agencies now require partnerships.
  • Demonstrates membership in this community
• Information can often be summarized in charts
Program Narrative

Keys to evaluate program narrative

Program narrative should:

- Clearly describe how the program will be implemented and how the activities will lead to outcomes
- Closely link to the budget. In the program narrative, you should demonstrate how each activity’s expenses will be covered.
- Never leave a funder asking further questions: What will be done? Who will do this? How will people know? When will this take place? How many staff? Clients?
Tasks and Timelines

- Include all activities described in narration and identify in which month they will be executed
- Include evaluation points
- Don’t show every activity taking place at once
## Work Plan

<table>
<thead>
<tr>
<th>Example</th>
<th>Month</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td><strong>Tasks</strong></td>
<td></td>
</tr>
<tr>
<td>Launch Project</td>
<td>X</td>
</tr>
<tr>
<td>Recruit Additional Staff</td>
<td></td>
</tr>
<tr>
<td>Post announcement</td>
<td>X</td>
</tr>
<tr>
<td>Train new recruits</td>
<td>X</td>
</tr>
<tr>
<td>Needs Assessment</td>
<td>X</td>
</tr>
<tr>
<td>Needs Assessment</td>
<td></td>
</tr>
<tr>
<td>Staff provide services</td>
<td></td>
</tr>
<tr>
<td>Modify program per needs assessment</td>
<td></td>
</tr>
<tr>
<td>Quarterly Reports</td>
<td></td>
</tr>
</tbody>
</table>
Evaluation

Evaluation is a necessary component of any proposal. Evaluation steps occur before, during and after a project is implemented. Evaluative methodology describes the client’s situation and the projected success or benefit provided as part of the intervention.

Before: Formative Evaluation
During: Process Evaluation
After: Outcome/Impact Evaluation
Questions to Ask:

• What will your program achieve? How can you demonstrate your achievement? (i.e., How will you measure?)

• Who will be involved?

• How will your agency use the information?
SMART Objectives

Specific
Measurable
Achievable
Realistic
Timed
SMART means:

<p>| | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Specific</strong></td>
<td>There is zero confusion about what is being achieved. Each statement has clearly identified who, what, when, where and how many are involved.</td>
</tr>
<tr>
<td><strong>Measurable</strong></td>
<td>Numerical quantities exist in each statement.</td>
</tr>
<tr>
<td><strong>Achievable</strong></td>
<td>Each activity can be monitored, demonstrates either process or impact.</td>
</tr>
<tr>
<td><strong>Realistic</strong></td>
<td>Demonstrates an understanding of what is needed to achieve your goal, factored by resources, time, ability.</td>
</tr>
<tr>
<td><strong>Time Based</strong></td>
<td>All goals/objectives should be clearly achieved within the timeframe of the award.</td>
</tr>
</tbody>
</table>
Process Evaluation

Who? How Many? What steps?

While the work is going on:

• How many outreach contacts are being made each month?
• Do the churches where we teach prevention classes think that our training is culturally relevant?
• Are our protocols working, and are they effective?
Outcome/Impact Evaluation

At the end of an intervention or program:

• Did youth who attended program classes demonstrate more knowledge after the course?

• Did the program help to increase the number of people who test for HIV?
Evaluation Differences

Process vs. Outcome/Impact:

**Process** tells how many came.

**Impact** demonstrates change from attending.

**Process:** what? Where? When? How many?

**Outcome/Impact:** key indicators of change
Evaluation Methodologies

- Program Logs
  - Collect demographic and other data
- Surveys or Questionnaires
  - Pre- and post-test, consumer satisfaction
- Focus Groups or Discussion Groups
- Interviews
Evaluation Tips

- Clear goals and objectives lead to measureable outcomes.
- If you need help with analysis, seek TA.
- Be aware of your audience when you share results.
- You can’t evaluate what you can’t (or don’t!) measure.
- Evaluation needs to work with your program not against it!
Budgets

- Detail all costs associated with your project.
- Link costs to program activities.
- Totals should not exceed maximum allowed
- Double check your math – have someone else review!
- Have a budget narrative – explain how you came to each number.
Federal Budget Information

- Staff Labor/Personnel
- Fringe
  - Benefits
  - Paid leave
  - Payroll taxes
- Consultants/Contracted
- Travel
  - Estimate trips
- Equipment
- Supplies
- Other Direct Costs
  - Printing/Copying
  - Internet
  - Postage
- Indirect Rate
- G&A
Attachments

• Include any and all requests that the funder has stipulated for any additional information related to your application
• May include organization information
  • IRS 501(c)3 letter
  • Staff policies
• MOUs with partners
Key points from Section Two

- Clearly present what you want to do
- Chart when you can – show how you meet the criteria specifically
- Include an evaluation methodology
- Partner when you can/show leverage
- Present a fair and accurate budget
- SAVE! SAVE! SAVE!
Section Three

Key Strategies
Effectively Responding to Federal Awards

- Read CAREFULLY all instructions.
  - Every guideline is an absolute, not a suggestion.
  - Provide only what is requested.
  - Put everything in the right section.
- It will be repetitive.
- Partner when possible
Federal Sections

- Scope of Work (Section C)
- Instructions (Section L)
- Proposal Evaluation/Review Criteria (Section M)
Scope of Work

- Describes why the federal government sees a need for this program
- Contains vital information about what needs to be accomplished – and what doesn’t
- Provides an outline – perhaps for your Project Narrative
- Mimic the language of the federal announcement, but don’t copy it.
Instructions

Follow all instructions:
• Eligibility
• Formatting/Layout:
  • Page length
  • Minimum font size allowed
  • Line spacing and margins.
• Proposal order (may be in “Evaluation Factors”)
  • Narrative Information vs. Attachment Information
• Required forms

Follow all instructions!
Proposal Evaluation/Review Criteria

Clearly demonstrates weight of each section and often the break down of each section

Shape your proposal to the evaluation criteria.
Partnering

- Assemble a winning team
- Determine and clarify the roles, responsibilities and expectations
- Establish a financial partnership strategy
- Review the proposal
Why Partner?

- Demonstrates a community response to the problem.
- Provides a wide array and a depth of services that is unusual in any one agency.
- Allows nascent agencies to experience federal funding.
Key points from Section Three

- Make a checklist of requirements
  - Have someone else check your proposal against the checklist
  - Believe the restrictions
- Shape your response to the information requested
- Make certain you are eligible to apply
- Identify yourself on every page
- Partner when it provides the best solution
Any Questions?
Office of Minority Health Resource Center

- Contact us!
- mloosli@minorityhealth.hhs.gov
- mkorto@minorityhealth.hhs.gov
- info@minorityhealth.hhs.gov
- 1-800-444-6472

FYI: Minority Resources...Money & More
Provided by the Office of Minority Health Resource Center
April 16, 2013

National Minority Health Month kicks off
The Office of Minority Health recognizes April as National Minority Health Month. This year's theme, Advance Health Equity Now: Uniting Our Communities to Bring Health Care Coverage to All, is a call to action, a charge for all of us to unite towards a common goal of improving the health of our communities and increasing access to quality, affordable health care for everyone. Read a message from OMD Director, Dr. J. Nadine Granta, MD, MScE; get materials; register and view a calendar of local events; and more tools and resources to raise awareness in your community. Learn More.

Funding

Federal Grants
Minority Population Specific: $500k or more...


Minority Population Specific: $500k or less...

- Miss2Match: Health Advocacy Undergraduate Internship. View Full Announcement

In This Issue...

- Fed.gov
- New Federal Grants
- Scholarships/ Fellowships
- Resources
- Health Equity
- Minority Health