

# Technical Assistance: Foundations of Grant Writing

Facilitated by  
Michelle Loosli, Director  
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

RFP	Request for Proposal		CBO	Community-Based Organization
RFA	Request for Applications		FBO	Faith-Based Organization
RFQ	Request for Quotations		MOU	Memorandum of Understanding
FOA	Funding Opportunity Announcement		FTE	Full-Time Equivalent
LOI	Letter of Intent			

# Common Acronyms (cont'd)

EIN	Employer Identification Number		SAM	System for Award Management
TIN	Taxpayer Identification Number		AOR	Authorized Organizational Representative
DUNS	Dun and Bradstreet (D&B) Data Universal Number System		E-Biz POC	E-Biz Point of Contact

# Types of Federal Funding

**Grants** are given to organizations for stated purposes or activities to be carried out without substantial sponsor involvement.

**Cooperative agreements** provide assistance and establish relationships between organizations and the sponsors, in which both parties pursue stated purposes or activities. Substantial sponsor involvement is expected.

**Contracts** are purchase arrangements where a government agency "buys" goods or services from an organization or an individual to fulfill the agency's responsibilities.

Section One

# The Federal Contracting System

# Applying for Federal Awards

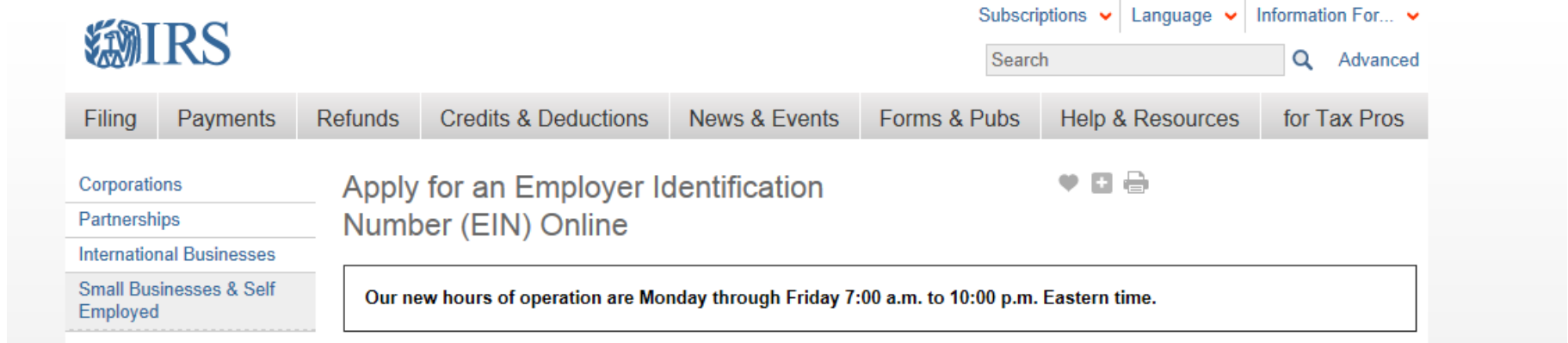
Basic numbers or registrations your organization needs:

- EIN/TIN
- DUNS
- SAM.gov
- grants.gov

# Basics to register

- EIN/TIN

Used for federal tax reports/obtained from IRS



The screenshot shows the IRS website interface. At the top left is the IRS logo. To the right are links for 'Subscriptions', 'Language', and 'Information For...'. Below these is a search bar with the text 'Search' and a magnifying glass icon, followed by the word 'Advanced'. A horizontal navigation bar contains the following categories: 'Filing', 'Payments', 'Refunds', 'Credits & Deductions', 'News & Events', 'Forms & Pubs', 'Help & Resources', and 'for Tax Pros'. On the left side, there is a vertical menu with the following options: 'Corporations', 'Partnerships', 'International Businesses', and 'Small Businesses & Self Employed'. The main content area features the heading 'Apply for an Employer Identification Number (EIN) Online' with icons for a heart, a plus sign, and a printer. Below the heading is a box containing the text: 'Our new hours of operation are Monday through Friday 7:00 a.m. to 10:00 p.m. Eastern time.'



# DUNS Number

Home > Get a D-U-N-S Number

## The D-U-N-S® Number

## 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](http://www.dunandbradstreet.com)

# Register for SAM



HOME

SEARCH RECORDS

DATA ACCESS

GENERAL INFO

HELP

You **must** be registered in the  
System for Award Management  
[www.sam.gov/portal/public/SAM](http://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=luFGM9HogPI>

# Register for Grants.gov

The screenshot shows the Grants.gov website interface. At the top, there is a logo for GRANTS.GOV with a stylized orange and red graphic. To the right of the logo are links for Search, Contact Us, Site Map, and RSS. Below the logo, there is a red banner with the text "SAM.gov Alert: Please check the Grants.gov Blog for updates." To the left of the main content area is a vertical navigation menu with several categories: FOR APPLICANTS (with sub-links like Applicant Login, Find Grant Opportunities, Get Registered, Apply for Grants, Track My Application, Applicant Resources, Search, FAQs, Userguides and site information), APPLICANT SYSTEM-TO-SYSTEM, FOR GRANTORS, ABOUT GRANTS.GOV, HELP, CONTACT US, and SITE MAP. The main content area features the headline "Find. Apply. Succeed." followed by a paragraph explaining that Grants.gov is the source for finding and applying for federal grants, managed by the U.S. Department of Health and Human Services. It includes a "Learn more" link. Below this is another paragraph stating that Grants.gov does not provide personal financial assistance and provides links for "Government Benefits," "Student Loans," and "Small Business Start-up Loans." A third paragraph notes that the U.S. Government does not require payment for federal grants and provides a link to the "Office of the Inspector General." At the bottom of the main content area is a section titled "What's New at Grants.gov" with three items: "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," and "New Opportunities This Week." Below these are two more items: "Learn about SAM, and how the CCR to SAM migration affects Grants.gov applicants." and "Grants.gov Webcast on Grant Fraud is now available online."

**GRANTS.GOV<sup>SM</sup>** Search Contact Us Site Map RSS

**SAM.gov Alert:**  
Please check the [Grants.gov Blog](#) for updates.

**FOR APPLICANTS**

- Applicant Login
- Find Grant Opportunities
- Get Registered
- Apply for Grants
- Track My Application
- Applicant Resources
- Search, FAQs, Userguides and site information

**APPLICANT SYSTEM-TO-SYSTEM**

**FOR GRANTORS**

**ABOUT GRANTS.GOV**

**HELP**

**CONTACT US**

**SITE MAP**

## Find. Apply. Succeed.

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.

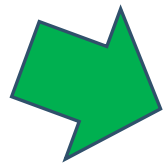
Grants.gov does not provide personal financial assistance. To learn where you may find personal help, check [Government Benefits](#), [Student Loans](#) and [Small Business Start-up Loans](#).

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



The screenshot shows the Grants.gov homepage. At the top, there is a navigation bar with the Grants.gov logo, a search bar, and links for Contact Us, Site Map, and RSS. Below the navigation bar, there is a breadcrumb trail: Home » For Applicants » Find Grant Opportunities. The main heading is "FIND GRANT OPPORTUNITIES". Below this, there is a paragraph explaining that all discretionary grants offered by 26 federal grant-making agencies can be found on Grants.gov. A second paragraph states that users do not need to register to find grant opportunities, but they will need to get registered to apply for a grant, which takes 3-5 business days to 4 weeks if there are difficulties. Below this, there is a section titled "Search Grant Opportunities" with five search options, each with a button and a description: "Basic Search" (Search by keyword, Funding Opportunity Number (FON) or Catalog of Federal Domestic Assistance (CFDA) number.), "Browse by Category" (Search by a variety of categories of funding activities.), "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.), and "Find Recovery Act Opportunities" (Search for Recovery Act Opportunities.). On the left side of the page, there is a sidebar with a navigation menu. A green arrow points to the "Find Grant Opportunities" link in this menu. The sidebar also includes a "SAM.gov Alert" section, a "FOR APPLICANTS" section with links for Applicant Login, Find Grant Opportunities, Basic Search, Browse by Category, Browse by Agency, Advanced Search, Subscriptions, Get Registered, Apply for Grants, Track My Application, Applicant Resources, Search, FAQs, Userguides and site information, and an "APPLICANT SYSTEM-TO-SYSTEM" section. Below this are sections for "FOR GRANTORS", "ABOUT GRANTS.GOV", "HELP", "CONTACT US", and "SITE MAP".

[Home](#) > [Find Grant Opportunities](#) > [Search Grant Opportunities](#) > Search Results

## Search Results

[New Search](#)

Sort: Open Date, Descending

Results 1 - 20 of 145

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

FOR APPLICANTS

[Applicant Login](#)

[Find Grant Opportunities](#)

[Basic Search](#)

[Browse by Category](#)

[Browse by Agency](#)

[Advanced Search](#)

[Email Subscription](#)

[Get Registered](#)

[Apply for Grants](#)

[Track My Application](#)

[Applicant Resources](#)

[Search FAQs, User Guides and Site Information](#)

APPLICANT SYSTEM-  
TO SYSTEM

FOR GRANTORS

ABOUT GRANTS.GOV

HELP

CONTACT US

SITE MAP

# 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](mailto: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.

File Name	Date
<a href="#">Original Synopsis</a>	Apr 02, 2013

# Learn about grants.gov

The screenshot displays the Grants.gov logo and the title "Completing and Submitting an Application on Grants.gov". Below this, the heading "Grants.gov – Completing and Submitting an Application" is followed by the text "Welcome to completing and submitting an application". The main content is a screenshot of the "Grant Application Package" form. At the top of the form are buttons for "Save", "Post", "Cancel", and "Check Package for Errors". The form fields include: Opportunity Title (Agency of Opportunity Health Plan), Funding Agency (Federal For Transition), OFDA Number (14-497), OFDA Description (14-497), Opportunity Number (HR-495-OP11-14), Competition ID (HR-497), Opportunity Open Date (04/01/2014), Opportunity Close Date (04/30/2014), and Agency Contact (NAME: Personnel and Grants Office (PGO), FEDERAL INFORMATION MANAGEMENT SECTION (FIMS), Email: fims@gsa.gov, Phone: 800-427-2200). A blue callout box on the right contains instructions: "This electronic grants application is intended to be used to apply for the specific Federal funding opportunity referenced here. If the Federal funding opportunity listed is not the opportunity for which you want to apply, close this application package by clicking on the 'Cancel' button at the top of this screen. You will then need to locate the correct Federal funding opportunity, download its application and then apply." Below the form fields, there is a note: "This opportunity is only open to organizations, applicants who are submitting grant applications on behalf of a company, state, local or other government, academic, or other type of organization." The "Mandatory Documents" section lists: Application For Project Assistance (SF-424), Request Abstract Summary, Statement of Subjcting Activities (SF-424), Budget Information For Non-Construction Programs, SF-424 Budget Form (SF-424), Request Narrative Attachment Form, and Budget Narrative Attachment Form. The "Optional Documents" section lists: Other Attachments Form. At the bottom of the screenshot, a video player control bar is visible.

<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

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

# 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

# Program Narrative (cont'd)

- 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?

# Work Plan

## 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

Example	Month											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>Tasks</b>												
Launch Project	X											
Recruit Additional Staff												
Post announcement	X	X				X	X					
Train new recruits		X	X				X	X				
Needs Assessment												
Needs Assessment	X	X	X	X					X			
Staff provide services			X	X	X	X	X	X	X	X	X	X
Modify program per needs assessment					X					X	X	X
Quarterly Reports				X			X			X		

# 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

# 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

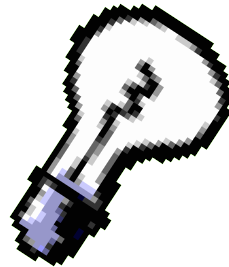
**S** *pecific*

**M** *easurable*

**A** *chievable*

**R** *ealistic*

**T** *imed*



# SMART means:

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

# 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 measurable 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

# Webinar Summary



# Any Questions?

# Office of Minority Health Resource Center

- Contact us!
- [mloosli@minorityhealth.hhs.gov](mailto:mloosli@minorityhealth.hhs.gov)
- [mkorto@minorityhealth.hhs.gov](mailto:mkorto@minorityhealth.hhs.gov)
- [info@minorityhealth.hhs.gov](mailto:info@minorityhealth.hhs.gov)
- 1-800-444-6472

## FYI: Minority Resources...Money & More

Provided by the Office of Minority Health Resource Center  
April 10, 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 OMH Director, Dr. J. Nadine Gracia, 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 . . .

- HHS/Substance Abuse and Mental Health Services Administration: Targeted Capacity Expansion: Substance Abuse Treatment for Racial/Ethnic Minority Women at High Risk for HIV/AIDS (Short Title: TCE-HIV: Minority Women) Grant. [View Full Announcement](#)

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

- HHS/Mental Institute of Health: Addressing Health Disparities in MINDW Diseases

#### In This Issue ...

##### Funding

[Federal Grants](#)  
[Non Federal Grants](#)  
[Scholarships/Fellowships](#)

##### Cancer

[Health Equity](#)  
[Hispanic/Latino Health](#)