Grant Writing Workshop

LCDR Jamie Seligman, LMSW-C, BCD

Crisis Counseling Program (CCP) Project Officer

Outline

- The Top Thirty Strategies
- The Pre-Proposal Phase
- Locating Federal Grants
- Basic Structure of an HHS RFA
- Basic Structure of a Federal Grant Application
- Strategies for Managing the Grant Writing Process
- Formatting
- Writing to Win
- Generic Format Rules
- Essential elements and tips on how to prepare Section I (Problem Statement)

Outline

- Beginning Your Research
- Essential elements and tips on how to prepare Section II (Program Plan)
- Essential elements and tips on how to prepare Section III (Evaluation)
- Essential elements and tips on how to prepare Section IV (Management Plan)
- Cultural competence
- Communicating a sense of internal consistency
- Avoiding common pitfalls and weaknesses
- Summary

Some Thoughts about Grant Writing

- Good grantsmanship is much more than being a good grant writer.
- It requires a commitment to research, strategic planning, management and sustainability.
- But it starts with good planning.
- Good planning requires that you consider the needs of your community first and find out what they think they need.
- Don't abdicate your responsibility for good program planning to a grant writer.

Thirty Winning Strategies

What are my 30 strategies?

Thirty Winning Strategies

- 1. Do preliminary research on the problem before any announcement appears. This is a critical first step.

Thirty Winning Strategies

- 2. Create Project Notebooks

Thirty Winning Strategies

- 3. Organize the Notebooks with tabs to separate out the need, objectives, activities, and how a project might be evaluated

Thirty Winning Strategies

- 4. Make extensive use of Grants.Gov and the CFDA.

Thirty Winning Strategies

- 5. Build Relationships with federal agencies.

Thirty Winning Strategies

- 6. Make Routine Calls to Project Officers

Thirty Winning Strategies

- 7. Do subscribe to several grant newsletters

Thirty Winning Strategies

- 8. Do talk with other grantees. Use the agency's website for contact information.

Thirty Winning Strategies

- 9. Obtain copies of funded applications.

Thirty Winning Strategies

- 10. Once an announcement appears, make more phone calls. Ask questions. Don't apply cold.

Thirty Winning Strategies

- 11. Put Together a Team

Thirty Winning Strategies

- 12. Give the agency what IT wants, not what YOU want. Do put a round peg in a round hole, not a square peg in a round hole.

Thirty Winning Strategies

- 13. Do Follow all Directions in the RFA.

Thirty Winning Strategies

- 14. Do understand the critical nature of the needs statement

Thirty Winning Strategies

- 15. Do use good grammar

Thirty Winning Strategies

- 16. One size does not fit all. Think twice about recycling old material from other grant proposals.

Thirty Winning Strategies

- 17. Use the Active Voice

Thirty Winning Strategies

- 18. Make extensive use of action verbs. They are the DNA of your proposal.

Thirty Winning Strategies

- 19. Do use the RFA review criteria as your Outline.

Thirty Winning Strategies

- 20. Do know the literature and extensively cite it throughout your narrative.

Thirty Winning Strategies

- 21. Write measurable objectives

Thirty Winning Strategies

- 22. Do become a peer reviewer for the agencies you are interested in applying to.

Thirty Winning Strategies

- 23. Do understand the importance of "personal mastery."

Thirty Winning Strategies

- 24. Do use white space and bold subheadings to break up the copy.

Thirty Winning Strategies

- 25. Do understand the importance of writing for points.

Thirty Winning Strategies

- 26. Do write strong topic sentences and write deductively. Restrict paragraphs to single idea.

Thirty Winning Strategies

- 27. Do mix in tables and charts with the narrative.

Thirty Winning Strategies

- 28. Give the RFA review criteria and documentation requirements to someone to PROOFREAD AND EDIT your initial draft.

Thirty Winning Strategies

- 29. Revise and Rewrite

Thirty Winning Strategies

- 30. Do Sweat all the Details one last time before you submit your application.

Now Let's Look at the Pre-Proposal Phase

The Pre-proposal Phase – Building A Pro-active Infrastructure for Program Development

- Organize a team. Hold regular brainstorming sessions that allow for open dialogue and team learning. Put aside old mental models. Build a shared vision.

- Routinely skim the literature and newsletters for successful projects that are occurring in other parts of your state or the country.

- Seek out potential partners. Create an advisory board or stakeholder group for program development. Recruit representatives from various disciplines including school officials, law enforcement, health care, public health, university faculty, and consumers.

The Pre-proposal Phase – Building A Pro-active Infrastructure for Program Development

- Create program development files. Include local data from as many sources as you can think of.

- Your files should also include copies of needs assessments, state and county grant applications and plans, articles from newspapers and newsletters, results of focus groups, minutes of brainstorming sessions, and pages from web sites. Include lists of grantees from previous years.

The Pre-proposal Phase – Building A Pro-active Infrastructure for Program Development

- For each problem area, organize your files into Proposal Development Notebooks. Divide the notebooks into tabs with each tab acting as a divider for every one of the headings involved in developing a full scale proposal. When you find data, an article, resume, job description, etc., place the information within the proper tab.

The Pre-proposal Phase – Building A Pro-active Infrastructure for Program Development

- These Headings/Tabs should include:
- A tab for Data (Needs Statement)
- A tab for Literature (Literature Review)
- A tab for Programs (Program Design and Logic Models)
- A tab for Your Organization (Management)
- A tab for Evaluation (Evaluation Design)
- Several tabs for appendices (resumes, letters, etc)
- A tab for potential RFAs with contact phone numbers, websites, possible dates of publication.
- A tab for assessment of your ideas vs. RFA and contact with project officer.

The Pre-proposal Phase – Building A Pro-active Infrastructure for Program Development

- Why create a project notebook?

- "You want your proposal to write itself."

The Pre-proposal Phase – Assessment of Your Ideas

- What has been the experience of other organizations that use or have used the approach?
- What does the existing literature show?
- Does this approach match the specific requirements of the RFA you are considering?
- Is the approach "state of the art?"
- How many grants are expected to be awarded?
- How many applications were received last year?
- Has this grant been awarded in your state?

The Pre-proposal Phase – Assessment of Your Ideas

- Have you discussed the idea with the project officer?
- The importance of pre-proposal contact with government funding sources cannot be overemphasized. In a study of 10,000 federal proposals, one of the most important variables that was statistically significant in separating the funded and rejected proposals was pre-proposal contact with the project officer.

The Pre-proposal Phase – Assessment of Your Ideas

- The assessment phase should always take into account the highly competitive nature of federal grant seeking. One recent SAMHSA announcement received over 400 applications for 60 grants.

- Ask the project officer how many applications did the agency receive last year for the announcement you are considering.

The Pre-proposal Phase – Assessment of Your Ideas

- Do you have the experience and expertise to carry out the approach?
- Can you manage another program at this time?
- What about partnering with another agency?
- Many announcements require documented partnerships.

The Pre-proposal Phase – Assessment of Your Ideas

- What does your target population have to say about the approach?
- How do you obtain input from your community?
- Has your community conducted a community needs assessment?

Locating Federal Grants

- Use the Federal Grants Databases:
- The Catalog of Federal Domestic Assistance http://12.46.245.173/cfda/cfda.html
- www.Grants.gov Sign up for e-mail notification of grant announcements.
- Sign up for direct emails from each federal agency that you are interested in.
- Research those grant opportunities-Make routine phone calls. Find out the funding cycle, when the majority of RFAs hit the street, and what's the outlook for next year.

Locating Federal Grants

- Are there any new grant programs are on the horizon?
- Download the existing RFA, even if the deadline has expired. Study it closely. Place it in the notebook.
- Subscribe to Free weekly e-newsletters from
  - The Foundation Center (www.fdncenter.org)
  - Join Together (www.jointogether.org)
  - PNN Online (www.pnnonline.org (Foundations)
  - CADCA
  - Make lists of other organizations.

Locating Federal Grants

- Subscribe to private federal grant e-newsletters such as the following:

- Federal and Foundation Assistance Monitor (www.cdpublications.com) $419 (bi-weekly)

- Community Health Funding Report (www.cdpublications.com) $419 (bi-weekly)

Basic Structure of HHS RFAs

- I. Funding Opportunity Description
- II. Award Information
- III. Eligibility Information
- IV. Application and Submission Information
- V. Application Review Information
- VI. Award Administration Information
- VII. Agency Contacts
- Appendices

Basic Structure of a Federal Grant Application

- Federal Forms – PHS 5161 (Need DUNS #)
- Table of Contents
- Abstract (approximately 35 lines)
- Narrative Section   (varies typically 20 pages)
- Literature Citations (Varies by announcement)
- Budget and Budget Narrative.
- Resumes and Job Descriptions.
- Human Subjects Protections. (Varies by announcement)
- Appendices (Pay attention to page limit). Appendices include such things as letters of support, data collection instruments for the evaluation, and an evaluation consent form.

Next, let's now talk about strategies for managing the grant writing process.

Strategies for Managing the Grant Writing Process

- Organize a grant writing team (roles)
  - A proposal coordinator
  - Draft writer
  - Editor
  - Evaluator
  - Literature review/data person
  - Fiscal person
  - Letters of support/collaboration person
  - Proofreader
  - Clerical support

Strategies for Managing the Grant Writing Process

- Create two checklists. Use the first checklist to maintain control of the work. First mark up the entire grant announcement. Create a master list of critical components, especially any licensure or accreditation requirements, review criteria, including all sub-bullets within criteria, the 5161, and all required appendices.

Strategies for Managing the Grant Writing Process

- Using the headings and sub-bullets in the Review Criteria section of the grant announcement, create a second checklist to help evaluate your first draft. Give this checklist and a copy of your first draft to someone who will give you honest feedback.

- This person should NOT be a member of your team.

- Ask this person to critique your first draft so that you can improve upon your initial draft.

Next, let's now talk about formatting.

General Formatting Rules

- Formatting requirements vary but typically include:

- Do not condense type closer than 15 characters per inch or 6 lines per inch.

- It is suggested that font size no smaller than 12 point be used.

- Only 1 side of a page should have printing.

- Margins should be no smaller than 1 inch.

- Pay attention to specific formatting requirements in Grants.Gov if you apply electronically.

General Formatting Rules

- Send an 1 original and 2 copies of your proposal.
- The original and 2 copies must be unbound.
- The application will be reproduced so do not include anything that cannot be photocopied.
- Odd sized attachments of any kind will not be copied.

General Format Rules

- Every sheet of your proposal, including appendices, should have a page number.
- Pages should be numbered consecutively from beginning to end (for example, page 1 for the cover page, page 2 for the abstract, page 3 for the table of contents).

Applications may not be accepted for review for the following reasons:

- It is received after the receipt date.
- It is incomplete.
- It is illegible.
- It exceeds the specified page limitations for the program narrative, biographical sketches, and job descriptions.
- It does not conform to the instructions for font and margin size.
- It is not responsive to program guidelines.
- The material presented is insufficient to permit an adequate review.

Follow ALL INSTRUCTIONS in the RFA.

- A large number of organizations simply don't bother to read and follow all directions.
- Their proposals are routinely treated as unresponsive and not reviewed.
- Remember the peer review process is expensive.
- Costs include copying, overnight mail, payments to reviewers, and other handling costs.
- Every agency receives a large volume of applications. Screening out applicants that did not follow directions or wrote poorly prepared applications saves the agency money.

Next, let's talk about writing to win.

Writing to Win

- "Think like a Mouse"

- Think Small. Work on One Bullet Point at a Time.

- Set up micro goals. You are working on a bullet point and your only goal is the next bullet point.

- Rely heavily on your project notebook

Writing to Win

- Don't let the competition beat you to a grant because you decide you can't afford the time to give the grantsmanship.

- Give proposal preparation your strongest effort.

- Get ahead of the competition by building in time to have your proposal critiqued.

- Don't send in a proposal that has never been proofread. Better to allow for lead time in order to obtain feedback than to send in something that the review committee will find fault with.

- The net result-a low or unscored application.

Writing to Win

- Don't put the work off until the final days before the proposal is due.

- Don't say, "I love to write but hate to get to work." Don't procrastinate, get started!

- Don't wait until you feel like writing. There can be no second paragraph until you have a first paragraph.

- Learn how to BEGIN writing.

Writing to Win

- Convince yourself that you are an artist working in clay, not marble, on paper, not bronze.

- Start by getting the first sentence down on paper. No one will rush out and print it as it stands. Just put it down. Then another. Your first sentence or whole first paragraph may be eliminated later.

- There can be no second paragraph without a first.

Writing to Win

- Write strategically. With federal grant seeking, always keep in mind you are writing for points.
- Download the RFA in Word, delete everything but the review criteria. Bold the review criteria. You can go back and delete review criteria later (unless it is required).
- Write your answer to the review criteria.
- Beware of criteria that contain compound sentences. Answer each part of the question.
- Short answers are rarely adequate.

Writing to Win

- Don't repeat back the question with a answer that just repeats the question with an affirmative answer.

- Use concrete examples that show experience.

- Pay close attention to the relative weight given to each of the Review Criteria, then estimate the page length for each section.

- Your answer should always focus on Who, What, Where, When, Why, and How.

- Pay attention to the nuances and subtleties of both the problem and your solutions. (Personal Mastery)

Writing to Win

- Make effective use of white space and bold sub-headings.
- Write deductively – Writing deductively establishes expectations in the reader. Deduction comes from Latin, meaning "to lead down." In writing, deductive reasoning is based on the idea that an author presents a basic truth or **premise**, and then provides **specific evidence** that supports or proves that belief.

Writing to Win

- Make the paragraph the unit of composition.
- Relate all sentences in a paragraph to the topic sentence.
- Build your case for funding like a fine lawyer argues a case in court.
- Sprinkle citations throughout your narrative.
- Make sure one section of your proposal builds upon a previous section in a logical progression.

Writing to Win

- Break up your copy. Enormous blocks of print look formidable to the reader.

- Therefore, breaking long paragraphs into two, even if it is not necessary to do so, is often a visual help to the reader.

- Make extensive use of action verbs.

- Include tables, especially in Needs Statement.

- Use definitive, specific, concrete language.

- Put statements in positive form. Example: It is not time to go. There is still time left.

Writing to Win

- Vigorous writing is concise. Omit unnecessary words and words with double meanings. Always remember that you are writing for someone else. Your work must stand alone. You can't be there to explain something if a question comes up. So you need to balance the need to be concise with the need to provide DETAILS.

- Keep related words together. The position of words in a sentence is the principle means of showing their relationship. The proper place in the sentence for a word or group of words that the writer wants to make most prominent is usually at the end.

- Example: She noticed a large stain in the rug that was right in the center. She noticed a large stain right in the center of the rug.

Writing to Win

- Be careful about recycling old material from a previous grant application.

- Be careful about raising an issue that you do not have a solution for.

- Anticipate the arguments against your program model and implementation plans.

Writing to Win

- Revise and rewrite.

- This is a fundamental principle in all writing and among the best writers.

- Keep tabs on your dry holes.

- What is the evidence against your proposal?

Next, let's talk about Section I of the narrative.

Tips on How to Prepare Section I (Problem Statement)

- **Literature Review**
- Establishes the theoretical or conceptual basis for your project.
- Assists you in determining the best strategy for carrying out your project.
- Helps demonstrate the relevance of your topic and how your project will add to the body of knowledge in this area.
- Helps you determine the "state of the art."

Tips on How to Prepare Section I (Problem Statement)

- A good rule of thumb is to review literature that has been published within the past five years.

- Find the authors whose work is cited the most frequently (these are the seminal works). Use an index of citations.

- Does the literature reference gaps in knowledge?

- Does your project address any of the gaps?

- Make sure you include the literature on the cultural dimensions of the problem.

Beginning Your Research

- Start by getting some advice on the phone. Make a list of people to call. Include, your project officer, NCADI, the RADAR network, CAPTS, SAMHSA funded technical assistance centers, SAMHSA existing grantees, CDC, and university centers for alcohol and drug studies.

Beginning Your Research

- NCADI   1-800-729-6686 www.health.org
- KEN   1-800-789-2647 www.mentalhealth.org
- NIDA   www.drugabuse.gov

CAPTS www.captus.org

- National Criminal Justice Reference System 1-800-851-3420 www.ncjrs.gov
- HUD's Public and Indian Housing Information Resource Center www.Huduser.org 1-800-955-2232
- Office of Minority Health   1-800-444-6472 www.omhrc.gov
- ONDCP http://www.whitehousedrugpolicy.gov/publications
- Child Welfare Information Gateway http://www.childwelfare.gov/

Beginning Your Research

- Locate web sites with multiple links to both organizations and information. See http://depts.washington.edu/adai/index.html

- Become familiar with searchable databases such as http://nrepp.samhsa.gov.

- Pubmed, Medline or Medline Plus www.Ncbi.Nlm.Nih.Gov. It has 16 million literature citations and it's free. Tutorial at

- http://www.nlm.nih.gov/bsd/disted/pubmed.html

- National Library of Medicine 1- 800-338-7657

- CDC National Prevention Information Network

  www.cdcnpin.org (HIV/AIDS/STDs) 1-800-458-5231

Beginning Your Research

- For Mental Health Interventions:
- PsycINFO Direct
- Available thru APA.Org.
- Contains 2.3 million records
- 2,200 Journals
- $11.95/24hrs.

Locating Documents/Articles:

- NCADI/KEN (up to 4-6 weeks/24hr shipping avail.)
- PUBMed/Medline Loansome Doc Service (National Network of Libraries of Medicine) Fax and e-mail service.
- National Criminal Justice Reference Service (Ships 10-15 days/24 hr. shipping available)
- TA Centers and SAMHSA (Varies by TA Center. Some docs on-line.)
- NTIS   703-605-6000 (U.S. Mail 3-5 days) (2nd Day Service available). Archives and reproduces Fed docs on demand)
- RADAR Network (varies by state)
- Specialized University Drug/Alcohol Libraries (varies)
- On-line Databases such as Ingentaconnect.com
- Ask your local Indian College Librarian (Inquire about lead time for Inter-library loans.)

Tips on How to Prepare Section I
(Problem Statement)

- Target Population
- Identify the target population.
- What is your rationale for choosing this population?
- Document the local need, not the national need.
- Pay attention to any specific requirements of the RFA for specific epidemiological data.
- Provide comparison data-it will add contrast and depth to your needs statement.
- Use both tables and narrative.
- Clearly explain and provide citations for all tables.

Tips on How to Prepare Section I (Problem Statement)

- Describe the service gaps that exist.

- Have there been cuts in services due to funding cutbacks?

- Indicate how your proposed program will serve to fill those gaps.

- If your proposing to expand a pre-existing program, indicate how many people you are currently serving.

Tips on How to Prepare Section I (Problem Statement)

- Sources of Local Data:
- United Ways, Hospitals, Schools
- State Child Welfare agencies
- State Block grant applications
- Local, State and County Boards of Ed
- Local, State and County Health Departments
- Community health assessments
- Federal sources –Census, CDC, SAMHSA, IHS
- Key Informants/Focus Groups

Tips on How to Prepare Section I
(Problem Statement)

- Once your problem statement is clearly developed, the next logical step in writing your proposal is to identify the solution to your problem.

- You express your solution in terms of goals, objectives and methods. They flow logically from your problem statement.

Next, let's discuss Section II.

Goals, Objectives, and Methods

Tips on How to Prepare Section II
(Logic Models)

- Start by creating a Logic Model for your program.

- A Logic Model: Logic models use table and flow chart formats to show the connectedness between problems, theories, strategies, activities, and outcomes. In other words, they help you to connect the dots.

- They describe the <u>Results</u> you are aiming for in terms of specific, measurable, and timed <u>Outcomes</u>.

Tips on How to Prepare Section II
Simple Logic Model

Problem or Issue Statement	Community Needs/Assets	Factors you believe will influence change	Strategies and Activities	Outcomes
Describe the problems) your program is attempting to solve	Describe the human, financial, organizational, community needs and assets.	Protective or risk factors, policies, environment.	List successful strategies or best practices that you have researched	Identify your desired results by describing what you expect to achieve

Tips on How to Prepare Section II
Logic Models

- Logic models come in many shapes and level of complexity but typically fall into 3 possible categories:

  - <u>Theory</u> driven logic model (Describes the theoretical basis and Why an intervention would work)

  - <u>Outcomes</u> approach logic model (Connects resources and activities with desired results

  - <u>Activities</u> approach logic model (Focus is on process and activities)

Tips on How to Prepare Section II
Logic Models

For more information about Logic Models:

- **W. K. Kellogg Foundation:**

  Logic Model Development Guide

  www.wkkf.org   1-800-819-9997

- ❑ Community Toolbox

  http://ctb.ku.edu/tools/en/section_1877.htm

- ❑ CADCA

  http://www.coalitioninstitute.org/SPF_Elements/Planning/PlanningPrimer-01-2007.pdf

Tips on How to Prepare Section II (Program Plan)

- A goal is a broad-based statement of the ultimate result of the change being undertaken. Well written goals lead toward an ambitious but achievable future.
- Goals contain an action verb
- Example: To enable people suffering from addiction to return to physical, spiritual and emotional health

Tips on How to Prepare Section II (Program Plan)

- **Objectives: S**pecific-**M**easurable-**A**chievable-**R**ealistic-**T**ime-**L**imited
- Guidelines for writing measurable objectives:
- Contains an action verb
- Contains a single measurable result
- Contains a target date
- Objectives specify the Who, the What, the When, the How much, and How will it be measured.
- Are feasible and attainable

Tips on How to Prepare Section II (Program Plan)

- Objectives logically flow from your goals. Objectives are more specific than goals.
- <u>Objectives are the intellectual heart of your proposal</u>. Here you indicate to your funding source precisely what you intend to change through your project and what you would accept as proof of the project's success.
- Objectives become the criteria by which you judge the effectiveness of your program.
- Write your objectives using one to three sentences.
- List them in order of importance.

Tips on How to Prepare Section II (Program Plan)

- Example:
- Given the goal of "Improving the quality of life of homeless individuals in our city," our proposal objective might be:
- Our Homeless Shelter Agency will reduce the number of homeless (Specific) during the next 24 months (Timeframe) by 15 percent (Evaluative) as noted in the Department of Social Welfare Homeless Survey Report (Measurable).

Tips on How to Prepare Section II
(Program Plan)

Examples:

- <u>Outcome Objectives</u>: The objective of our ABC parenting skills program is to reduce the incidence of child abuse and neglect among 50 families. At the conclusion of the program, at least 20 families will show a gain in parenting skills proficiency as demonstrated by improvement in the domains of the parenting stress index.

- <u>Process Objectives</u>: During the first six months of the grant period, five consumers will identified and recruited to serve on the steering committee of the project.

- <u>Product Objectives</u>: During the third year of the grant period, a training course and manual will be developed to upgrade the skills of hospital staff that treat mentally ill substance abusers.

Examples

- Our proposed out-patient program has two primary objectives:
  - ◆ Seventy-five drug and alcohol abusers will be provided with comprehensive out-patient substance treatment services. Sixty percent of those treated will retain their sobriety for at least six months after treatment.
  - ◆ Vocational rehabilitation services will be provided to every patient over the course of the grant period. Seventy-five percent of patients will be job ready upon completion of their treatment.

Tips on How to Prepare Section II
(Program Plan)

- Methods --The How or the Means by which your goals and objectives are carried out.
- "There are many paths through the forest."
- Methods logically flow from objectives.
  - Directly underneath the objectives, describe the precise steps you will follow in carrying out the objective. How will it be done?
  - Who will do it?
  - When will it be done?
  - Keep asking yourself: what's next?

Tips on How to Prepare Section II (Program Plan)

◆ Make a diagram to help you visualize the steps.

◆ Clearly state your reasons for selecting the methods.

◆ Invite consumers to give you feedback on the methods.

◆ Address steps to ensure culturally competency.

◆ Address how participants will be recruited and retained. This is critical.

Next, let's talk about Section III, Evaluation.

Tips on How to Prepare Section III (Evaluation)

- Evaluation requirements vary by announcement. Pay close attention to the specific requirements of the announcement you are interested in.
- The seeds of your evaluation design are contained within the heart of your measurable objectives.
- Obtain some basic understanding of evaluation concepts and terminology.
- Bring the evaluator to the table early in the grant development process.
- Have the evaluator review the program plan to ensure that the objectives are measurable .

Tips on How to Prepare the Evaluation Section

- Develop a long term relationship with an evaluator you can trust and feel comfortable working with.
- Put together a list of questions to go over with your evaluator. Include:
  - What type of evaluation design does the announcement require?
  - What information is needed to conduct the evaluation?
  - What data collection instruments will be needed?
  - How will data be collected?
  - How will the results be shared with our community?
  - What is your experience with a project of this kind?
  - What will it cost?
  - What specific services will he/she provide?

Tips on How to Prepare Section III (Evaluation)

- Will additional staff be needed to conduct the evaluation?
- How will you involve the target population in the evaluation design and implementation?
- How will you ensure that the evaluation design is culturally competent?
- How will GPRA data be collected?

Tips on How to Prepare Section III
(The Evaluation/Dissemination Plan)

- Project Newsletters
- Interim Papers presented at Conferences
- Articles for Publication in Peer Reviewed Journals
- Manuals
- Displays
- Production of Audio-Visual Materials
- Site Visits
- Websites and List-Serves
- Workshops

Let's Now Move on to Section IV:
The Management Plan.

Tips on How to Prepare Section IV (Management Plan)

- Sell your organization's capability, its uniqueness, its niche.

- Detail the roles and responsibilities of key staff.

- Show that staff are superbly qualified, especially your project director.

- Detail the amount of time each person will work on the project.

- Develop a PERT chart or timeline – make it feasible.

- Indicate that your staff is reflective of the target population and is multi-culturally competent if you serve multiple populations.

Tips on How to Prepare Section IV (Management Plan)

- If you intend to use consultants, indicate why they are necessary. Do not propose to turn your entire project over to outside consultants.

- Revise and update CVs, resumes, and job descriptions. Pay close attention to the issue of cultural competence when writing job descriptions.

Tips on How to Prepare Section IV (Management Plan)

- What is your organization's experience or track record of involvement with the community you plan to serve?

- Does your staff have the expertise to work with ethnic, racial, cultural, linguistic, sexual orientation populations in your community?

- Do you have diverse community representation on your board?

- If your serve a multilinguistic population, are there multilingusitic resources available?

Tips on How to Prepare Section IV (Management Plan/Sustainability

- Sustainability asks the question-Do you want this project to exist after the grant has expired?
- What steps are you taking to ensure the project will continue?
- Describe these steps in the Management Plan.
- Sustainability involves making a commitment to leaving no stone unturned to ensure the future of your program.
- Sustainability requires research, advance planning, and lots of hard work.

Tips on How to Prepare Section IV (Management Plan/Sustainability

- Never rely on one funding source!
- Develop a Case Statement-include your challenge, your objective, how will it be beneficial to the community.
- Create business and marketing plans
- Set specific goals for generating financial resources
- Outline a Action Plan-Who, What, When, How Much
- Describe how you will target specific funding sources, share resources, solicit in-kind support, implement fund-raisers, third-party funding, fee-for-service, endowments, direct mail, create a business.

Now, let's talk about cultural competence.

Cultural Competence

Cultural competence is invariably linked to the quality of care you provide.

Cultural Competence

- Materials - It should be demonstrated that materials and products such as audio-visual materials, psa's, training guides and print materials are gender, age, culturally appropriate.

- Community representation- The population targeted to receive services should be a planned participant in all phases of the program design.

- Implementation- There should be objective evidence that the applicant understands the cultural aspects of the community that will contribute to the program's success.

Cultural Competence

- Sources of Information on Cultural Competence:
- PsycInfo
- CSAP Cultural Competence Series (NCADI)
- University of Washington Alcohol and Drug Abuse Institute Library (Bibliographies)
- National Center for Cultural Competence

  Journals:
- <u>Journal of Ethnic and Cultural Diversity in Social Work</u>
- <u>Cultural Medicine and Psychiatry</u>
- <u>Cultural Diversity and Ethnic Minority Psychology</u> * Formerly known as **<u>Cultural Diversity and Mental Health</u>**

Now, let's talk about Internal Consistency.
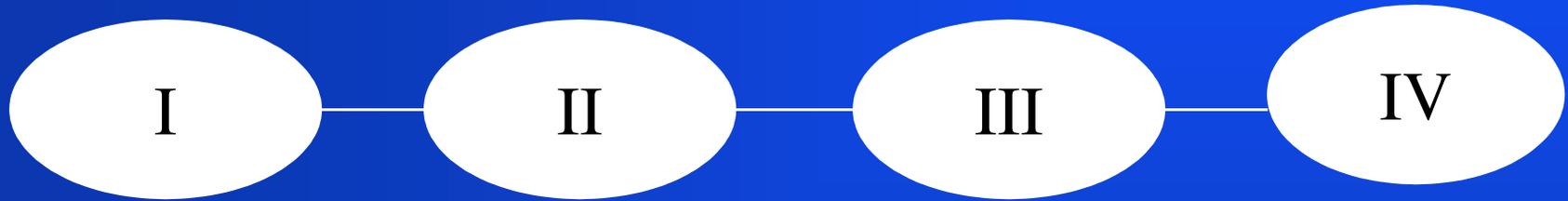
Internal Consistency

Common Mistakes and Problems in Each of the Four Sections

Common Problems With Statement of Need

- Application's background and rationale are poorly referenced.
- Application's literature review is dated.
- References are weak – no scientific evidence of effectiveness.
- Application's statement of need contains only national data – local is missing.
- Description and/or rationale for choosing target population is missing.
- Assessment not culturally competent.

Common Problems With the Program Plan Section

- The application's goals and objectives are unclear or confusing. Means and ends are confused.

- Objectives are not tied to the statement of need.

- The application's project plan is not "state of the art."

- The application's project methods/activities are not well detailed or thought out.

- Problem is identified but solution is not well thought out.

- Focus is on applicant's need-not matched to program goals and objectives.

Common Problems With the Program Plan Section

- The application's project methods are inappropriately matched to the goals of the announcement.

- The application does not include evidence of participatory planning.

- The application does not address cultural, ethnic, sexual orientation or disability issues.

- The program design is not culturally competent.

Common Problems With the Evaluation Section

- The application's evaluation section is not tied to the application's goals and objectives. It is unclear as to what is being evaluated.

- The application does not contain any strategies for data management, data processing and clean-up, quality control, and data retention.

- Evaluation is not culturally competent.

Common Problems With the Evaluation Section

- The application does not contain information on how program participants will be recruited and retained.

- The application contains instruments with unknown psychometric properties and no evidence on how instruments will be translated.

- The application doe not contain any literature on the instruments that are proposed for the evaluation.

- The application does not contain any discussion on how GPRA data will be collected and reported.

Common Problems With the Management Section

- The application does not include a timeline or Pert chart.
- The application's budget is inadequate.
- The application is missing a budget narrative.
- The qualifications and experience of the project staff are missing.
- It is unclear whether the project staff are representative of the target population.
- Letters of agreement are weak or all say the same thing.
- Applicant is unlicensed and has little previous experience providing this service.

Presentation Mistakes

- Reviewers had to search for material. Application is not organized in the same manner as the announcement and RFA.
- Applicant ignored both page limitation and font size requirements.
- The grammar in the application was poor.
- Appendices are not labeled or missing entirely.
- The application's abstract is missing.
- Pages are missing or out of order.
- Material was recycled from another grant application.

Avoiding Writing Mistakes

- As something becomes familiar, we tend to notice it less, not more.

- We see things as they are, not as they are supposed to be.

- Use both an expert and a friend or spouse to edit your work.

- Get rid of overconfidence.

Avoiding Writing Mistakes

- One way to minimize writing mistakes is to introduce constraints and limit alternatives. Use Checklists.

- Keep tabs on your dry holes.

- Slow Down!

- Don't Multitask and you will avoid C-F-I-T Controlled Flight into Terrain.

- Get Proper Rest!

- Happy people tend to be more creative and less prone to errors induced by habit.

Avoiding Writing Mistakes

- The Eye is NOT a Camera. It does not take pictures. And it does not see everything at once.

- At normal viewing distances, the area of clear vision is about the size of a quarter.

- We skim a lot, the problem is, we think we've noticed, when we haven't. We don't know when we're skimming.

- We notice some things and not others.

Avoiding Writing Mistakes

- Within a tenth of a second or so after looking at something, we are usually able to extract its meaning.

- The price we pay for this rapid fire analysis is that we miss a lot of details.

- Details are everything in a grant proposal.

Summary

- Create a vision for your organization.
- Organize a team and engage team members in regular dialogue.
- Be Proactive not Reactive.
- Seek out Potential Partners.
- Create Project Notebooks. Organize the notebooks into specific tabs.
- Use the Catalog of Federal Domestic Assistance, Grants.Gov, Private Newsletters, Emails from Agencies.

Summary

- Speak with Project Officers.

- Study old Grant Announcements

- Learn how to find information fast.

- Use a checklist to help you keep track of the work.

- TQI. Create a second checklist and give your draft to someone else to critique. Then revise, revise, and revise some more.

Summary

- Always use local data and recent citations.
- Write logically by connecting one section of your proposal with each previous section.
- Make sure objectives are measurable.
- Ensure that the program plan, methods, evaluation design, and staffing are culturally competent.
- Pay attention to internal consistency.
- Watch out for common mistakes.
- Sustain your program by diversifying your funding.

Sweat all the details.

Good Luck.

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