

Grant Writing Using the FRAP Process



Captain John J. Tuskan, Jr.
Refugee Mental Health Program
SAMHSA/CMHS – ACF/ORR
CVT/National Capacity Building Webinar
November 14, 2007

Presentation Outline

- # 1 rule of grantmanship
- Prepare & organize
- FRAP:
 - ◆ Find
 - ◆ Review
 - ◆ Analyze
 - ◆ Prepare a response



#1 Rule: Know your funder!

Department of Health & Human Services (DHHS) Overview

- U.S. government's principal agency for protecting the health of all Americans and providing essential human services, especially for those who are least able to help themselves
- 11 agencies (OP DIVs)
- More than 300 Programs
- HHS Budget, FY 2007– approx. \$642 billion (approx. \$67.6 billion in discretionary grants)
- Approx. 60,000 grants per year
- Approx. 65,000 employees

Preplan and Organize



Maintain 4 Notebooks

- Notebook 1: Your organization
- Notebook 2: Your Program
- Notebook 3: Best Practices and Current Research (the Literature)
- Notebook 4: Network and Funding Opportunities

The Process: FRAP

-Find

Review

Analyze

Prepare a response

FINDING OPPORTUNITIES

- Understand the vocabulary
- Review the Federal Register and visit the appropriate web sites:
 - ◆ Grant Planning Tools
 - ◆ Current Grants
 - ◆ Past Awardees
- Discuss possibilities with key contacts
- Review for eligibility and your ability to provide what is required

Steps in the Grant Award Process

- Step 1: President's Budget and Congressional Action
- Step 2: Notice of Funding Availability Published in the *Federal Register* (www.fedgrants.gov)
- Step 3: Programmatic Guidance
- Step 4: Application Submission
- Step 5: Review and Recommendations by Initial Review Group (UNSCORED or SCORED)
- Step 6: Cost Analysis by Grants Officer and GPO
- Step 7: Funding Decisions by Government Officials

Next Step

✓ Find

- Review

Analyze

Respond

Review the Grant Application Kit

- Check dates for applications
- Check for Eligible Applicants
(If you are not an eligible applicant, you could be an eligible sub-contractor or collaborator; talk to someone locally who is eligible.)
- Look at the type of work required to determine if this fits your ability and mission.
- Involve others in reviewing the application to see how it might fit your ability and mission.

- When you have decided to apply you will need to analyze the grant in preparation for writing.

- ✓ Find

- ✓ Review

- Analyze

- Respond



Please Pay Attention to:

- **Page limits, delivery instructions & other specifics such as margins, font size, and allowed appendices**
- **No odd sized paper – make photocopy ready**
- **Do not attach brochures – photocopy 1st then attach**
- **Don't discuss other programs you are administering**

Note your questions and call either program or grants management staff

After Analysis

✓ Find

✓ Review

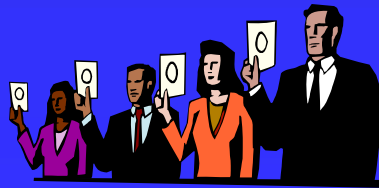
✓ Analyze

- Respond

Establish two goals

- ☑ Goal 1: **Get through Initial Screening!** Have the application successfully meet preliminary screening criteria (e.g., forms complete, page limits, all components present).

- ☑ Goal 2: **Score High!** Have the application receive the best possible score. An application that is not scored (called unscored) goes no further in the review process.
 - ◆ Applications will be selected for funding generally based on the rank order of the scores



Response Process

- Establish lead grant contact (one person should talk to GPO and others)
- Submit a Letter of Intent
- Organize your checklists by team and due dates
- Begin by gathering documents (already in your notebook), completing any agreements and collecting information

Response Process: Master Checklist



- Should note each requirement, who is responsible and when it is due.
- Due dates should be based on a completion date that allows lots of time for editing, polishing and formatting.
- Plan to complete the application with several days to spare so that you can have it delivered at least one or two days before due.
- Use a Writing Team

Develop Your Project Description

- ✓ Gather and analyze information about unmet service needs.
- ✓ Define the target population or geographic area.
- ✓ Establish the content for your Project Description.
- ✓ Your Program Notebook and Master Grant (discussed earlier) will provide much of the content for your Project Description.

Problem Statement

- Information about unmet service needs will form your *problem statement*.
- It will also provide evidence and examples of this problem - strong argument that connects to the grant topic and the proposed solution
 - ◆ - Is there a unique or severe problem present here?
 - ◆ - Is there a service gap?
- Clear development & sound statistics/ evidence
- Conclusion that points to the solution

Design Your Project Approach: Goals, Objectives, and Tasks

- Once your problem statement is clearly developed, the next step is to identify the solution to your problem.
- Your proposed project explains the solution and expresses the solution to the problem in terms of goals, objectives, and tasks.

Project Approach: Develop Goals

To create a goal, ask yourself:

- ✚ What major milestone do we need to meet to make our project's mission a reality?
- ✚ If we succeed, what specific changes will occur in our community?

Project Approach: Develop Objectives



- Make SMART—Specific, Measurable, Achievable, Realistic, and Time-limited—objectives.

- Objectives...exp:

Human Helpers, Inc. will train 25% of all public primary care providers in the long-term effects of torture on health and well-being by September 1, 2008 in Sometown U.S.A.

Project Approach: Develop Tasks

Identifying the Tasks

- Tasks are the precise steps you will follow to carry out each objective.
- Tasks help you identify:
 - What tasks need to be done under each objective?
 - Who will do the tasks?
 - When will they be done?
 - Where will they be done?
 - What resources do you need per task?
 - What's the purpose of the task (i.e., What outcome is expected as a result of doing each task)?

Project Narrative: Writing Tips

- Pay attention to the explanatory bullets provided in the Detail Description of the Narrative. Make sure you address each bullet it is given to advise you.
- Notice the points assigned to each area—they tell you the maximum that an area is worth, and how high you might score if you are missing components.

Sample

Project Narrative Detail

Section A: Project Description and Statement of Issues (15 points)

*State the purpose of the proposed project and list its goals and objectives. Make sure your goals and objectives are clear, realistic, and achievable.

*Describe the target population and the rationale for selecting that target population. (Note: Extensive demographic information is not required.)

Project Narrative

- The Project Narrative demonstrates how your plan fits the grant program:
 - ◆ Project Description
 - ◆ Project Approach
 - ◆ Project Management/Implementation Plan
 - ◆ Evaluation Methodology

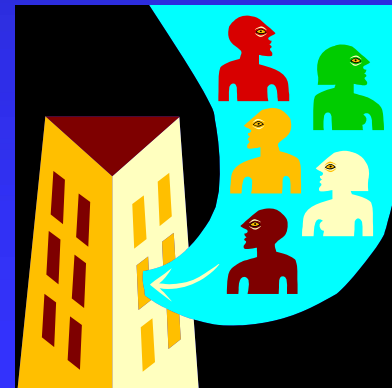
Three KEY GRANT AREAS

Reflected in Narrative

I. Methodology

II. Cultural Competence

III. Staffing Plan



Present Your Project Methodology

- Clearly state the reasons for selecting the methods for the project.
- Assess if methods reflect cultural competence.
- Ask for feedback from consumers/service users to assess if methods meet their needs.
- Do your methods have some basis in research or best practices?

Present Your Project Methodology (cont'd.)

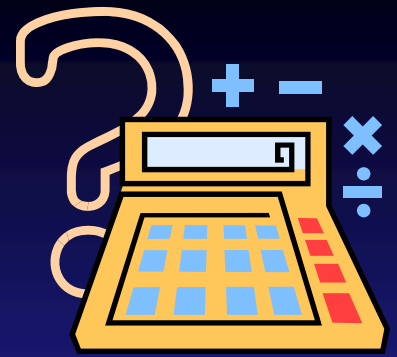
- Apply “lessons learned” in your methodology.
- Design an innovative project to improve your community and expand knowledge in the field.
- Address how participants will be recruited and retained. This is critical, especially when dealing with diverse populations.

Develop a Project Management and Staffing Plan

- Sell your organization's capability, its uniqueness, and its niche.
- Show how your organization's wealth of experience supports the requirements of the project.
- Detail the roles and responsibilities of key staff members, and show their superb qualifications for their specific role in the project.

Management and Staffing Plan (cont'd.)

- Detail the amount of time each person will work on the project.
- Develop a chart or timeline, organized in a way that looks feasible.
- Indicate that your staff reflects the target population.
- Explain how the staff is competent in the culture of the target population(s).
- Provide evidence of capability, experience, and commitment of proposed consultants and sub-contractors.



Develop a Budget: Costs and Narrative

- The Budget provides your projection of all costs for all years of the grant.
- Read and understand the budget form.
- The Budget Narrative describes how your organization will use the funds that you are requesting.
- Your plan demonstrates that grant money will be spent in compliance with grant provisions and Federal regulations.
- Call the Project Officer and Grants Management Contact for help as needed.

Use Tasks and Objectives to Build a Budget



■ Ask Two Questions:

1. What will it cost in staff and materials to guarantee that Objectives are complete and Tasks are finished?
2. What Cash, Goods and Services can I gather to add to public resources?

*Sources: Current Budget, Partner Agencies,
Volunteers & Gifts in Kind*

Use Tasks and Objectives to Build a Budget

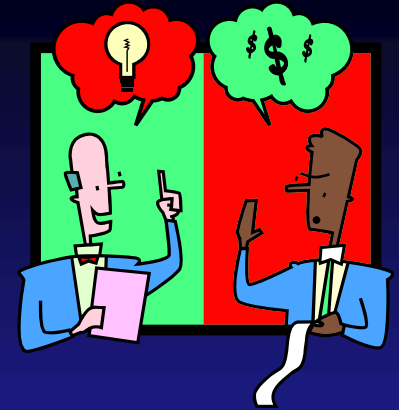
The Accounting Rule:

- You can't count if you don't treat it like real money—BOOK YOUR IN-KIND

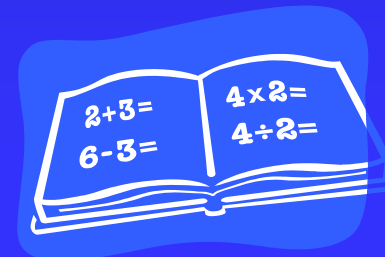
The Real Life Experience Grants Rule

- Get the in-kind commitment in writing and then budget as if it was $\frac{1}{2}$ to $\frac{1}{3}$ as large

Justify - Match Activities, Resources, and Staff With Costs



- Make sure you realistically project the activities, resources, staff, and other items that cost money as a part of your budget plan.
- Your Budget Narrative and your Project Narrative should match, referencing the same activities, resources, staff, and other items.
- Double-check your arithmetic.



Wrapping Up Your Grant



📁 Develop the Project Abstract

📁 **Review**, Edit, Complete, and Submit
Your Application

📁 Review, **Edit**, Complete, and Submit Your
Application

📁 Review, Edit, **Complete**, and Submit
Your Application