

American Recovery and Reinvestment Act

Successful Grant Writing



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American Recovery and Reinvestment Act



- ❑ Stated purposes of Recovery Act funding includes jobs created and jobs saved, however it also provides for investments needed to increase economic efficiency by spurring technological advances in science and health; invest in infrastructure that will provide long-term economic benefits; and to minimize and avoid reductions in essential services. Motorola solutions address these stated purposes.

Motorola Solutions can provide the basis for many grant proposals



Motorola offers a wide range of two-way radio and wireless broadband solutions that enable state, local and tribal agencies to combat criminal activity stemming from drug trafficking operations.

- ❑ **Voice and Data Communications:** Mission critical communications enable agencies to coordinate enforcement activity and provide interoperability between multiple agencies for joint task force efforts. Mobile computing enables data access, biometric identification, and automated license plate identification.
- ❑ **Video Surveillance:** The goal of enhancing security and monitoring conditions can be greatly enhanced with wireless broadband technology and video cameras. Video surveillance systems can quickly and cost-effectively enhance security by increasing visibility to all areas along the border or in other high intensity drug areas.
- ❑ **Information Sharing:** Rugged Motorola mobile computing devices enable anytime, anywhere access to critical information. This access enhances intelligence gathering and supports narcotics-related investigations.
- ❑ **Computer Aided Dispatch, Records Management, and Jail Management:** Systems with these applications not only enhance department efficiency, but provide all crime and crime suppression data vital in efforts to reduce crime.

How to Apply for a Grant: Basic Application Steps



- ❑ **First Step: DUNS Number.** If you don't have a DUNS (Data Universal Numbering System) number, get one! A DUNS number is a unique nine-digit sequence recognized as the universal standard for identifying and keeping track of entities receiving Federal funds. Obtaining a DUNS number is a free, simple, one-time activity. Obtain one by calling 1-866-705-5711 or by applying online at <http://fedgov.dnb.com/webform/displayHomePage.do>.
- ❑ **Second Step: CCR Registration.** Current registration in the Central Contractor Registration (CCR) database. The CCR database is the repository for standard information about federal financial assistance. Organizations that have previously submitted applications via Grants.gov are already registered with CCR. Note: Applicants must update or renew their CCR registration at least once per year to maintain an active status. Information about registration procedures can be accessed at www.ccr.gov.

Basic Grant Application Steps, continued



- Third Step: Know the Agency Grant Management System** or the Grants.gov System. If you have no experience with the grant Agency system, look for a training opportunity.

- Fourth Step: Familiarize yourself with the Agency Grant Solicitation** and understand the various requirements. Read thoroughly!

- Fifth Step: Develop the Proposal**

- Sixth Step: Complete Certifications** that are required for the grant submission and have them available to upload into the grant management system.

- Seventh Step: Apply** through the Grant Management System and submit the necessary attachments

Proposal Development Strategy: Steps



1. Project Focus
2. Problem Statement
3. Goals/Objectives
4. Program Activities
5. Performance Indicators / Measures
6. Time and Task plan

Proposal Development Strategy: Project Focus



- ❑ Identify the specific target Audience of the project
 - Individuals
 - Citizens in a Community
 - Targeted area of a Community
 - A Region including several Communities
 - Government Agencies within a Community

Proposal Development Strategy: Problem Statement



- ❑ Describe the problem to be addressed by the project
 - Support with data and information
 - Establish a baseline

- ❑ Describe what has been done, and where the gaps are
 - Analyze the cause of the gaps leading to your solution / proposal

- ❑ Determine resources available and those needed

Proposal Development Strategy: Problem Statement, continued



- What is the problem that requires a solution

- What will happen if the problem is not addressed

- What is the gap between what is and what ought to be

- Why should grant funds be used to solve the problem

Proposal Development Strategy: Solution



What will we do to fix the problem?

- Does the solution address the problem
 - Have you created a sense of urgency

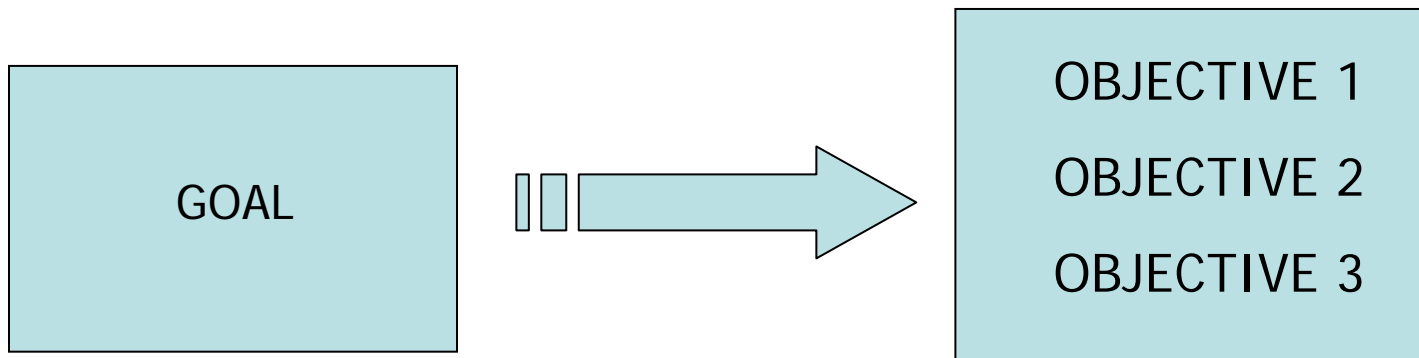
- Do you know if the solution will work
 - Will it pass a reality check / documented evidence
 - What are the constraints / obstacles

- How do you know your solution is the right one
 - Was more than one solution considered
 - Did you prioritize solutions
 - Did you do a cost-benefit analysis

Proposal Development Strategy: Goals and Objectives



- ✓ Broad statement
- ✓ End toward which effort is directed
- ✓ States the unexpected outcome



- ✓ Explains how goal will be accomplished
- ✓ Short-term and specific in action and time
- ✓ Measurable and achievable
- ✓ Outcome objectives

Proposal Development Strategy: Objectives - Outcomes



- ❑ Results expected from program's operation
 - Knowledge/attitude/skill change (short term)
 - *15% of all released offenders will pass a proficiency test for job application skills within 60 days of release*
 - Behavior/performance change (long term)
 - *25% of all released offender will be employed one year after release*
 - Situational change (short and long term)
 - *30% of identified drug houses will be rehabilitated within one year*

Proposal Development Strategy: Program Activities



- ❑ Specific tasks expected to produce results to meet goal and objectives / Deliverables
 - Description of specific activity
 - Intensity and duration
 - Who will perform activity
 - What will the activity impact
 - Clear and concise deliverables

Proposal Development Strategy: Performance Measures



- ❑ Types of measures (quantitative preferred)
 - Quantitative: number or degree of change
 - Qualitative: non-numeric like photos, field observations

- ❑ Outputs: Direct products and services delivered by a project; accounting of how much of an activity has taken place

- ❑ Outcomes: Results of products and services; effect and changes in knowledge, skills, attitude, behavior, or conditions

- ❑ Impact: Results beyond the project; unintended ways the project impacted the community and overall problem

Proposal Development Strategy: Performance Measures, continued



- Informs decisions
- Monitors progress
- Documents activities and accomplishments
- Highlights project benefits
- Builds case for current funding and future funding opportunities
- Adds value to project and deliverables

Proposal Development Strategy: Time and Task Plan



- ❑ For each objective, identify a “list of activities” outline
 - Responsible party
 - Time frame
 - Sequence
 - Resource needs
 - End product

Proposal Development Strategy: Recap



Work through each step to develop a successful proposal:

1. Identify the problem
2. Design a problem statement
3. Document goals and objectives
4. Create program activities
5. Draft performance measures
6. Develop a time and task plan

Sample Grant Application



Typical Grant Content

- Program Narrative
 - Problem Statement
 - Program Design and Implementation
 - Capability and Competencies
 - Impact/Outcomes and Evaluation / Measures
- Budget and Budget Narrative
- Project Timelines
- Program Abstract

Specific documents required for each application – submit as specified

Sample Grant Application



❑ Program Narrative

- Specific format – follow closely
- States the category applying for funding
- Most Important part of the Application
- Contains the Problem Statement; Program Design and Implementation; Capabilities of the Applicant; and Performance Measures

❑ Budget and Budget Narrative

- Document everything
- Allowable and Reasonable
- Costs must relate to the proposal and the problem

Sample Grant Application



❑ Common Budget Problems

- ✓ The budget detail worksheet is missing
- ✓ The budget detail worksheet computations are incorrect
- ✓ The required match percentage has not been met nor the source identified
- ✓ Unallowable costs are included in the detail budget worksheet
- ✓ Required cost breakdown by categories has not been included
- ✓ Incomplete budget narrative
- ✓ Accounting System and Financial Capability not identified

Sample Grant Application



Project Timeline and Position Descriptions

- Project timeline lists each project goal, related objective, activity, expected completion date, and responsible person or organization
- Position Descriptions or Resumes may be required

Program Abstract

- Lists Specific Requirements
- Format is important – font size, pagination, spacing
- Used by funding agency to explain project

Certifications

- Various Certifications required by funding Agency
- Listed in Solicitation
- Official signatures required

Standard Selection Criteria



❑ 1. Statement of the Problem (15 percent of 100)

- Identify the precise problem to be addressed
- Provide specific data
- Describe how activities can be started and completed within the grant timeline

❑ 2. Program Design and Implementation (30 percent of 100)

- Describes project objectives that are linked to meaningful and measurable outcomes consistent with the goals of the program
- Category specific
- Highest rating category

Standard Selection Criteria



❑ Program Design and Implementation, continued:

- Describe how the project will reach the stated goals and objectives of the category under which the application is submitted
- Provide a complete description of the project design and proposed implementation.
- Discuss the significance of the program
- Tie program activities to goals, objectives, and the performance measures applicable to the project.
- Describe how the program will continue after grant funding

Standard Selection Criteria



❑ 3. Capabilities/Competencies (25 percent of 100)

- Describe the proposed management structure and project staffing
- Describe how the partners will collaborate with the project
- Describe how the organization will track grant expenditures

❑ 4. Budget (10 percent of 100)

- Comprehensive budget and budget narrative
- Link Budget to Program Narrative and Solution
- Avoid unsubstantiated equipment purchases

Standard Selection Criteria



- ❑ **5. Impact/Outcomes, Evaluation, and Measurement (20 percent of 100)**
 - Explain how the program's effectiveness will be demonstrated
 - **Compete Performance Measures** - describe: 1) what data will be collected, 2) how it will be collected, 3) how it will be assessed/analyzed; and 4) the process for reporting the findings and outcomes, which will measure the impact of the proposed efforts.

- ❑ To assist in fulfilling the accountability objectives of the Recovery Act, as well as the Agency's responsibilities under the Government Performance and Results Act of 1993 (GPRA), applicants who receive funding must provide data that measure the results of their work.

Tips for Developing a Winning Proposal



- Know the various registration requirements – Applicant should begin the process early.
- Know the Grant Management System
- Know the deadlines and plan accordingly.
- Read the solicitation carefully – completeness counts and follow instructions closely.
- Verify Eligibility.
- Know which category you are applying under and develop your proposal accordingly.
- Follow all instructions, including format, content, spacing, and length.
- Provide all required information, including completed forms, and official signatures.

Tips for Developing a Winning Proposal



- Determine if there are any “priority considerations” in the solicitation and emphasize those up front in the application.
- Know the weight applied to various selection criteria and write accordingly.
- Understand and restate the questions asked in the application.
- Good Writing skills – keep word choices simple and to the point. Use clear English, avoiding acronyms and technical jargon.
- Write to impress those who sit on the review panel. Know for whom you are writing. Give them a picture of what you are trying to do with the funds.
- Communicate clearly how the proposed solution addresses the problem.

Tips for Developing a Winning Proposal



- ❑ Understand the difference between a discretionary /competitive grant and a formula award and write accordingly.
- ❑ Program Narrative must define the problem, specify proposed actions, and state how the actions will solve the problem.
- ❑ Include source information for factual citations.
- ❑ Develop a budget that contains the specific costs of the proposal.
 - Costs are reasonable, allowable, appropriate, cost effective in relation to the proposal size and scope of the project.
 - Make certain that the Budget was accurately calculated.

Tips for Developing a Winning Proposal



- Know the role equipment plays in the solicitation and relate it to the program narrative and the problem trying to be solved.
- Avoid excessive equipment or non relevant equipment.
- Limit funds to the amount that is vital to the applicant's proposed project.
- Don't pad the budget and don't shop for money – it will show.
- Know the total amount of money available and the potential pool of applicants. Build your total proposal based upon the pool of resources.
- Future funding – remember government grants are meant to be seed funding. The project must have deliverables with specific accomplishments at the end of the grant period. Talk about how you will cover the cost of the project after funding ends.

Grant Review and Award Making Process



- ❑ Grant Announcement

- ❑ Grant Submission

- ❑ Basic Management Review (BMR)
 - Applications are reviewed to make certain that information presented is reasonable, understandable, measurable, and achievable, as well as consistent with program or legislative requirements as stated in the solicitation

 - Applications are screened initially to determine whether the applicant meets all eligibility requirements. Only applications submitted by eligible applicants that meet all other requirements (such as timeliness, proper format, required attachments, and responsiveness to the scope of the solicitation) will be evaluated, scored, and rated by a peer review panel

Grant Review and Award Making Process



- Competitive Grants = Peer Review

- Internal and External – field focused by category within the solicitation
 - An external peer reviewer is an expert in the field of the subject matter of a given solicitation who is NOT a current government employee. An internal reviewer is an expert in the field of the subject matter of a given solicitation who is a current government employee

- Peer Review Panels and Consensus Calls

Grant Review and Award Making Process



- Recommendation Memo from Agency Staff to the Agency Director

- Recommendation Memo from the Agency Director to the Department Signatory Official

- Decision points:
 - Peer Review Rating
 - Underserved Populations
 - Geographical Distribution
 - Strategic Department and Administration Priorities
 - Past Performance
 - Available Funding

Figure 1: Grant Life Cycle

