SHOW ME THE MONEY

Healthy Teen Network's Guide to Developing a Winning Grant Proposal

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Introduction

Healthy Teen Network has a record of success in securing grants and cooperative agreements, especially in the topical area of adolescent sexual and reproductive health (ASRH) and the service area of capacity-building assistance (CBA).

Cooperative agreements vs. Grants

We believe that sharing the process we use to prepare our responses (other words that may be used for an organization's submission are "application" and "proposal") to program funding announcements is a useful capacity-building activity for nonprofit and public youth-supporting organizations and agencies generally and the ASRH field specifically. Hence the release of *Show Me the Money: Healthy Teen Network's Guide to Developing a Winning Grant Proposal.*

Healthy Teen Network has approached the development of *Show Me the Money* from the perspective of monitoring and responding to notices of funding availability issued by federal government agencies.However, readers will certainly be able to apply the guide's recommendations to respond to FOAs issued by state, regional, and local government agencies, as well as private philanthropies. Also, we prepared the guide from the perspective of a nonprofit organization, since that is the sector we know best. We trust that public authorities and educational institutions will also find much of the guide's contents to be helpful to their proposal development efforts.

How solicitation of proposals are named

We developed *Show Me the Money* in an interactive PDF format for ease of use. For example, novice proposal developers may read the guide cover-to-cover, while more seasoned developers may choose to jump to the sections that intrigue them the most using the bookmarks menu on the left. Also, we designed the guide to allow readers to download and adapt various template documents accompanying the guide. Finally, once purchased, individuals and organizations can use the guide repetitively.

Healthy Teen Network has organized the contents following the sequence of steps in proposal development, from advance preparation to proposal close-out. Within each section, we suggest tasks to be accomplished, considerations to be given, tips for success, links to resources, template documents, and a description of how Healthy Teen Network can assist project designers and proposal developers. We have included a master checklist of tasks, which we are sure will help you manage your entire proposal development process. Also, we include a compendium of the consideration questions, which is useful to proposal developers in consulting or facilitating roles.

Healthy Teen Network looks forward to your feedback as to how *Show Me the Money* supported you in developing a high-quality, competitive proposal(s). And do let us know if you develop a WINNING proposal, as that is our hope by offering this resource to you. Share your thoughts with us at info@HealthyTeenNetwork.org.

We wish you every success in securing resources for your organization to support the health and well-being of teens and young families.

When you see this logo at the end of some sections, roll your mouse over the logo for ways that Healthy Teen Network can assist you in your efforts.

Prepare in Advance

No matter the number of days between when a funding opportunity announcement (FOA) is published and the date the proposal is due, it will never seem to be enough time. One solution to get ahead of the wave of tasks to come is to prepare and collect, in advance, the governance, finance, human resource, and organization capacity documents you will most likely be expected to incorporate into or submit with your proposals. Don't overlook the secondary benefit to the organization of maintaining currency of your core documents.

Most notices of funding availability at the federal level (and more so at sub-national levels and in the private sector) require applicants to submit proposals through online application systems rather than delivery of hard copy to the grantor. So at this stage of proposal development, it's important to register your organization into these online application systems.

Tasks

Proposal Development Procedures

- ☐ Develop/Update organization's proposal development procedures.

Governance

- ☐ Collect your organization's proof of eligibility status for funding opportunities. For example, nonprofit organizations should collect their letter of determination to hold tax-exempt status issued by the U.S. Internal Revenue Status (called the "IRS determination letter").
- ☐ Collect your organization's articles of incorporation.
- ☐ Collect your organization's constitution and bylaws.
- ☐ Collect your organization's board of directors roster.

Finances

- ☐ Collect your organization's most recent federal income tax return (IRS Form 990-Return of Organization Exempt From Income Tax).
- ☐ Collect your organization's most recent audited financial statements.
- ☐ Prepare an explanation of any debts to the grant making agency (ies) to which the organization is applying.

Human Resources

- ☐ Develop, update, and/or collect your organization staff chart.
- ☐ Develop, update, and/or collect staff position descriptions.
- ☐ Develop, update, and/or collect staff biographies, biographical sketches, and curricula vitae.

Organization Capacity

- ☐ Develop a capacity statement about the organization. The capacity statement should include sections on: 1) organization mission, vision, and values; 2) organization history; 3) organization philosophies, theories, and approaches to its beneficiaries and its programs and services development and delivery; 4) inventory of programs and services offered; 4) description of beneficiaries; 5) summary of evidence of organization's impact, such as quantitative outputs, qualitative descriptions of beneficiary experiences, and any results of evaluations conducted; 6) description of critical operations processes for managing projects, funds, people, and partnerships; and 7) summary of staff member and board member qualifications and diversity factors.

Organization Registrations in Online Application Systems

- ☐ Apply for or assure your organization has a DUNS number.
- ☐ Register/maintain registration in Grants.gov.
- ☐ Register/maintain registration in the System for Award Management.

Considerations

Proposal Development Procedures

- Has your organization established procedures for proposal development?
- Are the procedures current and reflective of lessons learned from the organization's past proposal development experiences?
- Do the procedures establish duties for each proposal development team member?
- Do the procedures establish steps for document management and retention?

TIPS

Develop an organization-specific appendix to this guide to interpret how to apply its tasks to your organization.

Governance

- When did your organization's governing body most recently review its organization and bylaws? (We recommend that governing bodies review and update or reaffirm their governance documents at least every five years.)

Review the copies of the governance documents that you may be submitting. Are they clean images? If they look sloppy (blurry, crooked, etc.), locate the original documents in your organization files and generate fresh scanned copies.

Collect biographies of board of director members. Including director biographies in proposals may be helpful to your capacity statement or as a proposal appendix. (However, unless required by the funding announcement to be included, board member biographies should be the first text to be scrapped if you are over page limits/character counts.)

Finances

- What is the most recent fiscal year for which you have audited financial statements?
- Are you up to date on your audit?
- Is the organization delinquent on any debts to the agency/organization(s) to which it will be applying?

Human Resources

- Do you have an organization staff chart assembled? Is it current? Are reporting arrangements accurate? Are position titles accurate?
- Are position descriptions for all staff current?
- Are biographies, biographical sketches, and curricula vitae current for all staff? (Healthy Teen Network distinguishes between these three documents. By "biography," we mean a narrative summary statement of the staff member's current duties and past professional and education history. Consider it an introduction to the employee, such as could be read by someone introducing the staff member at a public speaking engagement. By "biographical sketch," we mean a summary accounting of the staff member's employment and education history, inclusive of dates and position duties. Consider it the employee's "resume." By "curriculum vitae," we mean a complete and detailed presentation of the employee's entire employment and education history, including lists of publications authored, presentations made, and professional awards and commendations.)

TIPS

Assign a staff member responsibility for updating the organization's staff chart each time a position, position title, or reporting relationship changes.

Exclude employee names from the organization staff chart so that it does not need to be updated each time an employee leaves the organization.

Develop a standard staff biography structure and staff biographical sketch format. This will result in a unified presentation of staff qualifications, and distinguish your proposals from others.

Include development/collection of staff biographical sketches and resumes as part of new employee entrance procedures.

Instruct each staff member to update her/his biographical sketch and resume annually, such as at the beginning of a calendar year or at the anniversary date of employment.

Organization Capacity

- Are your mission, vision, and values current—that is, still reflective of the organization's approaches and activities?
- Do you have a summary of your organization's programs and services assembled and designed for immediate distribution? Does the content of your printed matter match the online presentation of the organization?
- Do you have a process for collecting data and/or narrative descriptions of your organization's accomplishments?
- How do you measure and describe your outcomes and impact?

Designate a staff member to maintain currency of the organization's capacity statement, reviewing it at least annually, but potentially more frequently.

Prepare a generous capacity statement. You can always trim it back or delete components, dependent on the requirements of the funding opportunity.

Organization Registrations in Online Application Systems

- Does your organization have a Dunn and Bradstreet Data Universal Numbering System (DUNS) number? (D&B's Data Universal Numbering System, commonly known as the DUNS number, is a unique global business identification system that identifies, validates, and links to more than 225 million businesses worldwide. The federal requirement requires organizations applying for federal funds to hold a DUNS number.)
- Is your organization registered with Grants.gov, the storefront web portal for use in online collection of data for federal grantmaking agencies.
- Is your organization registered in the federal System for Award Management (SAM)? (The System for Award Management validates applicant information and electronically shares the secure and encrypted data with the federal agencies' finance offices to facilitate paperless payments through Online Funds Transfer (EFT). SAM stores your organizational information, allowing Grants.gov to verify your organization identity and to pre-fill organizational information on your grant applications.)
- Is your organization registered in other online application systems that you are likely to utilize, such as grant application systems with your state health department, or private philanthropies to which you typically apply?

TIPS

Registrations for DUNS, Grants.gov, SAM and other online application systems requires multiple days for processing, so do not delay in registering. And most definitely make it your first task to do once you decide to respond to a notice of funding availability.

Assign one staff member responsibility for maintaining the organization's registration statuses on Grants.gov, SAM, and other online application systems your organization frequents.

Set calendar appointments or task list due dates to renew the organization's grantee registrations before they expire.

Select user email addresses that are accessible to more than one staff member, so that messages from the online application systems may be retrieved during periods of primary staff absence or vacancy.

Resource Links

BoardSource – BoardSource is the go-to resource for funders, partners, and nonprofit leaders who want to magnify their impact within their community through exceptional governance practices. BoardSource has materials to support organizations across governance domains, including development of constitutions and bylaws. http://www.boardsource.org

D&B DUNS Number – Register for a Dunn and Bradstreet Data Universal Numbering System (DUNS) number on this site. http://www.dnb.com/get-a-duns-number.html

Grants.gov – Grants.gov is the website for federal agencies to post discretionary funding opportunities and for grantees to find and apply to them. http://www.grants.gov/web/grants/home.html

System for Award Management – The System for Award Management (SAM) is a website for entities conducting business with the Federal government to register. https://www.sam.gov/portal/SAM/?portal:componentId=57532328-784f-4065-bceb-801ac648ccba&interactionstate=JBPNS_

Templates

Organization Staff Chart – A basic organization staff chart prepared in Microsoft PowerPoint is provided. Users can adapt the chart by re-arranging shapes and relationships between shapes and/or changing shape styles, sizes, fills, outlines, and effects. Large organizations will likely need to develop a series of charts, segregated by organization division.

Staff Position Description

Staff Biographical Sketch

National Institutes of Health Biographical Sketches – Some federal proposals pertaining to public health require applicants to present project staff qualifications using the National Institutes of Health (NIH) biographical sketch format. The NIH biographical sketch template and a biographical sketch sample are available here, and also from the NIH website.

Monitor Notices of Funding Availability

Organizations that fund their programs and operations through grants and cooperative agreements have two ways to identify funding sources. They may prospect, which means search for organizations and individuals with resources to give. Or they may monitor announcements by such organizations and individuals that funds are available and the procedures for applying.

The federal government has made monitoring for notices of funding availability convenient by establishing Grants.gov. All federal agency notices of discretionary grant or cooperative agreement funding availability are announced through Grants.gov. Any individual may register an email address to receive notifications of recently announced grant and cooperative agreement opportunities.

Secondarily, most federal departments, operating divisions of departments, and independent agencies have grants and contracts sections on their websites, to which they post notices of funding availability, application instructions, and application packages. You will want to visit sites of interest periodically.

A third helpful monitoring tool is the list of funding forecasts published by federal departments and agencies. These listings preview likely Funding Opportunity Announcements (FOAs) with estimated announcement dates.

Private philanthropies typically have pages on their websites where notices of funding availability and application instructions are available.

Readers will want to explore, on their own, similar notification systems in place for sub-national public authorities to which you are likely to be requesting funds.

And finally, there are a number of notice of funding availability “aggregator” websites and e-news distribution groups. We list some of the most popular sources in this section's resources sub-section.

Tasks

- ☐ Designate a lead staff member to monitor notices of funding availability.
- ☐ Designate a lead staff member or establish a unique email address for subscribing to newsletters announcing notices of funding availability.
- ☐ Establish a central location (such as a shared online file) for any staff member to deposit a prospective or actual notice of funding availability announcement. The lead staff member should check the central location regularly.
- ☐ Designate a lead staff member to maintain a calendar of prospective notices of funding availability. Then check the website of the funding agency around the time the notices are expected to be issued to determine if the FOA actually has been issued.

Considerations

- Who in your organization is designated to monitor notices of funding availability?
- Does your organization have a process for keeping track of forecasted notices of funding availability?
- Are all staff involved in—or invited to be involved in—monitoring notices of funding availability? Do they know to whom to report such notices when they spot them?

TIPS

Set a unique email address and use it to subscribe the organization to the various notices of funding availability email distribution groups. This will help you monitor incoming email messages and keep all information in one place.

Provide orientation to all staff on the topic areas or program areas for which the organization is seeking funding, as well as the process they should follow if they spot notices of funding availability that may be worth the organization's pursuit.

Take advantage of online project management systems potentially available in your organization for group monitoring and tracking of notices of funding availability.

Visit the websites of colleague/competitor organizations and check out their funding sources. Their funders will likely be listed in the organization's annual report or an acknowledgments section of the web site. Public funds and many private funds are awarded competitively, so you are merely building your prospect list. So don't worry! This isn't "poaching."

Resources Links

Grants.gov Subscriptions – Sign up to receive notifications of new grant opportunity postings and updates. http://www.grants.gov/web/grants/manage-subscriptions.html

Catalog for Federal Domestic Assistance – Government-wide compendium of federal programs, projects, services, and activities that provide assistance or benefits to the American public. It contains financial and nonfinancial assistance programs administered by departments and establishments of the federal government. http://www.cfda.gov

CNCS Grants Forecast – Inventory of planned grant opportunities proposed by the federal Corporation for National and Community Service. http://www.nationalservice.gov/about/open-government-initiative/transparency/results-grants-competition

ED Grants Forecast – Database of planned grant opportunities proposed by U.S. Department of Education operating divisions. http://www2.ed.gov/fund/grant/find/edlite-forecast.html

HHS Grants Forecast – Database of planned grant opportunities proposed by U.S. Department of Health and Human Services operating divisions. http://www.acf.hhs.gov/hhsgrantsforecast

HUD Grants Forecast – Database of planned grant opportunities proposed by U.S. Department of Housing and Urban Development operating divisions. http://portal.hud.gov/hudportal/HUD?src=/program_offices/sdb/4cast

DOJ Grants Forecast – Inventory of grants websites of U.S. Department of Justice operating divisions. http://www.justice.gov/business

DOL Grants Forecast – Database of planned grant opportunities proposed by U.S. Department of Labor operating divisions. http://www.dol.gov/oasam/boc/aappf/index.htm

Chronicle of Philanthropy – The Chronicle of Philanthropy is the No. 1 news source, in print and online, for nonprofit leaders, fund raisers, grant makers, and other people involved in the philanthropic enterprise. The Chronicle produces a free daily newsletter, Philanthropy Today. Sometimes, requests for proposals are included in this newsletter. http://www.chronicle.com

Foundation Center – Foundation Center is the leading source of information about philanthropy worldwide. Through data, analysis, and training, it connects people who want to change the world to the resources they need to succeed. Foundation Center maintains the most comprehensive database on U.S. and, increasingly, global grant makers and their grants—a robust, accessible knowledge bank for the sector. It also operates research, education, and training programs designed to advance knowledge of philanthropy at every level. http://www.foundationcenter.org

Among its newsletters, the Foundation Center publishes a weekly RFP Bulletin, a roundup of recently announced requests for proposals from private, corporate, and government funding sources. Subscribe at http://www.foundationcenter.org/newsletters/

GrantStation – GrantStation offers nonprofit organizations, educational institutions, and government agencies the opportunity to identify potential funding sources for their programs or projects as well as resources to mentor these organizations through the grantseeking process. GrantStation provides access to a searchable database of private grantmakers that accept inquiries and proposals from a variety of organizations; federal deadlines; links to state funding agencies; and a growing database of international grantmakers. In addition, GrantStation publishes two newsletters highlighting upcoming funding opportunities, the weekly GrantStation Insider, which focuses on opportunities for U.S. nonprofit organizations, and the monthly GrantStation International Insider, which focuses on international funding opportunities. Note: GrantStation requires a membership fee to access. http://www.grantstation.com

Templates

Notices of Funding Availability Monitoring Log

Decide to Apply or Not to Apply

Whether you have been actively monitoring notices of funding availability or a FOA just happens to cross your desk, your organization will need to decide whether to apply or not to apply. It's not as easy a decision as it sounds. Considerations are both ethical and practical. Every decision should be methodical and take into account a number of factors.

Bottom line—do you think you have a strong enough chance of being funded that investing the time and effort for proposal development is justifiable?

Tasks

- ☐ Alert the individual or team responsible for deciding whether to respond or not to a FOA of the notice.
- ☐ Verify the organization's eligibility to apply.
- ☐ Set a meeting and deadline to evaluate the FOA and determine whether to apply or not apply.
- ☐ Read the FOA. At least one individual must read the FOA cover-to-cover to understand its entirety.
- ☐ Participate in opportunities arranged by the grantor to brief prospective applicants on and answer questions about the FOA.
- ☐ Reach out to prospective partners to determine interest in collaborating on the proposal and to decide which organization will serve as the prime grantee.
- ☐ Decide to apply or not to apply for the FOA.
- ☐ Submit a Notice of Intent to Apply, if required by the FOA and if your organization is going to serve as the prime grantee.

Considerations

- Does your organization meet all eligibility criteria for the FOA?
- Does the purpose of the funding opportunity align with your organization's mission?
- If you were awarded funds, would it advance the change your organization wishes to make for the people, organizations, and communities it serves?
- Would the award allow the organization to sustain its current programs and services only, expand the reach and scale of its current programs and services, and/or take your organization in a new direction (or perhaps off direction)?
- How many awards does the grantor intend to make?
- Who else is likely to respond?
- Does your organization offer a unique aspect, approach, or partnership that might enhance your chances of being awarded?
- Do you wish to reply to the FOA as a solo applicant, or do you see necessities/advantages to responding jointly with another organization(s)?
- If a joint application is preferred, does your organization wish to serve as the lead grantee or as a sub-grantee?
- Who in the organization will reach out to prospective partners to explore their interest in partnering?
- What is the estimated award amount? Can your organization do the work required of the notice for the amount of funds estimated per award?
- What is the application due date? Will you have sufficient time to prepare the proposal?
- Will staff be pulled from other activities to prepare the proposal? If so, what WON'T get done while those staff members are diverted to proposal development? Can you make that sacrifice or delay in those other activities?
- Do you have internal capacity to prepare the proposal, or do you need to identify external personnel to assist?
- Does the FOA require applicants to submit a notice of intent to apply?
- Has the grantor scheduled in-person briefings, teleconferences, webinars, or a web page for briefing prospective applicants on and answering questions about the FOA? If so, who from your organization will participate?
- Who in the organization makes the decision to respond or not to respond to notices of funding availability? Is it a single individual, and if so whom? Is it a team decision, and if so who are the team members?

TIPS

Don't procrastinate on your decision to respond or not to the FOA. Each day you pass on a decision is a day lost for proposal development.

Resist the urge to pursue funds for purposes that do not align well with your mission.

Do encourage your organization to pursue funds for purposes that stretch your program and service areas into new directions consistent with your mission.

Do not hesitate to contact the grantor if you have questions about the FOA requirements. Grantors are not able to offer advice as to how you might want to respond to the FOA programmatically, but they are able to answer questions for clarification.

Templates

Notice of Intent to Reply Correspondence

Establish the Proposal Development Team and Timeline

Once your organization decides to pursue a funding opportunity, don't jump in the deep end and start writing narrative. First, create the environment for an orderly proposal development process.

One factor to grapple with is the identification of the individual or individuals to be involved in the proposal development. This may be a sole individual, but more likely is going to involve a team.

A second factor requiring immediate attention is the allocation of time available for proposal development among the process's various steps.

Remember that at the prior stage of the development process (deciding to apply or not apply), you already evaluated whether you would have enough personnel and time to proceed. So this stage is not about revisiting those earlier decisions. Now is the moment to designate the proposal development team and develop a very specific timeline for completing the proposal.

Tasks

- ☐ Assign a staff member to serve as the proposal's development manager. This role oversees the development process.
- ☐ Establish the proposal development team. Include representatives of proposal partners as appropriate.
- ☐ Select a contractor(s) if needed to complete the proposal.
- ☐ Orient the team to the organization's proposal development procedures.
- ☐ Assign tasks and due dates to proposal development team members.
- ☐ Map a timeline for completing the proposal.

Considerations

- Who in the organization is authorized to assign staff to proposal development?
- Who will serve as the proposal development manager?
- What duties are assigned to the proposal development manager? And how is this individual informed of her/his duties?
- Who will be involved in design of the project?
- Will one person write the proposal in its entirety or will sections be distributed among writers?
- Who will prepare the proposal budget and budget narrative?
- Who will review the proposal prior to submission? Will there be only one review?
- Who will copy edit the proposal?
- Who will compile proposal attachments and appendices?
- Who will submit the proposal?
- Will the organization depend entirely on staff to prepare the proposal, or will it contract with an external party for all or parts of the proposal development?
- Who will select the contractor(s), if a decision is made to use contractors?
- Who will complete an agreement with the contractor?
- Who will set the timeline for the proposal's development?
- How much time (days/hours) does each team member desire (ideally) to complete their component of the proposal's development?
- Does the organization already have an online system or a paper system for project management?

TIPS

The proposal development manager does not necessarily need to be the narrative writer. For example, it may be more sensible to the organization to utilize an operations staff member for project manager, but a program staff member or contractor for project design and/or grant writing.

When assembling the project design team, be sure to include staff members or contractors that are sometimes overlooked in project design. For example, the project may require a dissemination plan, which should trigger involvement from a staff member proficient in communications.
An internal or external individual with proficiency in program evaluation should be engaged immediately since decisions about project outcomes and measurement methods are essential to the project design.

If your organization needs a proposal development manager or grant writer to complete your proposal development team, here's a few ways to go about finding one. First, try the referral approach. Reach out to the executives or development staff of your colleague organizations and ask them for a referral to grant writers they have used in the past. Ask board members and staff members for recommendations. If those inquiries do not produce leads, make your way to the internet. You might do a search of LinkedIn profiles. Or search for associations or networks of grant writers or creative writers in your area, as they may maintain member profiles or referral systems. Finally, you could post your request for a grant writer on a job opportunity site, such as Indeed.com or Idealist.org.

Set your proposal development timeline working backward from end-to-start. Aim for your submission to occur 48 hours before the deadline to avoid panic if you experience technical barriers when submitting.

Use this guide's proposal development checklist as a tool for setting the proposal development timeline.

Also, you could enter the checklist tasks into your organization's online project management system if you have one.

Be sure to include a series of proposal development team check-in meetings when setting the proposal development timeline, so that your busy team mates can reserve time in their work schedules.

Resources Links

American Grant Writer's Association – American Grant Writer's Association is the national association of professional grant researchers, grant writers, and grant administrators. http://www.agwa.us/

Association of Fundraising Professionals – AFP, an association of professionals throughout the world, advances philanthropy by enabling people and organizations to practice ethical and effective fundraising. http://www.afpnet.org

Grant Professionals Association – Grant Professionals Association is focused solely on the advancement of grantsmanship as a profession and the support of its practitioners. http://www.grantprofessionals.org

National Association of Independent Writers and Editors – NAIWE is a professional association for writers and editors. http://naiwe.com/

Templates

Proposal Development Team Member Roles

Proposal Development Checklist

Design the Project

Proposal development is more than grant writing. It is actually formal project design. The FOA to which your organization is responding provides opportunities for you to: 1) refresh your presentation of the programs and services you already offer; 2) propose to modify your current programs and services to improve upon them, or perhaps to build into them a component or two that you have been eager to expand; and/or 3) propose to move your organization into new subject matter, new programs and services, new populations, and/or new communities. A careful reading of the FOA, combined with your organization's professional judgment, will dictate to which of the above opportunities your proposed project for the particular FOA will be oriented.

Project design is a complex process, so anticipate a period of uncertainty and possible vigorous debate before the organization settles on its project design. Hopefully the process will be invigorating as the FOA presents the prospect of growth and development. The organization's staff, board, and beneficiaries can "dream a little" and imagine possibilities beyond what the organization already does or beyond who it already serves. Let all the good ideas bubble to the surface. Eventually the proposal development team will have to get practical about which of the many good ideas best accomplish the grantor's expectations and which can be operationalized within the projected award amount and timeline.

If the notion of project design invokes anxiety, such as a feeling of not knowing how to get started, remain calm. The FOA application instructions typically define the projects the grantor will consider for funding and the core components that should be included in such projects—you will not be starting project design from a blank slate.

Healthy Teen Network recommends you utilize a disciplined method for project design, rather than simply making it up along the way. We have found the Getting to Outcomes® (GTO®) model to be powerful for our own project development, implementation, and monitoring. We recommend it for your consideration. (Other outcome models include the logic model, outcomes funding framework, results-based accountability, and targeting outcomes of programs. See http://www.hfrp.org/evaluation/the-evaluation-exchange/issue-archive/evaluation-methodology/eight-outcome-models for a brief description of these models and links to explore them further.)

In the following sub-section, we propose general project design considerations and tasks that are foundational to the rest of the design process. Then we disaggregate the components of a project and suggest considerations, tasks, and resources for each component. We do so following the GTO® steps, which align (more or less) with typical FOA application instructions.

Click on the silver button for the GTO Model

Tasks

- ☐ Invite proposal development team members to one or more project design discussions.
- ☐ Request proposal development team members to read the FOA in advance of discussions.
- ☐ Convene the proposal development team.
- ☐ Provide an overview of the FOA purpose.
- ☐ Decide the organization's rationale for applying, that is to say is it primarily to sustain current programs and services, improve upon or expand current programs and services, or take the organization in new directions.
- ☐ Decide the model to be followed in the project design.
- ☐ Ensure that proposal development team members are familiar with the model before getting to specific decisions.

Considerations

- What is the overall rationale for the organization's decision to respond to the FOA? Is it to 1) sustain current programs and services; 2) improve upon or expand current programs and services; and/or 3) take the organization's programs and services into a new subject area, community, or beneficiary group?
- Has the organization selected a model for designing programs, services, and projects? If no, this is a decision to be made by the organization's executive, program, and evaluation leadership staff.
- Are proposal development team members oriented to the model selected?

TIPS

Grant writing and project design are distinct stages of proposal development. Indeed, you may find the actual writing of the proposal as the vehicle to flesh out or embellish the project design. We recommend you design first and write second, rather than design and write simultaneously, or write first and design second.

Involve people who will be responsible for project delivery, or who deliver programs and services similar to the ones you will be proposing in your response. These practitioners will have much to offer in the way of "reality checks" about activity feasibility and fit of activities to project beneficiaries.

Involve individuals responsible for performance measurement & evaluation and budgeting & finance in project design from the outset. These components of the proposal should not be afterthoughts.

Each proposal development team member does not have an equal vote on project design decisions. While consensus is preferred, the organization's executive and program leadership are responsible for making final decisions on project approach, planning model, and project components.

Resources Links

Healthy Teen Network's Evidence-Based Resource Center – The Evidence-Based Resource Center provides you with a step-by-step guide to use evidence-based approaches to support your program and/or organizational outcomes. http://healthyteennetwork.org/evidence-based-resource-center

Getting to Outcomes – GTO® is an evidence-based program planning model and intervention that requires planners to follow ten steps sorted into four phases: a) Setting Goals (1. Needs and Resources Assessment, 2. Goals and Outcomes Setting); b) Planning Programs (3. Best Practices Identification, 4. Intervention Fit, 5. Implementation Capacity, 6. Implementation Planning); c) Evaluating Programs (7. Process Evaluation, 8. Outcome Evaluation); and d) Sustaining Good Work (9. Continuous Quality Improvement, 10. Sustainability). http://www.rand.org/health/projects/getting-to-outcomes.html

Getting To Outcomes™: 10 Steps for Achieving Results-Based Accountability – This Report Briefly Describes GTO's 10 Steps. http://www.rand.org/content/dam/rand/pubs/technical_reports/2007/RAND_TR101.2.pdf

Getting To Outcomes™ 2004: Promoting Accountability Through Methods and Tools for Planning, Implementation, and Evaluation – This manual presents in detail the Getting To Outcomes® model, an approach that community practitioners can use to plan, implement, and evaluate any drug or alcohol prevention strategy in order to improve outcomes. The manual contains extensive guidance and tools to facilitate all the steps necessary for communities to take when engaged in drug and alcohol prevention work. (Note: Project designers can follow GTO® as a planning model for other topic areas as well.) http://www.rand.org/content/dam/rand/pubs/technical_reports/2004/RAND_TR101.pdf

Little (PSBA) GTO – This booklet provides a summary of the Promoting Science Based Approaches-Getting To Outcomes (PSBA-GTO) model that puts all of the GTO steps together with the knowledge base of teen pregnancy prevention in one user-friendly package. http://www.cdc.gov/TeenPregnancy/PDF/LittlePSBA-GTO.pdf

Strategic Prevention Framework – The Strategic Prevention Framework uses a five-step planning process to guide planners in the selection, implementation, and evaluation of effective, culturally appropriate, and sustainable prevention activities. http://www.samhsa.gov/spf

Templates

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Needs and Resources Assessment (GTO® Step 1)

The kick-off to project design is the identification of the challenge that the organization wishes to address through a formal response, that is to say a "program" or a "project." (When we use the term "project" in this guide, we are doing so because FOAs announce the availability of funds for one or more projects to support a purpose(s) of a larger program or initiative. Internally, your organization may refer to these projects as "programs" or "services." But from a proposal development perspective, you are developing projects that further a greater program purpose of the grantor.)

At this stage you are identifying two things – what is the subject of the challenge? And who/what is the entity facing the challenge? The subject of the challenge is the issue area of concern to the grantor (and you, if you decide to apply). Examples include high rates of teen pregnancy, prevalence of substance use disorders among young adults, geographic communities with concentrations of residents in poverty, and a broken law enforcement system. Unless the FOA is an open invitation for any and all proposals, it will identify for you the subject your project shall address.

Likewise, unless the FOA is an open call for proposals, it will identify for you the intended project beneficiary. We say "who/what" because the beneficiary could be individuals (ex. adolescents, parenting teens), groups of individuals (ex. families, classroom students), organizations, (ex. health centers, public middle schools), geographic communities (ex. West Baltimore neighborhood, state of Nebraska), societies (ex. Puerto Rican cultural group), or systems (ex. juvenile justice system).

In other words, the typical FOA establishes for you the project subject and the project beneficiary. And often the FOA describes the challenge/problem affecting the beneficiary on the given subject. However, the grantor will have cast the project subject and beneficiary broadly. It becomes the responsibility of the organization to make specific the beneficiary that it seeks to serve, and provide a deeper level of the project subject as well. The organization will articulate these aspects of the project in the "statement of need" or "problem statement" section of its response.

And this leads to activating the needs and resources assessment Step 1of GTO®.

Needs assessment is the action of determining the context, factors, and resources (or lack thereof) that are contributing to the challenges that project beneficiaries are experiencing in the given subject area. The organization can conduct its needs assessment using one or more methods. They could include: collection of staff, board, volunteer, or community member observations about the challenge; interviews, focus groups, or surveys of beneficiaries; literature review and/or analysis of extant data sets of the organization, public authorities, or other sources.

Conversely, resources assessment is the action of determining the context, factors, and resources that are already available to address the challenges that project beneficiaries are experiencing in the given subject area. The same assessment methods are available for resources assessments as needs assessments.

Needs and resources assessments are essential for documenting the "problem" that the proposal will address. But more importantly, they are critical for selecting the appropriate strategies for delivering the project's programs and services (activities), a decision that will take place at a later project design step.

Tasks

- ☐ Establish the project's subject(s).
- ☐ Establish the project's intended beneficiaries.
- ☐ Assign responsibility for needs assessment to a team member(s).
- ☐ Conduct a needs assessment.
- ☐ Assign responsibility for resources assessment to a team member(s).
- ☐ Conduct a resources assessment.
- ☐ Analyze results of the assessment to draw primary conclusions and/or to adjust or make more granular the project's subjects and/or intended beneficiaries.

Considerations

- What is the subject(s) the FOA expects projects to address?
- Who/what are the FOA's intended project beneficiaries?
- What quantitative and qualitative data do the organization already have available to factor into its needs assessment?
- What methods will the organization use to conduct its needs assessment?
- Who will conduct the needs assessment?
- What methods will the organization use to conduct its resources assessment?
- What quantitative and qualitative data do the organization already have available to factor into its resources assessment?
- Who will conduct the resources assessment?

TIPS

The FOA may include a statement of need, which the grantor has prepared to justify why it is issuing a solicitation of funds. Build off of the grantor's statement of need to inform the content of your own.

Don't repeat the information or justification in the grantor's statement of need. Your statement of need should be additive, not repetitive.

The FOA's intended project beneficiaries will influence how you conduct your needs and resources assessment and write your statement of need. For example, if the FOA is requesting projects to improve effectiveness of organizations, then the need statement needs to address the current ineffectiveness of organizations, not the challenges facing individuals.

Don't feel overwhelmed by the thought that needs and resources assessments must be conducted with high rigor or using an exquisite scientific method. When it comes to proposal development, the page/character count for the statement of need/problem statement is going to be limited, so the value of exhaustive needs and resources assessments is diminished. Gather enough evidence to make your case that your intended project beneficiaries have a need warranting grantor support. Including the most current and relevant data is more important than volume.

While the organization is conducting a resources assessment at this step, most likely the available resources will be factored into the intervention and capacity sections of the proposal.

Present evidence of need at the level most proximate to the beneficiaries your project will be addressing. For example, if you are planning to address a neighborhood problem, present evidence at the neighborhood level, if available, or at least the town/city level. However, understand some data are only collected at the county or state level, so use data from that level if they are all you have.

Information you uncover during needs assessment may cause your proposal development team to adjust or make more granular the project's intended beneficiaries. Or it may enlarge the subject of the project (but not too large that the project becomes out of bounds of the FOA).

Resources Links

Data.gov – Home of the U.S. Government's open data. You can find Federal, state, and local data, tools, and resources to conduct research, build apps, design data visualizations, and more. www.data.gov

Census Bureau – The Census Bureau of the U.S. Department of Commerce serves as the leading source of quality data about the nation's people and economy. http://census.gov/en.html

Childstats.gov – The Federal Interagency Forum on Child and Family Statistics (Forum) is a collection of 22 Federal government agencies involved in research and activities related to children and families. The Forum's annual report, *America's Children: Key National Indicators of Well-Being*, provides the nation with a summary of national indicators of child well-being and monitors changes in these indicators over time. More than 400 indicators are compiled. http://www.childstats.gov

ED National Center for Education Statistics – The U.S. Department of Education National Center for Education Statistics (NCES) is the primary federal entity for collecting and analyzing data related to education. http://nces.ed.gov

HHS Guide to HHS Surveys and Data Resources – http://aspe.hhs.gov/sp/Surveys/index.shtml

HHS Directory of Health and Human Services Data Resources – http://aspe.hhs.gov/datacncl/DataDir/index.shtml

HHS National Center for Health Statistics – The U.S. Department of Health and Human Services, Centers for Disease Control and Prevention, National Center for Health Statistics (NCHS) is the primary federal entity for collecting and analyzing data related to health. http://www.cdc.gov/nchs/

HHS Office of Adolescent Health National and State Facts – http://www.hhs.gov/ash/oah/resources-and-publications/facts/

HHS Youth Risk Behavioral Surveillance System – The Youth Risk Behavior Surveillance System (YRBSS) monitors six types of health-risk behaviors that contribute to the leading causes of death and disability among youth and adults, including behaviors that contribute to unintentional injuries and violence; sexual behaviors that contribute to unintended pregnancy and sexually transmitted diseases, including HIV infection; alcohol and other drug use; tobacco use; unhealthy dietary behaviors; and inadequate physical activity. http://www.cdc.gov/HealthyYouth/yrbs/index.htm

HHS Health Resources and Services Administration – Health resources and services data and statistics. http://www.hrsa.gov/data-statistics/

HHS Substance Abuse and Mental Health Services Administration – Substance use and mental health data and statistics. http://www.samhsa.gov/data/node/20

HHS Child Abuse and Neglect Statistics – https://www.childwelfare.gov/systemwide/statistics/can.cfm

Data.HUD.gov – Housing data and statistics. http://data.hud.gov/data_sets.html

DOJ OJJDP Statistical Briefing Book – The US Department of Justice, Office of Juvenile Justice and Delinquency Prevention Statistical Briefing Book enables users to access online information via OJJDP's website to learn more about juvenile crime and victimization and about youth involved in the juvenile justice system. http://www.ojjdp.gov/ojstatbb/about.html

DOJ Compendium of National Juvenile Justice Data Sets – The Compendium of National Juvenile Justice Data Sets is an online resource for researchers intended as an aid to investigations of juvenile offending, victimization, and contact with the juvenile justice system. It both publicizes data sources that users may find valuable, and provides information intended to help with the practical aspects of obtaining and analyzing data. http://www.ojjdp.gov/ojstatbb/compendium/

DOL Bureau of Labor Statistics – The U.S. Department of Labor, Bureau of Labor Statistics is the principal Federal agency responsible for measuring labor market activity, working conditions, and price changes in the economy. http://www.bls.gov/home.htm

Templates

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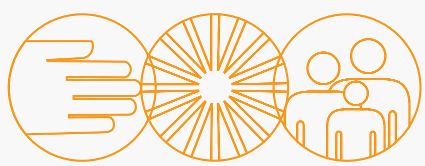

Goals and Outcomes (GTO® Step 2)

Once you have established the project's intended beneficiaries and specific needs the project will address (they likely have other needs that your project will not be addressing), you next will establish the project's goals, objectives, and outcomes.

A goal is a broad statement of intended accomplishments or a description of a general condition deemed desirable that will result from the project. The project may have one or more goals. Unless it is a FOA for any and all proposals, the grantor will state its program goal(s). The organization need only then customize the FOA goal statement(s) to the specific beneficiaries of its proposed project.

An objective is a statement of a general project activity. The project will have multiple objectives, each of which is associated with one of the project goals. Again, unless the FOA is cast generally, the grantor will state expected objectives. They will likely be general in nature, thus providing you the freedom to propose objectives specific to your project's intended beneficiary and your organization's capacity.

An outcome is a statement of an intended result of the project. The project should aim toward short-term, medium-term, and long-term (impact) outcomes. Most likely the grantor will express its desired outcomes. It is your responsibility to establish outcomes specific to your project beneficiary.

The project's objectives and outcomes should be SMART – Specific, Measurable, Achievable, Realistic, and Time-phased. (See http://www.acf.hhs.gov/sites/default/files/fysb/prep-logic-model-ts.pdf for brief descriptors of these terms.)

This is also a good moment to introduce into the design process the development of a logic model. Logic models are graphic representations of the relationship between a program/project's resources (inputs), activities, and intended effects (outputs, outcomes). More and more grantors require applicants to include a logic model in their proposal.

A complete logic model will contain the following elements and their relationships: assumptions, external factors, inputs, activities, outputs, and outcomes.

Tasks

- ☐ Establish project goals.
- ☐ Establish project objectives.
- ☐ Establish project outcomes.
- ☐ Orient novice staff to logic model construction.
- ☐ Build project logic model.

Considerations

- What are the stated goals of the FOA?
- What are the stated objectives of the FOA?
- What is the current level of staff proficiency in logic model construction?
- Has the organization developed or adopted a logic model design?
- Who from the proposal development team is taking the lead for establishing the project's goals, objectives, and outcomes?

TIPS

Search the FOA for phrases such as "the purpose of this announcement" or "the goals(s) of this announcement" to ascertain the grantor's program goal(s). This then becomes the foundation for determining the goals for your specific project.

Phrases in a FOA that signal the grantor's expected objectives include "we expect that," "a competitive proposal "will" and "should include."

Project objectives and outcomes should be SMART – Specific, Measurable, Achievable, Realistic, and Time-phased. (See http://www.acf.hhs.gov/sites/default/files/fysb/prep-logic-model-ts.pdf for brief descriptors of these terms.)

An example of a goal statement is: "Assure three communities have at least one new health promotion intervention in implementation by the end of the project period." Note that the goal statement begins with an action verb.

An example of an objective statement is: "By project month 12, three communities will be ready to implement XYZ health promotion intervention which increases youths' health knowledge, attitudes, practices, and skills."

An example of an output statement is: "Training of XX health educators on delivery of the XYZ health promotion intervention completed."

An example of an outcome statement is: "XX percent of youth participants in XYZ health promotion intervention demonstrate increased health knowledge, attitudes, practices, and skills compared to their knowledge level prior to the intervention."

Do not over-promise on your project outputs and outcomes. In the long-run, it is better to propose realistic quantitative outputs and outcomes, than to offer a grand vision and then be unable to deliver. You will be forever explaining to the grantor in progress reports why your project is not meeting targets. And potentially your inability to deliver the results you projected will damage your ability to compete for future funding.

Use a numbering system to relate goals, objectives, activities, and tasks, such as Goal 1, Objective A, Activity 1, Task a (1.A.1.a). A numbering system will be invaluable to organizing the work plan, assigning activities and tasks to project staff, and relating project activities to the project budget.

Resources Links

HHS Family and Youth Services Bureau Logic Model Tip Sheet – http://www.acf.hhs.gov/sites/default/files/fysb/prep-logic-model-ts.pdf

Logic Models in Public Health Program Management – http://www.doh.wa.gov/Portals/1/Documents/1000/PMC-Logic%20Models%20May_16_12forWeb.pdf

The Community Tool Box at the University of Kansas Logic Model Development Instructions – http://ctb.ku.edu/en/table-of-contents/overview/models-for-community-health-and-development/logic-model-development/main

University of Wisconsin Logic Model Resources – http://www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html

W.K. Kellogg Foundation Logic Model Development Guide – http://www.wkkf.org/resource-directory/resource/2006/02/wk-kellogg-foundation-logic-model-development-guide

Templates

Logic Model Template 1

Logic Model Template 2

Healthy Teen Network offers training in logic model construction. We are available for webinar or in-person training. Additionally, Healthy Teen Network can assist you in developing goals, objectives, and outcomes for your program and services areas, a specific project, or a specific project proposal.

Best Practices (GTO® Step 3) and Community Fit (GTO® Step 4)

As part of these steps, you will select the project's strategies, that is to say the program(s) and/or service(s) the project will provide to project beneficiaries.

Now squarely within the tactical phase of project design, "dreaming" must descend and practicality must ascend. Critical to this transition from idealism to realism is an assessment to determine if the grantor will welcome untested strategies. It's okay if you wish to propose a project to develop and test a new idea–some FOAs are oriented to that very approach. But quite likely there exists already a strategy that suits your beneficiaries' needs. And so the responsibility of the project designer is to find that strategy (best practice) and assess whether it is a good fit to the project's specific beneficiaries and their context (community fit). By assessing fit, you will increase the odds that the strategy will be appropriate to and accepted by the project's beneficiaries.

The health and human services field of the 21st century is replete with evidence-based interventions. You will be submitting a highly competitive proposal by incorporating one or more of these interventions into your project, so start there. There are various evidence-based intervention (EBI) registries to explore! Yet, also recognize that not every single need of your project beneficiary has an associated EBI. In those cases, the successful applicant will demonstrate that an EBI is not available and will, instead, propose to take a science-based approach to program and service design and delivery.

Tasks

- ☐ Orient novice proposal development team members to the concepts of EBIs and science-based approaches.
- ☐ Review the needs and resources assessment analyses. They will help the proposal development team narrow the scope of potential EBIs and science-based approaches.
- ☐ Review registries of EBIs to uncover potential interventions.
- ☐ Discuss potential EBIs and other strategies as a project design team and with external parties.
- ☐ Select the project's EBIs.
- ☐ Identify aspects of the EBI that will need to be adapted or tailored to fit the project beneficiaries.
- ☐ If you plan any adaptations, discuss them with the EBI developer to ensure that the adaptation(s) will not affect fidelity and the core components of the curriculum/program.
- ☐ Identify additional science-based approaches for developing project programs and services lacking an EBI.
- ☐ Assess required/preferred/potential intervention for fit with project beneficiary values and practices of the project beneficiary.
- ☐ Assess required/preferred/potential intervention fit with other programs and services that already exist to serve the project beneficiary.

Considerations

- What data from the project's resources assessment can be applied to inform the selection of the project's strategy(ies)? For example, does the organization or beneficiary already have proficiency in a strategy(ies) which is applicable to the project's subject area?
- Have research-based strategies been developed and tested in the subject area of the project?
- Do EBIs exist that fit the stated need of the FOA?
- Does the FOA require or encourage applicants to develop and test new strategies, or does it direct applicants to propose replication of strategies known or assumed to work?
- Does the FOA require applicants to select a specific intervention, or from an inventory of interventions?
- Does the grantor have a preference/bias toward a particular intervention/interventions?
- Does the required or preferred intervention(s) fit with the values and practices of the beneficiaries?
- Does the required or preferred intervention fit with other programs and services that already exist to serve the project beneficiary?

TIPS

Staff with subject matter expertise should select the project strategies. This is not a suitable role for the narrative writer, unless she/he has subject matter expertise.

Don't rely solely on evidence-based intervention registries for intervention selection. Talk to the developers of those interventions to get their perspective on the fit of the intervention to your project beneficiary. Ask around to identify other organizations utilizing the interventions you are considering. What is their experience with those interventions? Would they recommend you adopt it or not?

Review the websites, strategic plans, program descriptions, and/or annual reports of the grantor to get a flavor of the project approaches and interventions they favor.

Resources Links

Find YouthInfo.gov – FindYouthInfo.gov is the U.S. government Web site that helps you create, maintain, and strengthen effective youth programs. Included are youth facts, funding information, and tools to help you assess community assets, generate maps of local and federal resources, search for EBIs, and keep up-to-date on the latest youth-related news. http://www.findyouthinfo.gov/evidence-innovation

Social Programs that Work – Inventory of EBIs compiled by the Coalition for Evidence-based Policy. http://evidencebasedprograms.org/about/full-list-of-programs

HHS Office of Adolescent Health – Teen Pregnancy Prevention EBIs. http://www.hhs.gov/ash/oah/oah-initiatives/teen_pregnancy/db/

HHS CDC Guide to Community Preventive Services – The Guide to Community Preventive Services is a free resource to help you choose programs and policies to improve health and prevent disease in your community. The Community Guide houses the official collection of all Community Preventive Services Task Force findings and the systematic reviews on which they are based. http://www.thecommunityguide.org/index.html

HHS CDC HIV Prevention Interventions – Compendium of evidence-based interventions and best practices for HIV prevention. http://www.cdc.gov/hiv/prevention/research/compendium/rr/complete.html

HHS SAMHSA National Registry of Evidence-Based Programs and Practices – Searchable online registry of substance use and mental health interventions. http://www.nrepp.samhsa.gov/

Center for the Study and Prevention of Violence, Blueprints for Violence Prevention – This research center site provides information on model programs in its "Blueprints" section. Programs that meet a strict scientific standard of program effectiveness are listed. These model programs (Blueprints) have demonstrated their effectiveness in reducing adolescent violent crime, aggression, delinquency, and substance abuse. http://www.colorado.edu/cspv/blueprints

Office of Juvenile Justice and Delinquency Prevention (OJJDP) Model Programs Guide – The OJJDP Model Programs Guide is an online portal to prevention and intervention programs that address a range of issues across the juvenile justice spectrum. http://www.ojjdp.gov/mpg/

Promising Practices Network on Children, Families, and Communities – The Promising Practices Network website contains a registry of Proven and Promising prevention programs that research has shown to be effective for a variety of outcomes. These programs are generally focused on children, adolescents, and families. http://www.promisingpractices.net/programs.asp

Templates

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http://www.rand.org/content/dam/rand/pubs/technical_reports/2004/RAND_TR101.app.pdf

Capacity (GTO® Step 5) and Planning (GTO® Step 6)

At the capacity and planning steps of project design, the organization deepens its appreciation of the multiple activities required to implement and evaluate project strategies (planning); assesses its resources to implement those activities (capacity); and, in the context of proposal development, uncovers those capacity components which it lacks but which are vital for delivering the strategies (capacity and planning).

Complete planning requires staff members with proficiency in program and service to contemplate how the project strategies will be implemented activity-by-activity. (There is an even lower classification of work, the "task." Your proposal need not present a work plan at the task level unless the FOA requires it.) Planning may feel too much like doing the work before being funded. But it is a vital step in proposal development. First, it surfaces those activities that will require new capacity (paid for by funds from the project award). Second, it will build grantor confidence that the organization truly understands all that will be involved to implement the proposed strategies.

The proposal development team should record these activity instructions in a project work plan, which is a typical component of an FOA application requirement. The work plan should include each project activity (associated with a project objective), the completion date for the activity, the person responsible for the activity, and the resources (inputs) available/to be made available to complete the activity.

Team members with proficiency in operations and budgeting must simultaneously, in partnership with the program staff, identify staffing needs, as well as uncover capacity gaps, determine how all will be filled, and attach a cost value to each. These data become the basis of the project budget and budget narrative. In so doing, the work plan, budget, and budget narrative align perfectly, a feature of a highly competitive proposal. Consider assessing your organization's capacity from a quality as well as quantity standpoint. Of course, the first consideration is whether the organization has sufficient human resources to accomplish the project's strategies—not only do you have enough people to do the work, but do they possess the knowledge and skill to deliver the intervention? And if not, how will you prepare them for their new duties (and pay for it)? Or perhaps you will decide to enlist partners to supplement your own organization's subject matter expertise, connectedness to beneficiaries, or operations capabilities.

At this step, you should make firm your agreements with partners. Secure a letter of commitment from or memorandum of understanding with the partner to demonstrate to the grantor that your partners are equally ready to implement as you. It is also prudent to delineate partner responsibilities in the letter of commitment/ memorandum of understanding as well as in the work plan.

Beyond human resources, what other goods and services must the organization possess or request in order to deliver the selected strategies? Are there supplies associated with delivering the intervention? Does the intervention's success rely upon cash or in-kind incentives to encourage beneficiary participation? Does the organization have sufficient supplies and equipment to host additional staff? Will organization staff be traveling to deliver the intervention, or to attend grantee meetings? What technology resources are at the organization's disposal? These are mere examples of the myriad cost considerations.

A related plan that should be developed at this time is the project management plan. The project management plan describes how the project will be integrated into the organization; the reporting relationship of the project director to organization leadership; project staffing pattern and positions; and qualifications of personnel already hired. Additionally, project management should address how the project staff will manage sub-contractors/sub-awardees. Also, the project plan for continuous quality improvement may be included here or in the evaluation section of the proposal.

Tasks

- ☐ Develop project work plan to the activity level (or task level if the FOA requires it).
- ☐ Identify existing intervention materials useful to include as appendices.
- ☐ Collect partner letters of commitment or memoranda of agreement.
- ☐ Develop a project management plan.
- ☐ Develop project budget and budget narrative.

Considerations

- What activities are required to implement each of the project's strategies?
- What is the project timeline?
- When does each activity need to be completed to meet the project timeline?
- What staff or partner position is responsible for completing or assuring completion of each activity?
- Do the interventions you selected have implementation guides to assist in planning and budget development?
- Does the organization have a standard letter of commitment or memorandum of understanding template?
- Does the organization have a standard budget and budget narrative template?
- Does the organization have an approved indirect cost rate recognized by the grantor?

TIPS

Obtain copies of implementation guides for your selected interventions, if they exist. The intervention guides may include activity and task lists, resource requirements, and possibly pricing and order information for training materials and beneficiary tools associated with the intervention.

Detail-level planning may raise intervention adaptation considerations beyond those previously considered (at step four, intervention fit). Prepare to make additional adjustments to the project design and to explain them in the proposal narrative.

Record all of the capacity components identified through the capacity assessment into the inputs component of the project logic model.

Utilize the budget categories (federal budget object class categories are: personnel, fringe benefits, travel, equipment, supplies, contractual, construction, other, and indirect charges) of the grantor's budget template, or your organization's budget, as a checklist for assessing organization capacity.

Use your organization capacity statement and budget as a baseline of available resources and then identify capacity elements that are lacking for this specific project.

The organization's leadership must determine how much of its current capacity can be devoted to the new project versus acquiring additional capacity. For example, your intervention requires training. You have a trainer on staff. If her/his level of effort is already committed to other work (especially other work funded by other grantors), then she/he is not available for this project. And so the proposal should request that some portion of the awarded funds be applied to salary and fringe benefit costs of an additional trainer position.

Build detail into partner letters of commitment and memoranda of understanding to assure partner commitment to their project responsibilities and acknowledgment of resources they will be provided to accomplish those responsibilities.

Maintain contact with partners even if your organization is not awarded funds. You may want to re-activate those relationships quickly for future proposals or other collaboration opportunities. Add your partners to your newsletter recipient lists. Invite them to your events. Attend their events.

Templates

Work Plan

Federal Budget Form SF 424-A

Budget Narrative 1

Budget 2

Budget Narrative 2

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Process Evaluation (GTO® Step 7), Outcome Evaluation (GTO® Step 8), and Continuous Quality Improvement (GTO® Step 9)

It behooves organizations designing effective projects and aspiring to receive grantor funds to implement their projects to evaluate and improve them. The two primary types of program evaluation are process evaluation and outcome evaluation.

Process evaluation is an examination of the implementation of the project, including whether the organization implemented it according to its work plan and in a high-quality manner. Process evaluation methods include beneficiary satisfaction surveys, monitoring fidelity of intervention delivery to intervention requirements, beneficiary attendance tracking, interviews with project staff, and checking activity completion against the work plan.

Outcome evaluation is an examination of whether implementation of the project caused a change in project beneficiaries projected in the project logic model. Outcome evaluation methods include pre-intervention and post-intervention surveys measuring beneficiary change in knowledge, attitudes, practices and skills; focus group interviews; and analysis of administrative data.

Continuous quality improvement is a model for monitoring programs and services with the aim of improving their quality over time.

Evaluations and quality improvement monitoring are complex activities in their own right and are almost “projects within projects,” except that the evaluations and monitoring are about the project activities and outcomes.

Tasks

- ☐ Determine the minimum evaluation requirements of the FOA.
- ☐ Develop a project process evaluation.
- ☐ Develop a project outcome evaluation.
- ☐ Develop a continuous quality improvement model if no such model exists within the organization.

Considerations

- What is the organization's level of experience with evaluation?
- Does the organization deploy evaluation methods for other projects that can be applied and adapted to this proposal?
- Does the organization have access to an internal or external evaluator?
- What types of evaluation does the FOA require?
- Does the FOA require awardees to secure independent external evaluations, or may evaluation be conducted by organization staff? (General rule of thumb about using an internal evaluator is to ensure she/he is not also involved in delivery of project activities in order to be considered unbiased).
- Does the grantor maintain a management information system to which project or beneficiary data are required to be added?
- Does the grantor require projects to administer standardized data collection instruments across project sites?
- Does the grantor expect awardees to obtain Institutional Review Board (IRB) approval of the project evaluation plan?
- Does the organization maintain a continuous quality improvement model?

TIPS

The FOA may or may not require applicants to describe their continuous quality improvement (CQI) process. A highly competitive proposal will demonstrate the organization's commitment to CQI. The proposal should address quality improvement in either the evaluation or project management section.

If your organization needs a project evaluator, here are a few ways to go about finding one. First, try the referral approach. Reach out to the executives or program staff of colleague organizations and ask them for a referral to evaluators they use or have used in the past. Ask board members and staff members for recommendations. If those inquiries do not produce leads, reach out to a college or university in your area. Reach out to a school dean or department chair in an academic discipline aligned with the subject area of the project. There may be faculty or graduate students looking for a program evaluation design project. Finally, you could post your request for an evaluator on a job opportunity site, such as Indeed.com.

Include the project evaluator in design of the project goals, objectives, and outcomes, as she/he will have insight on the "SMARTness" of the logic model components.

In the evaluation plan, address the steps you will take to protect from harm individual beneficiaries ("human subjects") of the project strategies.

Include the cost of Institutional Review Board (IRB) approval of evaluation plans in the project budget.

Resources Links

HHS Administration for Children and Families Program Manager's Guide to Program Evaluation –
http://www.acf.hhs.gov/sites/default/files/opre/program_managers_guide_to_eval2010.pdf

HHS Office of Adolescent Health Evaluation Section –
http://www.hhs.gov/ash/oah/oah-initiatives/teen_pregnancy/training/evaluation.html

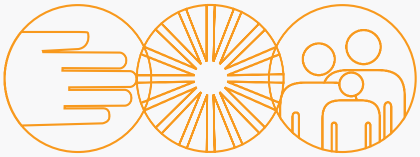
HHS Office of Adolescent Health Presentation on Continuous Quality Improvement –
http://www.hhs.gov/ash/oah/snippets/508%20documents/maximizingprogramresultswebinar.pdf

Federal Policy for the Protection of Human Subjects –
http://www.hhs.gov/ohrp/humansubjects/commonrule/

HHS Office for Human Research Protections – The Office for Human Research Protections (OHRP) provides leadership in the protection of the rights, welfare, and wellbeing of subjects involved in research conducted or supported by the U.S. Department of Health and Human Services (HHS). http://www.hhs.gov/ohrp/

Templates

Getting To Outcomes™ 2004: Promoting Accountability Through Methods and Tools for Planning, Implementation, and Evaluation – This manual contains extensive guidance and tools to facilitate all the steps necessary for communities to take when engaged in drug and alcohol prevention work. (Note: project designers can use GTO® as a planning model for other topic areas, as well.)
http://www.rand.org/content/dam/rand/pubs/technical_reports/2004/RAND_TR101.app.pdf



Sustainability (GTO® Step 10)

Organizations cannot expect the same grantors to fund their projects in perpetuity. Grantors expect that as a result of their investments, awardee organizations will build capacity to sustain at least some aspect of the awarded project after the grantor's funding expires.

Task

- ☐ Include a statement on sustainability in the project management plan, or other section of the narrative if prescribed by the FOA.

Considerations

- Does the FOA require applicants to address sustainability?
- Where might the proposal incorporate sustainability considerations even if the FOA does not require a discussion?
- How will you build sustainability into the project design?

TIPS

Consider project sustainability at the outset and throughout the proposal development/ project design process. It should not be an afterthought in your considerations.

Demonstrate the primacy of sustainability to your organization by including a goal, objectives, and activities that address it in the project work plan.

Resources Links

HHS Office of Adolescent Health Sustainability Tools –
http://www.hhs.gov/ash/oah/oah-initiatives/paf/training/sustainability.html

Finding Your Funding Model: A Practical Approach to Nonprofit Sustainability –
http://www.bridgespan.org/getmedia/aad62d72-936a-4193-9c9f-cc1bbddfcfed/Funding-Models-Guide.aspx

Community Tool Box of the University of Kansas – Guidance on developing a sustainability plan.
http://ctb.ku.edu/en/table-of-contents/finances/grants-and-financial-resources/financial-sustainability/main

Templates

Getting To Outcomes™ 2004: Promoting Accountability Through Methods and Tools for Planning, Implementation, and Evaluation – This manual contains extensive guidance and tools to facilitate all the steps necessary for communities to take when engaged in drug and alcohol prevention work. (Note: project designers can use GTO® as a planning model for other topic areas, as well.)
http://www.rand.org/content/dam/rand/pubs/technical_reports/2004/RAND_TR101.app.pdf

Write the Proposal

With project design completed or well underway, the proposal writer(s) can now focus on writing the proposal. This includes writing the project narrative, the budget narrative, and any appendices that do not already exist.

Tasks

- ☐ Instruct writers on the organization's adopted writing style and organization-specific style.
- ☐ Review FOA again to ensure total comprehension of the grantor's expectations that must be addressed in the narratives or appendices.
- ☐ Write a statement of need/problem statement incorporating the results of the needs assessment (see “design the project”).
- ☐ Write the proposal goals and outcomes section, incorporating the project logic model (see “design the project.”)
- ☐ Write the proposal strategies section, incorporating the project work plan (see “design the project.”)
- ☐ Write the proposal capacity statement (see “design the project.”)
- ☐ Write the proposal project management section (see “design the project.”)
- ☐ Write the proposal sustainability section (see “design the project.”)
- ☐ Write the proposal evaluation section (see “design the project.”)
- ☐ Write the budget narrative (see “design the project.”)
- ☐ Write the project summary/abstract.
- ☐ Develop intervention materials as examples to include in appendices.

Considerations

- What are the page/ character limits of the project narrative?
- What are the page/ character limits of the budget narrative?
- What are the page/ character limits of the project appendices?
- Has your organization chosen to follow a writing style? If so, which one?
- Does your organization have organization-specific style instructions? If so, are those in writing and available to internal and external writers?
- When will proposal writing commence? Only after project design is completed, or simultaneous to the project design?

TIPS

The advantage of assigning proposal writing to one person rather than a team is that the finished product will naturally have a consistent writing style throughout all sections.

If the organization has chosen a style guide for its written products, make sure all proposal writers are aware of the choice.

Make sure all writers have access to the organization-specific style requirements, such as proper presentation of the organization's name, acceptable and unacceptable words to describe the organization's beneficiaries, etc.

Writers who are unsure about the organization's style preferences should inquire BEFORE you start writing. It is an unnecessary and time consuming task to edit documents for stylistic issues that could have been addressed from the outset.

Write the narrative as if you are telling a story. The project narrative should be clear, coherent, and easy to read.

Use active voice throughout the narrative. Writing with an active voice communicates to the grantor a confidence in the organization's ability to accomplish the work proposed, and a commitment to doing so. (Active voice is a sentence structure in which the subject performs the action denoted by the verb.)

Write in plain language. (Plain language is communication your audience can understand the first time they read or hear it.)

The FOA's page/character count limits will dictate the extent to which the narrative can be composed creatively versus in a straight business style. Proposals constrained by page/character limits tend to develop crisply, while proposals with more generous limits allow for more storytelling, amplification of principles, and greater specificity about intervention tactics.

Allocate pages/characters of the narrative sections according to the weight of each section in the total application score. For example, if continued...

the maximum page length is 30 pages and the maximum score is 100 points, and the maximum score of one section is 10 points, then approximate three (3) pages of text for that section.

Choose a project title that has some "grab" to it. If awarded funds, the project is going to live with its title choice for years to come, so consider carefully how you want to brand your project.

Your project summary/abstract has staying power, so make it a good one. The grantor may include the summary statement in its own communications about project awards funded and not funded, and your organization will rely upon the summary statement to describe the project to your audiences.

Include some degree of hopefulness in the statement of need/problem statement. Don't leave the reader concluding that the challenge is so daunting that an investment of program funds would be for naught.

When portraying individuals or groups of individuals, offer examples of their protective factors as well as their risk factors, again to avoid stigmatization of the beneficiaries as "hopeless."

You may present project goals, objectives, outputs, and outcomes in either narrative or table format, depending on FOA application instructions and page limits/character counts. Present this information one way or the other. You do not need to repeat this information in two formats unless the FOA requires a dual presentation.

Assume that the grantor knows little to nothing about the evidence-based intervention(s) you propose to implement. Even if the intervention has been packaged for replication or listed on a registry, the proposal readers may still need the intervention explained briefly, in part because they may not be permitted to go online and search the intervention.

Think of the capacity statement as the organization's marketing pitch. Input into this section of the proposal a spirit of passion for the subject and beneficiaries as well as a steady assurance of your core competencies. You accomplish the spirit component by including your organization's mission, vision, and values (space permitting) and possibly a story of a past satisfied beneficiary. You accomplish the competency component by summarizing your history, programs and service areas, prior and current funding sources, and by describing infrastructure competencies such as the qualifications of your staff and board of directors, operations policies and procedures, technology (hardware and software), and financial management capabilities (including clean audits).

In cases where you are bumping against or exceeding page/character limits, select from your organization capacity statement those elements most salient to the project.

Include biographies only of project staff in the project management plan, since their full biographical sketches are likely included as appendices.

Avoid, or at least explain, jargon in the evaluation section. Since most readers are unfamiliar with evaluation technicalities, be sure this section is accessible.

Provide specificity in your budget narrative as to how you arrived at cost calculations. You will not receive full points if you provide total costs only without breakdowns (ex. $500 for one night of out-of-state travel vs. $300 airfare + $150 lodging + $50 meal and incidental per Diem for one night of out-of-state travel.)

Resources Links

AP Style – Writing style guidelines published by Associated Press; used primarily for news writing https://www.apstylebook.com

APA Style – Writing style guidelines published by the American Psychological Association; used primarily for social and behavioral sciences writing; Healthy Teen Network follows this style http://www.apastyle.org

CMS Style – Writing style guidelines published by the Chicago Manual of Style; used primarily for fiction and non-fiction book writing http://www.chicagomanualofstyle.org

MLA Style – Writing style guidelines published by the Modern Language Association; used primarily for arts and humanities writing http://www.mla.org/style

Online Writing Lab – The Online Writing Lab (OWL) at Purdue University houses writing resources and instructional material. https://owl.english.purdue.edu/owl

Plain Language – PlainLanguage.gov is a federal government website to assist federal agencies in improving their effectiveness and accountability to the public by promoting clear communication that the public can understand and use. Many of the resources available on the web site are pertinent to all writers striving toward use of plain language. http://www.plainlanguage.gov

Format and Assemble the Proposal

The FOA will prescribe the acceptable length, format, and order of proposal documents. Submissions that do not meet the requirements are considered unresponsive and removed from the review pool, so follow the instructions to the letter.

Tasks

- ☐ Format project narrative.
- ☐ Save project narrative file.
- ☐ Format budget narrative.
- ☐ Save budget narrative file.
- ☐ Collect and format appendices.
- ☐ Save appendices file.

Considerations

- What is the proposal page limit/ character count requirement?
- What are the proposal font style and size requirements?
- What are the proposal page size and margin requirements?
- Are any proposal documents excluded from the page count (such as cover page or a table of contents)?
- What is the order of contents of the project narrative?
- What is the order of contents of the project appendices?
- What file types are acceptable for upload?

TIPS

If given freedom in font style, we recommend Times New Roman.

Be aware that in application systems requiring information to be input into fields via “cut and paste,” that formatting (such as italicized text, bold text, underline text, and bullet point text) may be disabled. So you will want to print the application in advance of submission and address any “messiness” resulting from the form-fill method.

Generate a table of contents. It may or may not count toward page limits, depending on the FOA instruction.

Generate the project summary/abstract as separate from the project narrative. The summary/abstract may or may not count toward page limits. (Also, in the federal grants.gov, the applicant submits the summary/abstract as text into a form-fill screen, and the abstract need not be repeated in the project narrative.)

Turn on page numbering.

Rotate models and tables to landscape format to maximize page spacing.

Select a lower font size for models and tables unless the FOA requires that models and tables appear in the same size font as the narrative.

Compile appendices into a single document to prevent readers from “losing” or misplacing one or more appendix.

Don't swamp appendices with documents that are tangential to the project. That will distract readers from their duty to focus on the proposal's match to the FOA requirements.

Double check that appendices are properly labeled and consistently numbered/sequenced in the narrative and appendices folder.

Templates

Project Narrative

Appendices

Edit and Review the Proposal

Editing and review of the proposal by individuals who have not been deeply invested in the proposal development provides manifold benefits to the finished product. First, a "disinterested" editor will find opportunities to tighten the narrative or detect inconsistencies in terms and word choices that may have crept in at the writing phase. Also, the primary writer(s) has probably struggled to keep the narrative under the page limit/character counts, so it will be important to have another person ready to strike excess with a red pen. Also, someone must review the proposal against the FOA requirements to ensure that NO requirement of the FOA has been overlooked. Consider this to be a compliance review more so than a length and style edit. Finally, a good copy edit is in order. After all, many hands will have touched the text by now. There must be one final sweep of the full proposal to bring it all together.

Tasks

- ☐ Distribute FOA application instructions to editors and reviewers.
- ☐ Edit the proposal for length, clarity, and meaning.
- ☐ Review the proposal for compliance with FOA requirements.
- ☐ Copy edit the proposal.

Consider obtaining an outside party without a conflict of interest to review the proposal. This could be a board of directors member, a consultant, or a friendly colleague willing to lend a hand.

Copy editing is a specialty and may require an outside consultant if internal expertise does not exist.

Use the "track changes" feature of word process software when editing. This allows writers to see what text is being amended, in case they need to defend the text's pertinence to a FOA requirement. Secondarily, writers can improve their writing by reviewing the edits.

Templates

Proposal Development Checklist

Submit the Proposal

Copy editing has been completed. The proposal lead manager has been notified that documents are saved and ready to go. It's now to time to submit the proposal!

Tasks

- ☐ Input proposal information into online application systems.
- ☐ Package proposal for postal mail or express carrier delivery.
- ☐ Upload proposal documents into online systems.
- ☐ Review certifications and assurances.
- ☐ Sign certifications and assurances.
- ☐ Submit proposal.

Considerations

- What are the FOA's application submission requirements? When are applications due? How are applications to be submitted?
- What actions are available if the organization experiences technical difficulty in submitting an application before the deadline?
- Has the authorized representative set aside time to review any documents they wish to review before submission takes place?
- Who has been designated to submit the application package in the instance the primary personnel responsible for submission is absent at the date and time submission has been scheduled?
- Are arrangements in place for a team member to be available, perhaps after business hours, until proof of submission is received?

TIPS

Be certain that the organization's authorized representative is fully aware what the organization is committing to do before submitting the proposal.

Open online application packages in advance of submission to familiarize with the documents that will require online input of information, and those which require an authorized representative's consent.

It is highly advisable to submit an online proposal at least one day in advance of the deadline. Systems can break down, and being one day “early” can prevent headache and heartache.

Unless the FOA prohibits, save documents to be submitted online in Portable Document Format (PDF) so that they cannot be altered.

Send paper application submissions with proof of receipt to ensure grantor has received the proposal by or before the deadline.

Improve Proposal Quality

Some grantors provide organizations the review score and/or the reviewers' (and maybe even grantor's) comments about the proposal. Regardless of whether the grantor awarded or did not award a grant or cooperative agreement to you, the score and/or comments provide a source of feedback that the organization should utilize to contribute to quality improvement of its future proposals and development procedures.

Tasks

- ☐ Convene a post-submission briefing with proposal development team members to surface the strengths and challenges of this particular proposal development experience.
- ☐ Document lessons learned through post-submission briefing.
- ☐ Convene a briefing with proposal development team members after proposal comments are received.
- ☐ Document lessons learned through the briefing on proposal comments.

TIPS

A proposal development briefing immediately following proposal submission will be constructive for releasing any tension that may have developed among team members.

Record lessons learned from post-submission briefings and reviewer comment briefings into a central document on "proposal development lessons learned." Future proposal development team members can then review this document at the outset of each subsequent proposal development, in the hope of avoiding past weaknesses and capitalizing on past successes.

Archive the Proposal

Your proposal development process is incomplete without recordkeeping. You want to ensure that you have an electronic, and possibly paper, copy of your complete application package. You should save all documents in a single location, so that they may be passed to the project director if your organization receives an award. Even if you are not successful, you may be able to draw from the documents you developed for future proposals.

By the time you have submitted the proposal, you will have generated several draft narratives, multiple budget narratives, and who knows how many draft appendices. Be sure to distinguish documents you consider to be final from their earlier versions.

Tasks

- ☐ Collect early versions of proposal documents and notes from all team members to build a unified project file.
- ☐ Assess all printed and electronic proposal documents for archival value.
- ☐ Compile and store documents determined to have archival value.
- ☐ Record archived proposal documents on the organization's document retention schedule.
- ☐ Purge documents from the archive when they expire on the retention schedule.

Considerations

- Who is responsible for archiving the proposal documents?
- Where do the proposal documents get archived?
- For how long does the organization retain proposal documents?

TIPS

Purge early versions of proposal documents to save server space, reduce e-clutter, and avoid confusion about which documents are valid for future use and which are not.

Save the most recent to final draft version of narrative (the version before editing and trimming commenced to meet page limits/character counts) because this "long" version may very well have great narrative that can be harvested for future proposals.

Save the FOA application package and application instructions. They may be difficult to locate through the grantor over time.

Save copies of printed and email communications with and from the grantor. They could be helpful in an instance where the organization needs to verify timely submission of the application or other circumstances.

Proposal Development Checklist

- ☐ FOA Name
- ☐ FOA ID Number
- ☐ FOA Website Location
- ☐ FOA Announcement Date
- ☐ Proposal Lead Manager
- ☐ Proposal Documents Archive Location
- ☐ Proposal Documents Retention Period
- ☐ Table with Columns being Task, Person Responsible, Due Date, Completed (check boxes for Y, N, or NA); Rows being the tasks themselves.
- ☐ **Prepare in Advance**

Proposal Development Procedures

- ☐ Proposal development procedures developed
- ☐ Proposal development procedures up-to-date

Governance

- ☐ Proof of eligibility status collected
- ☐ Articles of incorporation collected
- ☐ Constitution and bylaws collected
- ☐ Board roster collected

Finances

- ☐ Most recent federal income tax return collected
- ☐ Most recent audited financial statements collected
- ☐ Explanation of debts prepared

Human Resources

- ☐ Organization staff chart developed/updated
- ☐ Organization staff chart collected
- ☐ Staff position descriptions developed/updated
- ☐ Staff position descriptions collected
- ☐ Staff biographies, biographical sketches, and curricula vitae developed/updated
- ☐ Staff biographies, biographical sketches, and curricula vitae collected

Organization Capacity

- ☐ Capacity statement developed/updated

Organization Registrations

- ☐ Organization registered with D&B Data Universal Numbering System
- ☐ Organization registered with Grants.gov
- ☐ Organization registered with System for Award Management
- ☐ Organization registered with other grants registration systems

Monitor Notices of Funding Availability

- ☐ Staff member(s) to monitor for notices of funding availability designated
- ☐ Organization subscribed to newsletters that announce FOAs
- ☐ Inventory of prospective FOAs created
- ☐ Inventory of prospective FOAs maintained

Decide to Apply or Not to Apply

- ☐ Individual or team responsible for deciding whether to respond or not to FOA alerted to its availability
- ☐ Eligibility to apply verified
- ☐ FOA evaluation meeting(s) scheduled
- ☐ FOA reviewed
- ☐ Grantor briefings attended
- ☐ Prospective project partners contacted
- ☐ Application decision made
- ☐ Notice of Intent to Apply submitted

Establish the Proposal Development Team and Timeline

- ☐ Proposal development manager assigned
- ☐ Proposal development team established
- ☐ Proposal contractor(s) secured
- ☐ Proposal timeline established
- ☐ Proposal development tasks and due dates assigned to team members
- ☐ Proposal document management process and location established

Design the Project

- ☐ Project design sessions scheduled
- ☐ Lessons learned from past proposal development experiences reviewed
- ☐ Project design sessions completed
- ☐ Organization rationale for applying determined
- ☐ Outcome model determined
- ☐ Outcome model orientation completed
- ☐ Project goals established
- ☐ Project objectives established
- ☐ Project outcomes established
- ☐ Logic model orientation completed
- ☐ Prospective strategies assessed for evidence-base or science-base
- ☐ Prospect strategies assessed for fit with beneficiaries
- ☐ Project strategies selected

- ☐ Project work plan completed
- ☐ Partner letters of commitment/memoranda of understanding collected
- ☐ Project process evaluation plan completed
- ☐ Project outcome evaluation plan completed
- ☐ Continuous quality improvement model established

Write the Proposal

- ☐ Project summary/abstract completed
- ☐ Project statement of need completed
- ☐ Project goals and objectives completed
- ☐ Project logic model completed
- ☐ Project intervention description completed
- ☐ Project work plan completed
- ☐ Project capacity statement completed
- ☐ Project management plan completed
- ☐ Project sustainability plan completed
- ☐ Project evaluation plan completed
- ☐ Project budget and budget narrative completed
- ☐ Intervention materials completed

Format and Assemble the Proposal

- ☐ Project narrative formatted
- ☐ Project narrative saved
- ☐ Budget narrative formatted
- ☐ Budget narrative saved
- ☐ Appendices formatted
- ☐ Appendices saved

Edit and Review the Proposal

- ☐ Project summary/abstract satisfies FOA requirements
- ☐ Project statement of need satisfies FOA requirements
- ☐ Project goals and objectives satisfies FOA requirements
- ☐ Project logic model satisfies FOA requirements
- ☐ Project strategy description satisfies FOA requirements
- ☐ Project work plan satisfies FOA requirements
- ☐ Project capacity statement satisfies FOA requirements
- ☐ Project management plan satisfies FOA requirements
- ☐ Project sustainability plan satisfies FOA requirements
- ☐ Project evaluation plan satisfies FOA requirements
- ☐ Project budget and budget narrative satisfies FOA requirements
- ☐ Intervention materials satisfy FOA requirements
- ☐ Project narrative satisfies FOA formatting requirements
- ☐ Project budget justification satisfies FOA formatting requirements
- ☐ Project appendices satisfy FOA formatting requirements
- ☐ Copy edit of full proposal completed

Submit the Proposal

- ☐ Proposal information entered into online systems
- ☐ Proposal documents uploaded or packaged
- ☐ Certifications and assurances reviewed
- ☐ Certifications and assurances signed
- ☐ Proposal submitted
- ☐ Proof of proposal submission retained

Improve Proposal Quality

- ☐ Post-submission briefing convened
- ☐ Lessons from post-submission briefing documented
- ☐ Reviewer comments briefing convened
- ☐ Lessons learned from reviewer comments briefing documented

Archive the Proposal

- ☐ Proposal documents/notes collected from all team members
- ☐ Proposal documents/notes assessed for archival value
- ☐ Proposal documents/notes determined to have archival value stored
- ☐ Archive proposal documents recorded on organization document retention schedule
- ☐ Proposal documents purged from archive

Compiled List of Considerations

Proposal Development Procedures

- Has your organization established procedures for proposal development?
- Are the procedures current and reflective of lessons learned from the organization's past proposal development experiences?
- Do the procedures establish duties for each proposal development team member?
- Do the procedures establish steps for document management and retention?

Governance

- When did your organization's governing body most recently review its organization and bylaws?

Finances

- What is the most recent fiscal year for which you have audited financial statements?
- Are you up to date on your audit?
- Is the organization delinquent on any debts to the agency/organization(s) to which it will be applying?

Human Resources

- Do you have an organization staff chart assembled? Is it current? Are reporting arrangements accurate? Are position titles accurate?
- Are position descriptions for all staff current?
- Are biographies, biographical sketches, and curricula vitae current for all staff?

Organization Capacity

- Are your mission, vision, and values current—that is, still reflective of the organization's approaches and activities?
- Do you have a summary of your organization's programs and services assembled and designed for immediate distribution? Does the content of your printed matter match the online presentation of the organization?
- Do you have a process for collecting data and/or narrative descriptions of your organization's accomplishments?
- How do you measure and describe your outcomes and impact?

Organization Registrations

- Does your organization have a Dunn and Bradstreet Data Universal Numbering System (DUNS) number?
- Is your organization registered with Grants.gov, the storefront web portal for use in online collection of data for federal grantmaking agencies.

- Is your organization registered with the federal System for Award Management (SAM)?
- Is your organization registered with other online application systems that you are likely to utilize, such as grant application systems with your state health department, or private philanthropies to which you typically apply?

Monitor Notices of Funding Availability

- Who in your organization is designated to monitor notices of funding availability?
- Does your organization have a process for keeping track of forecasted notices of funding availability?
- Are all staff involved in—or invited to be involved in—monitoring notices of funding availability? Do they know to whom to report such notices when they spot them?
- Does your organization meet all eligibility criteria for the FOA?

Decide to Apply or Not to Apply

- Does the purpose of the funding opportunity align with your organization's mission?
- If you were awarded funds, would it advance the change your organization wishes to make for the people, organizations, and communities it serves?
- Would the award allow the organization to sustain its current programs and services only, expand the reach and scale of its current programs and services, and/or take your organization in a new direction (or perhaps off direction)?
- How many awards does the grantor intend to make?
- Who else is likely to respond?
- Does your organization offer a unique aspect, approach, or partnership that might enhance your chances of being awarded?
- Do you wish to reply to the FOA as a solo applicant, or do you see necessities/advantages to responding jointly with another organization(s)?
- If a joint application is preferred, does your organization wish to serve as the lead grantee or as a sub-grantee?
- Who in the organization will reach out to prospective partners to explore their interest in partnering?
- What is the estimated award amount? Can your organization do the work required of the notice for the amount of funds estimated per award?
- What is the application due date? Will you have sufficient time to prepare the proposal?
- Will staff be pulled from other activities to prepare the proposal? If so, what WON'T get done while those staff members are diverted to proposal development? Can you make that sacrifice or delay in those other activities?
- Do you have internal capacity to prepare the proposal, or do you need to identify external personnel to assist?
- Does the FOA require applicants to submit a notice of intent to apply?
- Has the grantor scheduled in-person briefings, teleconferences, webinars, or a web page for briefing prospective applicants on and answering questions about the FOA? If so, who from your organization will participate?
- Who in the organization makes the decision to respond or not to respond to notices of funding availability? Is it a single individual, and if so whom? Is it a team decision, and if so who are the team members?

Establish the Proposal Development Team and Timeline

- Who in the organization is authorized to assign staff to proposal development?
- Who will serve as the proposal development manager?
- What duties are assigned to the proposal development manager? And how is this individual informed of her/his duties?
- Who will be involved in design of the project?
- Will one person write the proposal in its entirety or will sections be distributed among writers?
- Who will prepare the proposal budget and budget narrative?
- Who will review the proposal prior to submission? Will there be only one review?
- Who will copy edit the proposal?
- Who will compile proposal attachments and appendices?
- Who will submit the proposal?
- Will the organization depend entirely on staff to prepare the proposal, or will it contract with an external party for all or parts of the proposal development?
- Who will select the contractor(s), if a decision is made to use contractors?
- Who will complete an agreement with the contractor?
- Who will set the timeline for the proposal's development?
- How much time (days/hours) does each team member desire (ideally) to complete their component of the proposal's development?
- Does the organization already have an online system or a paper system for project management?

Design the Project

- What is the overall rationale for the organization's decision to respond to the FOA? Is it to 1) sustain current programs and services; 2) improve upon or expand current programs and services; and/or 3) take the organization's programs and services into a new subject area, community, or beneficiary group?
- Has the organization selected a model for designing programs, services, and projects? If no, this is a decision to be made by the organization's executive, program, and evaluation leadership staff.
- Are proposal development team members oriented to the model selected?
- What is the subject(s) the FOA expects projects to address?
- Who/what are the FOA's intended project beneficiaries?
- What quantitative and qualitative data do the organization already have available to factor into its needs assessment?
- What methods will the organization use to conduct its needs assessment?
- Who will conduct the needs assessment?
- What methods will the organization use to conduct its resources assessment?
- What quantitative and qualitative data do the organization already have available to factor into its resources assessment?
- Who will conduct the resources assessment?
- What are the stated goals of the FOA?
- What are the stated objectives of the FOA?
- What is the current level of staff proficiency in logic model construction?
- Has the organization developed or adopted a logic model design?
- Who from the proposal development team is taking the lead for establishing the project's goals, objectives, and outcomes?

- What data from the project's resources assessment can be applied to inform the selection of the project's strategy(ies)? For example, does the organization or beneficiary already have proficiency in a strategy(ies) which is applicable to the project's subject area?
- Have research-based strategies been developed and tested in the subject area of the project?
- Do EBIs exist that fit the stated need of the FOA?
- Does the FOA require or encourage applicants to develop and test new strategies, or does it direct applicants to propose replication of strategies known or assumed to work?
- Does the FOA require applicants to select a specific intervention, or from an inventory of interventions?
- Does the grantor have a preference/bias toward a particular intervention/interventions?
- Does the required or preferred intervention(s) fit with the values and practices of the beneficiaries?
- Does the required or preferred intervention fit with other programs and services that already exist to serve the project beneficiary?
- What activities are required to implement each of the project's strategies?
- What is the project timeline?
- When does each activity need to be completed to meet the project timeline?
- What staff or partner position is responsible for completing or assuring completion of each activity?
- Do the interventions you selected have implementation guides to assist in planning and budget development?
- Does the organization have a standard letter of commitment or memorandum of understanding template?
- Does the organization have a standard budget and budget narrative template?
- Does the organization have an approved indirect cost rate recognized by the grantor?
- What is the organization's level of experience with evaluation?
- Does the organization deploy evaluation methods for other projects that can be applied and adapted to this proposal?
- Does the organization have access to an internal or external evaluator?
- What types of evaluation does the FOA require?
- Does the FOA require awardees to secure independent external evaluations, or may evaluation be conducted by organization staff?
- Does the grantor maintain a management information system to which project or beneficiary data are required to be added?
- Does the grantor require projects to administer standardized data collection instruments across project sites?
- Does the grantor expect awardees to obtain Institutional Review Board (IRB) approval of the project evaluation plan?
- Does the organization maintain a continuous quality improvement model?
- Does the FOA require applicants to address sustainability?
- Where might the proposal incorporate sustainability considerations even if the FOA does not require a discussion?
- How will you build sustainability into the project design?

Write the Proposal

- What are the page/character limits of the project narrative?
- What are the page/character limits of the budget narrative?
- What are the page/character limits of the project appendices?
- Has your organization chosen to follow a writing style? If so, which one?
- Does your organization have organization-specific style instructions? If so, are those in writing and available to internal and external writers?
- When will proposal writing commence? Only after project design is completed, or simultaneous to the project design?

Format and Assemble the Proposal

- What is the proposal page limit/character count requirement?
- What are the proposal font style and size requirements?
- What are the proposal page size and margin requirements?
- Are any proposal documents excluded from the page count (such as cover page or a table of contents)?
- What is the order of contents of the project narrative?
- What is the order of contents of the project appendices?
- What file types are acceptable for upload?

Submit the Proposal

- What are the FOA's application submission requirements? When are applications due? How are applications to be submitted?
- What actions are available if the organization experiences technical difficulty in submitting an application before the deadline?
- Has the authorized representative set aside time to review any documents they wish to review before submission takes place?
- Who has been designated to submit the application package in the instance the primary personnel responsible for submission is absent at the date and time submission has been scheduled?
- Are arrangements in place for a team member to be available, perhaps after business hours, until proof of submission is received?

Archive the Proposal

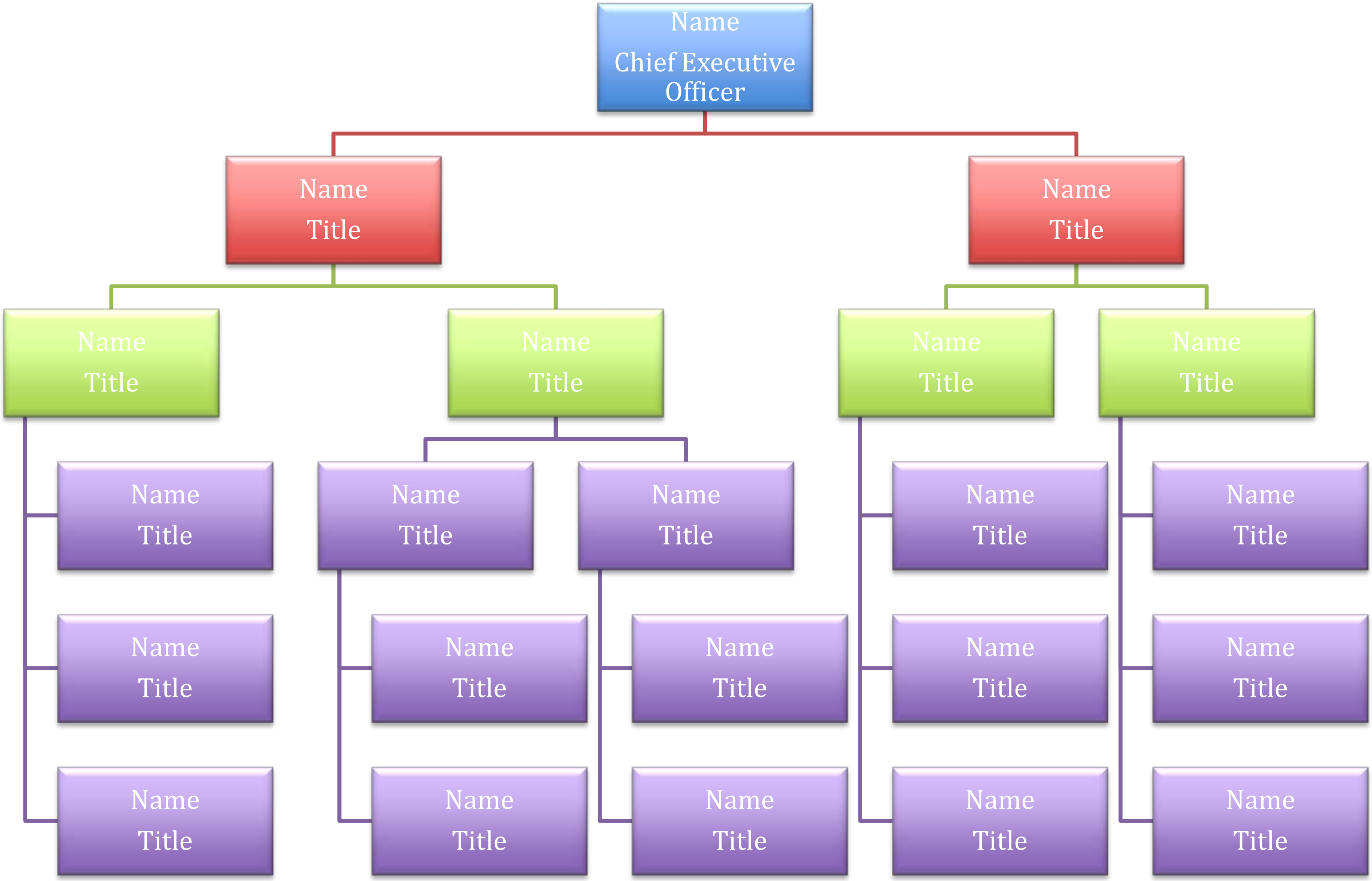
- Who is responsible for archiving the proposal documents?
- Where do the proposal documents get archived?
- For how long does the organization retain proposal documents?

Healthy Teen Network

1501 St. Paul Street | Suite 124
Baltimore, MD 21202
410.685.0410
www.HealthyTeenNetwork.org

[INSERT LOGO]

Organization Staff Chart



Insert Organization Logo Here, Flush Left

Organization Postal Mail Address
Organization Website Address
Organization General Email Address
Organization General Phone Number

POSITION DESCRIPTION: [INSERT POSITION TITLE]

ISSUE DATE	Insert date that Position Description is finalized.
POSITION TYPE	Choose either “Exempt” or “Non-Exempt.”
POSITION SUPERVSOR	Insert title of position supervisor.
LOCATION	Insert address, city, and state of position location.
HOURS	Insert general expectations for days and hours of duty.
POSITION SUMMARY	Provide one-paragraph summary of the position.
POSITION DUTIES	• List specific activities of the position. Include as many bullet points as necessary to describe the position comprehensively. • Xx.
KNOWLEDGE, SKILLS, AND ABILITIES REQUIREMENTS	• List knowledge, skills, and abilities requirements for the position. List as many KSAs as necessary. • Xx. •
EDUCATION AND EXPERIENCE REQUIREMENTS	• List education and experience requirements. Include s many bullet points as necessary. • Xx.

POSITION DESCRIPTION: [INSERT POSITION TITLE]	
PHYSICAL REQUIREMENTS	Provide one-paragraph summary of the physical requirements of the position.
TRAVEL REQUIREMENTS	Provide one-paragraph summary of the travel requirements for the position.
REASONABLE ACCOMMODATION	Reasonable accommodations will be made to enable individuals with disabilities to perform the essential functions of this position.
NOTICE	The statements herein are intended to describe the general nature and level of work being performed by employees and are not to be construed as an exhaustive list of responsibilities, duties, and skills required of personnel so classified. Furthermore, these statements do not establish a contract for employment and are subject to change at the discretion of the employer.
AGREEMENT	I have received, reviewed, and understand my position duties and requirements. Employee Signature ______________________________ Employee Name (Printed) ______________________________ Date ______________________________

OMB No. 0925-0001/0002 (Rev. 08/12 Approved Through 8/31/2015)

BIOGRAPHICAL SKETCH

Provide the following information for the Senior/key personnel and other significant contributors.
Follow this format for each person. **DO NOT EXCEED FIVE PAGES.**

NAME:

eRA COMMONS USER NAME (credential, e.g., agency login):

POSITION TITLE:

EDUCATION/TRAINING *(Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable. Add/delete rows as necessary.)*

INSTITUTION AND LOCATION	DEGREE *(if applicable)*	Completion Date MM/YYYY	FIELD OF STUDY

Please refer to the Biographical Sketch sample in order to complete sections A, B, C, and D of the Biographical Sketch.

OMB No. 0925-0001/0002 (Rev. 08/12 Approved Through 8/31/2015)

BIOGRAPHICAL SKETCH

Provide the following information for the Senior/key personnel and other significant contributors.
Follow this format for each person. DO NOT EXCEED FIVE PAGES.

NAME:

eRA COMMONS USER NAME (credential, e.g., agency login):

POSITION TITLE:

EDUCATION/TRAINING *(Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable. Add/delete rows as necessary.)*

INSTITUTION AND LOCATION	DEGREE *(if applicable)*	Completion Date MM/YYYY	FIELD OF STUDY

NOTE: The Biographical Sketch may not exceed five pages. Follow the formats and instructions below.

A. Personal Statement

Briefly describe why you are well-suited for your role in the project described in this application. The relevant factors may include aspects of your training; your previous experimental work on this specific topic or related topics; your technical expertise; your collaborators or scientific environment; and your past performance in this or related fields (you may mention specific contributions to science that are not included in Section C). Also, you may identify up to four peer reviewed publications that specifically highlight your experience and qualifications for this project. If you wish to explain impediments to your past productivity, you may include a description of factors such as family care responsibilities, illness, disability, and active duty military service.

B. Positions and Honors

List in chronological order previous positions, concluding with the present position. List any honors. Include present membership on any Federal Government public advisory committee.

C. Contribution to Science

Briefly describe up to five of your most significant contributions to science. For each contribution, indicate the historical background that frames the scientific problem; the central finding(s); the influence of the finding(s) on the progress of science or the application of those finding(s) to health or technology; and your specific role in the described work. For each of these contributions, reference up to four peer-reviewed publications or other non-publication research products (can include audio or video products; patents; data and research materials; databases; educational aids or curricula; instruments or equipment; models; protocols; and software or netware) that are relevant to the described contribution. The description of each contribution should be no longer than one half page including figures and citations. Also provide a URL to a full list of your published work as found in a publicly available digital database such as SciENcv or My Bibliography, which are maintained by the US National Library of Medicine.

D. Research Support

List both selected ongoing and completed research projects for the past three years (Federal or non-Federally-supported). *Begin with the projects that are most relevant to the research proposed in the application.* Briefly indicate the overall goals of the projects and responsibilities of the key person identified on the Biographical Sketch. Do not include number of person months or direct costs.

OMB No. 0925-0001/0002 (Rev. 08/12 Approved Through 8/31/2015)

BIOGRAPHICAL SKETCH

Provide the following information for the Senior/key personnel and other significant contributors.
Follow this format for each person. **DO NOT EXCEED FIVE PAGES**.

NAME: Hunt, Morgan Casey

eRA COMMONS USER NAME (credential, e.g., agency login): huntmc

POSITION TITLE: Associate Professor of Psychology

EDUCATION/TRAINING *(Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable. Add/delete rows as necessary.)*

INSTITUTION AND LOCATION	DEGREE *(if applicable)*	Completion Date MM/YYYY	FIELD OF STUDY
University of California, Berkeley	B.S.	05/1990	Psychology
University of Vermont	Ph.D.	05/1996	Experimental Psychology
University of California, Berkeley	Postdoctoral	08/1998	Public Health and Epidemiology

A. Personal Statement

I have the expertise, leadership, training, expertise and motivation necessary to successfully carry out the proposed research project. I have a broad background in psychology, with specific training and expertise in ethnographic and survey research and secondary data analysis on psychological aspects of drug addiction. My research includes neuropsychological changes associated with addiction. As PI or co-Investigator on several university- and NIH-funded grants, I laid the groundwork for the proposed research by developing effective measures of disability, depression, and other psychosocial factors relevant to the aging substance abuser, and by establishing strong ties with community providers that will make it possible to recruit and track participants over time as documented in the following publications. In addition, I successfully administered the projects (e.g. staffing, research protections, budget), collaborated with other researchers, and produced several peer-reviewed publications from each project. As a result of these previous experiences, I am aware of the importance of frequent communication among project members and of constructing a realistic research plan, timeline, and budget. The current application builds logically on my prior work. During 2005-2006 my career was disrupted due to family obligations. However, upon returning to the field I immediately resumed my research projects and collaborations and successfully competed for NIH support.

1. Merryle, R.J. & Hunt, M.C. (2004). Independent living, physical disability and substance abuse among the elderly. Psychology and Aging, 23(4), 10-22.
2. Hunt, M.C., Jensen, J.L. & Crenshaw, W. (2007). Substance abuse and mental health among community-dwelling elderly. International Journal of Geriatric Psychiatry, 24(9), 1124-1135.
3. Hunt, M.C., Wiechelt, S.A. & Merryle, R. (2008). Predicting the substance-abuse treatment needs of an aging population. American Journal of Public Health, 45(2), 236-245. PMCID: PMC9162292 Hunt, M.C., Newlin, D.B. & Fishbein, D. (2009). Brain imaging in methamphetamine abusers across the life-span. Gerontology, 46(3), 122-145.

B. Positions and Honors

<u>Positions and Employment</u>

1998-2000 Fellow, Division of Intramural Research, National Institute of Drug Abuse, Bethesda, MD
2000-2002 Lecturer, Department of Psychology, Middlebury College, Middlebury, VT

2001- Consultant, Coastal Psychological Services, San Francisco, CA
2002-2005 Assistant Professor, Department of Psychology, Washington University, St. Louis, MO
2007- Associate Professor, Department of Psychology, Washington University, St. Louis, MO

Other Experience and Professional Memberships

1995- Member, American Psychological Association
1998- Member, Gerontological Society of America
1998- Member, American Geriatrics Society
2000- Associate Editor, Psychology and Aging
2003- Board of Advisors, Senior Services of Eastern Missouri
2003-05 NIH Peer Review Committee: Psychobiology of Aging, ad hoc reviewer
2007-11 NIH Risk, Adult Addictions Study Section, members

Honors

2003 Outstanding Young Faculty Award, Washington University, St. Louis, MO
2004 Excellence in Teaching, Washington University, St. Louis, MO
2009 Award for Best in Interdisciplinary Ethnography, International Ethnographic Society

C. Contribution to Science

1. My early publications directly addressed the fact that substance abuse is often overlooked in older adults. However, because many older adults were raised during an era of increased drug and alcohol use, there are reasons to believe that this will become an increasing issue as the population ages. These publications found that older adults appear in a variety of primary care settings or seek mental health providers to deal with emerging addiction problems. These publications document this emerging problem but guide primary care providers and geriatric mental health providers to recognize symptoms, assess the nature of the problem and apply the necessary interventions. By providing evidence and simple clinical approaches, this body of work has changed the standards of care for addicted older adults and will continue to provide assistance in relevant medical settings well into the future. I served as the primary investigator or co-investigator in all of these studies.
    a. Gryczynski, J., Shaft, B.M., Merryle, R., & Hunt, M.C. (2002). Community based participatory research with late-life addicts. American Journal of Alcohol and Drug Abuse, 15(3), 222-238.
    b. Shaft, B.M., Hunt, M.C., Merryle, R., & Venturi, R. (2003). Policy implications of genetic transmission of alcohol and drug abuse in female nonusers. International Journal of Drug Policy, 30(5), 46-58.
    c. Hunt, M.C., Marks, A.E., Shaft, B.M., Merryle, R., & Jensen, J.L. (2004). Early-life family and community characteristics and late-life substance abuse. Journal of Applied Gerontology, 28(2),26-37.
    d. Hunt, M.C., Marks, A.E., Venturi, R., Crenshaw, W. & Ratonian, A. (2007). Community-based intervention strategies for reducing alcohol and drug abuse in the elderly. Addiction, 104(9), 1436-1606. PMCID: PMC9000292

2. In addition to the contributions described above, with a team of collaborators, I directly documented the effectiveness of various intervention models for older substance abusers and demonstrated the importance of social support networks. These studies emphasized contextual factors in the etiology and maintenance of addictive disorders and the disruptive potential of networks in substance abuse treatment. This body of work also discusses the prevalence of alcohol, amphetamine, and opioid abuse in older adults and how networking approaches can be used to mitigate the effects of these disorders.
    a. Hunt, M.C., Merryle, R. & Jensen, J.L. (2005). The effect of social support networks on morbidity among elderly substance abusers. Journal of the American Geriatrics Society, 57(4), 15-23.
    b. Hunt, M.C., Pour, B., Marks, A.E., Merryle, R. & Jensen, J.L. (2005). Aging out of methadone treatment. American Journal of Alcohol and Drug Abuse, 15(6), 134-149.
    c. Merryle, R. & Hunt, M.C. (2007). Randomized clinical trial of cotinine in older nicotine addicts. Age and Ageing, 38(2), 9-23. PMCID: PMC9002364

3. Methadone maintenance has been used to treat narcotics addicts for many years but I led research that has shown that over the long-term, those in methadone treatment view themselves negatively and they

gradually begin to view treatment as an intrusion into normal life. Elderly narcotics users were shown in carefully constructed ethnographic studies to be especially responsive to tailored social support networks that allow them to eventually reduce their maintenance doses and move into other forms of therapy. These studies also demonstrate the policy and commercial implications associated with these findings.

a. Hunt, M.C. & Jensen, J.L. (2003). Morbidity among elderly substance abusers. Journal of the Geriatrics, 60(4), 45-61.
b. Hunt, M.C. & Pour, B. (2004). Methadone treatment and personal assessment. Journal Drug Abuse, 45(5), 15-26.
c. Merryle, R. & Hunt, M.C. (2005). The use of various nicotine delivery systems by older nicotine addicts. Journal of Ageing, 54(1), 24-41. PMCID: PMC9112304
d. Hunt, M.C., Jensen, J.L. & Merryle, R. (2008). The aging addict: ethnographic profiles of the elderly drug user. NY, NY: W. W. Norton & Company.

Complete List of Published Work in MyBibliography:
http://www.ncbi.nlm.nih.gov/sites/myncbi/collections/public/1PgT7IEFIAJBtGMRDdWFmjWAO/?sort=date&direction=ascending

D. Research Support

Ongoing Research Support
R01 DA942367 Hunt (PI) 09/01/08-08/31/16
Health trajectories and behavioral interventions among older substance abusers
The goal of this study is to compare the effects of two substance abuse interventions on health outcomes in an urban population of older opiate addicts.
Role: PI

R01 MH922731 Merryle (PI) 12/15/07-11/30/15
Physical disability, depression and substance abuse in the elderly
The goal of this study is to identify disability and depression trajectories and demographic factors associated with substance abuse in an independently-living elderly population.
Role: Co-Investigator

Faculty Resources Grant, Washington University 08/15/09-08/14/15
Opiate Addiction Database
The goal of this project is to create an integrated database of demographic, social and biomedical information for homeless opiate abusers in two urban Missouri locations, using a number of state and local data sources.
Role: PI

Completed Research Support

R21 AA998075 Hunt (PI) 01/01/11-12/31/13
Community-based intervention for alcohol abuse
The goal of this project was to assess a community-based strategy for reducing alcohol abuse among older individuals.
Role: PI

Notices of Funding Availability Monitoring Log

Grant/Contract Project Officer/Contact	
Grant/Contract Website	
Grant/Contract Process	
Announcement Number	
CFDA Number	
Amount Requested	
Grant/Contract Term	
LOI Deadline	
Proposal Deadline	

BUDGET INFORMATION - Non-Construction Programs

OMB Approval No. 4040-0006
Expiration Date

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds: Federal (c)	Estimated Unobligated Funds: Non-Federal (d)	New or Revised Budget: Federal (e)	New or Revised Budget: Non-Federal (f)	New or Revised Budget: Total (g)
1.		$	$	$	$	$
2.						
3.						
4.						
5. Totals		$	$	$	$	$

SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total
	(1)	(2)	(3)	(4)	(5)
a. Personnel	$	$	$	$	$
b. Fringe Benefits					
c. Travel					
d. Equipment					
e. Supplies					
f. Contractual					
g. Construction					
h. Other					
i. Total Direct Charges (sum of 6a-6h)					$
j. Indirect Charges					$
k. TOTALS (sum of 6i and 6j)	$	$	$	$	$
7. Program Income	$	$	$	$	$

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SECTION C - NON-FEDERAL RESOURCES				
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e)TOTALS
8.	$	$	$	$
9.				
10.				
11.				
12. TOTAL (sum of lines 8-11)	$	$	$	$

SECTION D - FORECASTED CASH NEEDS					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	$	$	$	$	$
14. Non-Federal	$				
15. TOTAL (sum of lines 13 and 14)	$	$	$	$	$

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT				
(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
	(b)First	(c) Second	(d) Third	(e) Fourth
16.	$	$	$	$
17.				
18.				
19.				
20. TOTAL (sum of lines 16 - 19)	$	$	$	$

SECTION F - OTHER BUDGET INFORMATION	
21. Direct Charges:	22. Indirect Charges:
23. Remarks:	

Proposal Development Team Member Roles

The roles below are potential divisions of duties among members of a team assigned to develop a response to a notice of funding opportunity. Roles may be combined or revised (such as, the proposal development manager may also be the project narrative leader).

Role	Responsibilities
Proposal Development Manager	• Read and understand notice of funding availability • Assign proposal development team member roles • Create and manage proposal development timeline • Schedule and facilitate proposal development meetings • Manage administrative support activities • Review all final documents for compliance with FOA • Save final documents for submission • Submit proposal
Project Narrative Leader	• Read and understand notice of funding availability • Coordinate and work closely with Evaluator and Budget Writer • Lead development of "big picture" plan for the project • Support development of logic model • Write, edit, and complete project work plan • Lead writing of project narrative • Revise narrative, as needed • Develop project appendices • Lead communication with potential partners • Draft letters of commitment and Memoranda of Understanding • Review letters of commitment and Memoranda of Understanding • Assist review of all *final* documents for compliance with FOA • Prepare Table of Contents and/or List of Appendices • Make final changes in documents to ensure compliance with FOA
Evaluator	• Read and understand notice of funding availability • Coordinate and work closely with project narrative leader • Support development of "big picture" plan for the project • Lead development of logic model • Review work plan and timeline • Lead development of evaluation plan • Review narrative, with evaluation plan incorporated • Support planning for potential partners
Project Budget Writer	• Read and understand notice of funding availability, especially budget guidelines • Coordinate and work closely with project narrative leader • Develop budget • Write budget narrative • Complete budget portions of submission forms (such as SF424A)
Administrative Support	• Prepare/finalize organization staff chart • Coordinate staff completion of updated biographies, biosketches, and curricula vitae

	• Collect appendices • Support PDF conversion of documents • Prepare assurances, certifications, disclosures, as appropriate. • Provide other administrative support, as appropriate
Reviewer	• Read and understand notice of funding availability • Review *near-final* logic model • Review *near-final* work plan • Review *near-final* project narrative • Review *near-final* budget narrative • Review *near-final* other documents, as needed • Review completion of PDF submission form, or other documents **Documents to be reviewed (for content) should have been reviewed and revised and are otherwise be near-final, complete documents.*
Copy Editor	• Copy edit *final* logic model • Copy edit *final* work plan and timeline • Copy edit *final* project narrative • Copy edit *final* budget narrative • Review *near-final* other documents, as needed **Documents to be copy-edited should have been reviewed and revised and are otherwise ready for submission*

Figure [#]: [Project Title] Logic Model

Inputs	Activities / Outputs	Outcomes		
		Short Term	Medium Term	Long Term
Input Category: • Input example • Input example	***Activity Category:*** • Activity example • Activity example	***Outcome Category:*** • Outcome • Outcome	***Outcome Category:*** • Outcome • Outcome	***Outcome Category:*** • Outcome • Outcome
Input Category: • Input example • Input example	***Activity Category:*** • Activity example • Activity example	***Outcome Category:*** • Outcome • Outcome	***Outcome Category:*** • Outcome • Outcome	***Outcome Category:*** • Outcome • Outcome

Assumptions

- xxxx

External Factors

- xxxxx

[Project Name]
Logic Model

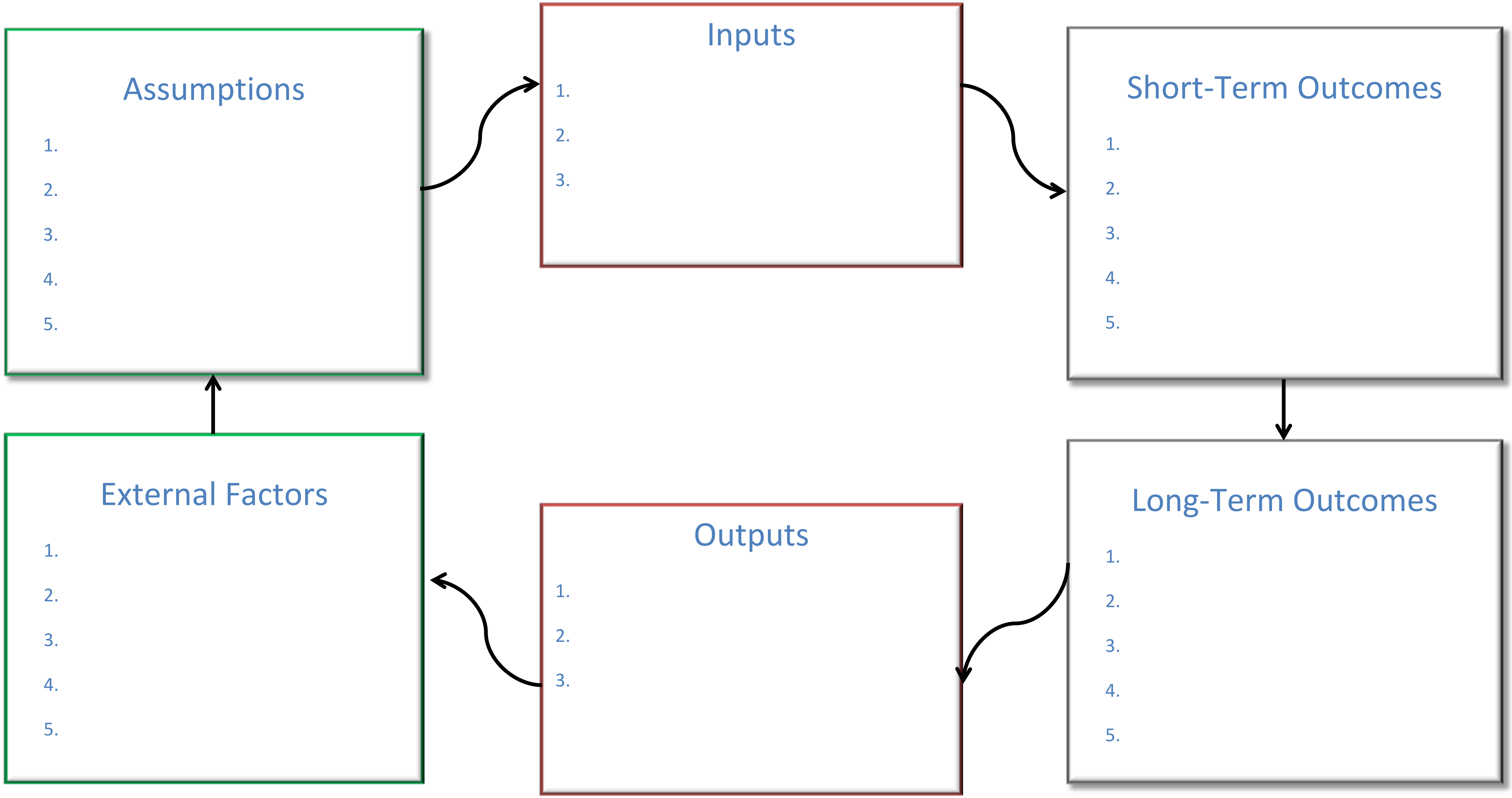

Table [#]: [Project Title] Work Plan

<table>
<tr><td colspan="6">GOAL 1: XX. Federal Funds Requested[1]: $0,000,000</td></tr>
<tr><td colspan="6">OBJECTIVE 1.1: By project month #, XX. Federal Funds Requested: $000,000</td></tr>
<tr><td colspan="3">ASSUMPTIONS
• XX.
• XX.</td><td colspan="3">EXTERNAL FACTORS
• XX.
• XX.</td></tr>
<tr><td>INPUTS</td><td colspan="4">ACTIVITIES (OUTPUTS)</td><td>OUTCOMES</td></tr>
<tr><td></td><td>Number & Description</td><td>S[2]</td><td>D[3]</td><td>P[4]</td><td>Process & Program</td></tr>
<tr><td>• XX
• XX
• Federal Funds: $000,000</td><td>1.1.1. XX.</td><td>0

0</td><td>0

0</td><td>XX
XX</td><td>Process
• XX
• XX
Program
• XX
• XX</td></tr>
</table>

[1] Amount is the total federal funds requested for project years 00, 000, 000….
[2] Activity **S**tart month.
[3] Activity **D**ue month.
[4] **P**ositions. Bolded position is the position responsible for assuring activity completion. See the acronyms table in Appendices to decode the acronyms.

[Project Title]: Budget Narrative

Response to [FOA Title and Number]

Submitted by: **[Name of Prime Grantee]**
[Submission Month, Date, Year]

[Project Title] Budget Narrative & Justification

Personnel	Description of Duties	Activity #s (See Work Plan)	Salary Yr 1	Salary Yr 2	LOE Yr 1	LOE Yr 2	Totals Yr 1	Totals Yr 2
			$00,000	$00,000	00.0%	00.0%	$00,000	$00,000
Total Salary $00,000	LOE (level of effort) average year 1 = 0.00% LOE average year 2 = 0.00%						**$000,000**	**$000,000**
Fringe Benefits	**Description**						**Totals Yr 1**	**Totals Yr 2**
Note: The fringe benefits rate of 00% includes								
Total Fringe Benefits $000,000	• Year 1 = $000,000 (total project personnel) x 00% = $00,000 • Year 2 = $000,000 (total project personnel) x 00% = $00,000						**$00,000**	**$00,000**

Travel	Description	Activities (See Work Plan)	Totals Yr 1	Totals Yr 2
Note: Travel is calculated with airfare @ $000 round-trip, ground transportation @ $00 per day, lodging @ $000 per day, and per diem @ $00 per day.				
Total Travel $00,000			**$00,000**	**$00,000**

Supplies	Description	Activities (See Work Plan)	Cost Basis Yr 1	Cost Basis Yr 2	LOE Yr 1	LOE Yr 2	Totals Yr 1	Totals Yr 2
Project General Supplies	General office supplies are calculated based on the LOE of the appropriate activity.	All activities	$000	$000	00.0%	00.0%	$0,000	$0,000

Total Supplies Costs $00,000		**$000,000**	**$000,000**

Contractual	Description	Activities (See Work Plan)	Totals Yr 1	Yr 2

Total Contractual Costs $00,000		**$000,000**	**$000,000**

Other Costs	Description	Activities (See Work Plan)	Cost Basis Yr 1	Yr 2	LOE Yr 1	Yr 2	Totals Yr 1	Yr 2

Total Other Costs $00,000		**$00,000**	**$00,000**
Total Direct Costs $000,000		**$000,000**	**$000,000**

Indirect Rate	Note: [Name of Prime Grantee] has an indirect rate of 00.0 percent. Documentation of our approved indirect cost rate agreement with a cognizant federal agency is provided at the conclusion of the budget narrative.		
Total Project Total Indirect Costs $000,000	• Year 1 = $000,000 (total direct costs) less $000,000 (Contractual Costs less the first $25,000) x 00.0% = $000,000 • Year 2 = $000,000 (total direct costs) less $000,000 (Contractual Costs less the first $25,000) x 00.0% = $000,000	**$000,000**	**$000,000**

TOTAL BUDGET $000,000		**$000,000**	**$000,000**

[PROJECT TITLE BUDGET BY GOAL, OBJECTIVE, AND ACTIVITY

Goal, Objective, Activity	Year 1	Year 2	Total
Goal 1	**$000,000**	**$000,000**	**$000,000**
Objective 1.1	$000,000	$000,000	$000,000
Activity 1.1.1a	$000,000	$000,000	$000,000
Activity 1.1.1.b	$000,000	$000,000	$000,000

[Insert here scan of the indirect cost rate agreement. If doing so would cause the budget narrative to exceed the NOFA page limit for budget narrative, then insert the indirect cost rate agreement in the Appendices.]

RESOURCES	Federal	Non-Federal	Total
Federal Funds Requested			$ -
Cash Resource 1--INSERT DESCRIPTION HERE			
Subtotal Non-Federal Cash Resources			
In-Kind Resource 1--INSERT DESCRIPTION HERE			
Subtotal Non-Federal In-Kind Resources			
Subtotal Non-Federal Matching Resources		$ -	$ -
TOTAL RESOURCES	**$ -**	**$ -**	**$ -**

COSTS	Federal	Non-Federal	Total
A. Personnel			
Personnel Cost 1--INSERT DESCRIPTION HERE			$ -
Subtotal Personnel			
B. Fringe Benefits			
Fringe Benefit 1--INSERT DESCRIPTION HERE			$ -
Subtotal Fringe Benefits			
C. Travel			
Travel 1--INSERT DESCRIPTION HERE			$ -
Subtotal Travel			
D. Equipment			
Equipment 1--INSERT DESCRIPTION HERE			$ -
Subtotal Equipment			
E. Supplies			
Supply 1--INSERT DESCRIPTION HERE			$ -
Subtotal Supplies			
F. Contractual			
Contractual 1--INSERT DESCRIPTION HERE			$ -
Subtotal Contractual			
G. Construction			
Construction--N/A			$ -
Subtotal Construction			
H. Other			
Other 1--INSERT DESCRIPTION HERE			$ -
Subtotal Other			
I. Subtotal Direct Costs	$ -	$ -	$ -
J. Subtotal Indirect Costs			

K. TOTAL COSTS	**$ -**	**$ -**	**$ -**

[Project Title]: Budget Narrative

Response to [FOA Title and Number]

Submitted by: **[Name of Prime Grantee]**
[Submission Month, Date, Year]

[Project Title] Budget Narrative & Justification

<u>RESOURCES</u>

<u>Federal Funds Requested</u> **<u>Total $ XXX,XXX</u>**

The applicant is requesting $XXX,XXX in federal funds in project year XXX.

<u>Non-Federal Cash Resources</u> **<u>Total $ XX,XXX</u>**

XXX Detail any cash resources being contributed to the project here. Use the format provided in "costs" below for detailing any non-federal cash resources by object class category.

<u>Non-Federal In-Kind Resources</u> **<u>Total $ XX,XXX</u>**

XXX Detail any in-kind resources being contributed to the project here. Use the format provided in "costs" below for detailing any non-federal in-kind resources by object class category.

<u>TOTAL RESOURCES $ XXX,XXX</u>

<u>COSTS</u>

<u>A. Personnel</u> **<u>Total $ XX,XXX (FS $ XX,XXX)</u>**

Subtotal: $ XX, XXX

Position Title and Name	Annual	Time	Months	Amount Requested
Type Title Here Type Name Here	$ XX,XXX	XX%	XX	***$ XX,XXX***
Type Title Here Type Name Here	$ XX,XXX	XX%	XX	***$ XX,XXX***
Type Title Here Type Name Here	$ XX,XXX	XX%	XX	***$ XX,XXX***

Etc.

Job Description: Type Title Here (Type Name Here)

Type brief description of this position's responsibilities to this project here.

Job Description: Type Title Here (Type Name Here)

Type brief description of this position's responsibilities to this project here.

Job Description: Type Title Here (Type Name Here)

Type brief description of this position's responsibilities to this project here.

Etc.

Cash and In-Kind Matches—Personnel	***Subtotal $ XX,XXX***

B. Fringe Benefits	**Total $ XX,XXX (FS $ XX,XXX)**
X percent of Salaries =	***Subtotal $ XX,XXX***

Justification:

Fringe Benefits consist of FICA @ XX%; Health Insurance @ XX%; Unemployment Insurance @ XX%; Retirement @ XX%; XX ADD other fringe components here.

Cash and In-Kind Matches—Fringe Benefits	***Subtotal $ XX,XXX***

C. Travel	**Total $ XX,XXX (FS $ XX,XXX)**
Out-of-State Travel–XX	***Subtotal $ XX,XXX***
X trips x X persons x $ XX round-trip fare =	$ XX,XXX
X days per diem x X persons x $ XX per day =	$ XX,XXX
X nights lodging x X persons x $ XX per night =	$ XX,XXX
Ground transportation x X persons x $ XX =	$ XX,XXX

Justification:

XXX

In-State Travel–XX	***Subtotal $ XX,XXX***
X trips x X persons x $ XX round-trip fare =	$ XX,XXX
X days per diem x X persons x $ XX per day =	$ XX,XXX
X nights lodging x X persons x $ XX per night =	$ XX,XXX
Ground transportation x X persons @ $ XX =	$ XX,XXX

Justification:

XX

Local Travel –XX — ***Subtotal $ XX,XXX***

X miles per day x XX days @ $ 0.XX per mile = $ XX,XXX

Justification:

XX

Cash and In-Kind Matches—Travel — ***Subtotal $ XX,XXX***

D. Equipment — **Total N/A**

None

Note: Federal instructions are that equipment is real property greater than $5,000 per unit, unless the organization's definition of equipment is of lesser value.

E. Supplies — **Total $ XX,XXX (FS $ XX,XXX)**

Subtotal $ X,XXX

Item Requested	*How Many*	*Unit Cost*	*Amount*
XXX	XXX	$ X,XXX	$ X,XXX

Justification:

XXX

Cash and In-Kind Matches—Supplies — ***Subtotal $ X,XXX***

F. Contractual — **Total $ XX,XXX (FS $ XX,XXX)**

Name of Contractor: **XXX**

Method of Selection: Choose "sole source" or "competitive." If "sole source," explain why applicant used sole source.

Period of Performance: XXX

Scope of Work: XXX [Include brief description of services to be provided.]

Method of Accountability: Regular financial and data reporting to the applicant.

Itemized Budget: XXX [Include brief list or description of how fee to be paid to contractor will be used.]

Cash and In-Kind Matches—Contractual ***Subtotal $ X,XXX***

G. Construction **Total N/A**

None

H. Other **Total $ XX,XXX (FS $ XX,XXX)**

Subtotal $ XX,XXX

XX	$ XX,XXX
XX	$ XX,XXX
XX	$ XX,XXX

Justification:

XXX

Cash and In-Kind Matches—Other ***Subtotal $ XX,XXX***

I. Subtotal Direct Costs **Total $ XX,XXX (FS $ XX,XXX)**

XXX (Sum lines A,B,C,D,E,F,G, and H)

J. Indirect **Total $ XX,XXX (FS $ XX,XXX)**

Note: Use this object class category only if the applicant has an indirect cost rate negotiated with a federal agency. If an indirect cost rate has been set, include a copy of the rate agreement with the application.

TOTAL COSTS $ XXX,XXX

[Project Title]: Project Narrative

Response to [FOA Title and Number]

Submitted by: **[Name of Prime Grantee]**
[Submission Month, Date, Year]

Table of Contents

[This is a template project narrative only. Be sure to follow the FOA instructions for section order, font size, font style, margin, line spacing, and page limit requirements. Also, we recommend running sections continuously to maximize narrative within page limits.]

Abstract

XX

Problem Statement: XX

XX…Sample footnote[1]

[1] xx

Goals, Objectives, and Outcomes: XX

Logic Model (Figure X): The project logic model on page XX depicts…

Proposed Intervention: XX

Work Plan (Table X) **–** The project work plan beginning page XX…

Figure X: [Project Title] Project Logic Model

Table X: [Project Title] Project Work Plan

Organizational Capacity: XX

XX

Project Management: XX

XX

Evaluation*:* XX

XX

[Project Title]: Appendices

Response to [FOA Title and Number]

Submitted by: **[Name of Prime Grantee]**
[Submission Month, Date, Year]

Table of Contents

A. Proof of Applicant Eligibility

B. List of Acronyms

ASRH	Adolescent Sexual and Reproductive Health
CBA	Capacity-Building Assistance
CDC	Centers for Disease Control and Prevention
CEO	Chief Executive Officer
CRM	Customer Relationship Management
DASH	Division of Adolescent and School Health
DRH	Division of Reproductive Health
EBI	Evidence-Based Intervention
GTO®	Getting to Outcomes®
HHS	U.S. Department of Health and Human Services
KAPS	Knowledge, Attitudes, Practices, and Skills
OAH	Office of Adolescent Health
PDV	Professional Development
PYD	Positive Youth Development
RPT	Retrospective Post-Test
TA	Technical Assistance
TOF	Training-of-Facilitators
TOT	Training-of-Trainers
TPP	Teenage Pregnancy Prevention
TTA	Training & Technical Assistance

C. Partners' Letters of Commitment

D. Project Staff Chart

E. Project Position Descriptions

F. Key Staff Biographical Sketches

[This is a template only. Please follow the instructions for the content and transmittal method of the notice of intent to apply which the notice of funding availability to which you are responding provides.]

[Organization letterhead]

[Date]

[Grantor Contact Name, Title, Organization, Address, Email Address]

Dear [Salutation]:

[Insert name of organization] plans to submit a response to [insert notice of funding availability title and identification number].

The authorized representative of [insert name of organization] is [name of authorized representative], [title of authorized representative].

The organization’s contact information is [insert address, general telephone number, general email address, website address].

Sincerely,

[Cursive signature of authorized representative.]

[Authorized representative name]
[Authorized representative title]

[Partner Organization Letterhead]

[Date]

[Name of Chief Executive of the Prime Grantee]
[Title of Chief Executive of Prime Grantee]
[Address of Chief Executive of Prime Grantee]

Dear [Salutation]:

[Name of Organization] commits our services to [Name of Prime Grantee] as part of your proposed [Project Title.] [Name of Prime Grantee] is seeking to establish this project through [notice of funding opportunity agency, title, and number.] Our commitment to the project is contingent on [Name of Prime Grantee] being awarded a grant through this program.

[Insert boiler plate paragraph about the partner organization.]

Activities that [Name of Organization] will undertake in the [Project Title] include:

- [Delineate with bullet points each activity that the sub-awardee will conduct]
-

[Name of Organization] understands that [Name of Prime Grantee]'s response to [FOA opportunity number] elaborates our project role, activities, and capabilities.

Further, [Name of Organization] understands the [Name of Prime Grantee] response includes a budget with an estimated sub-award amount of [Dollar Amount] to us for the services above. We recognize that the actual sub-award amount may be adjusted post-award depending on the total amount of federal funds awarded to [Name of Prime Grantee] and other factors.

We look forward to cooperating with [Name of Prime Grantee] in delivering the [Project Title].

Sincerely,

[Insert cursive signature of authorized representative]

[Insert signature block of authorized representative]