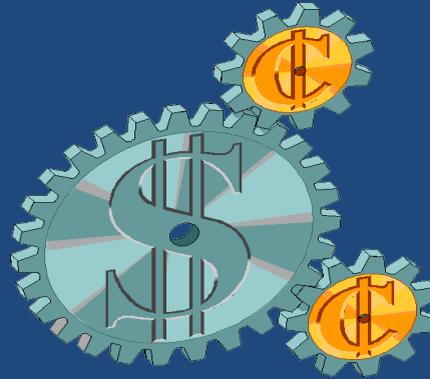


Making Dollars & Sense



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MJZagury & Associates, LLC
Michael E. Zagury, MPA, CGMS
www.MJZagury.com

Top Grant Writing Tips for Successful Proposals

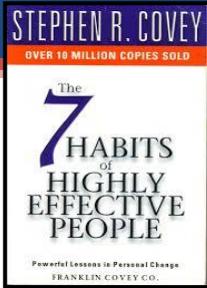


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Successful Grant Application and Management



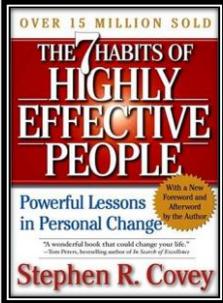
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7 Habits of Highly Effective _____

Fill in the Blank

1. Be Proactive
2. Begin with the End in Mind
3. Put First Things First
4. Think Win-Win
5. Seek First to Understand, Then to Be Understood
6. Synergize
7. Sharpen the Saw





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U.S. Department of Justice

Habit 1 – Be Proactive

“In all things, success depends on previous preparation, and without such previous preparation there is sure to be failure.”

– Confucius

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BJA
Bureau of Justice Assistance
U.S. Department of Justice



Ready

strat·e·gy
(strāt' ə-jē) n.
1. Plan of action designed to achieve a particular goal.

Habit 2 - Begin with the End in Mind
Think Long Range,
Not
Project to Project or Grant to Grant

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Figure 1. Strategic Planning Process Flowchart of Key Activities



Source: "Overview of Strategic Planning," National Center for Justice Planning, www.ncjp.org/strategic-planning/overview.

Before, During & After Great Grant Documentation



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Habit 3 - Put First Things First



Problem
prob·lem

noun
1. A matter or situation regarded as unwelcome or harmful and needing to be dealt with and overcome.

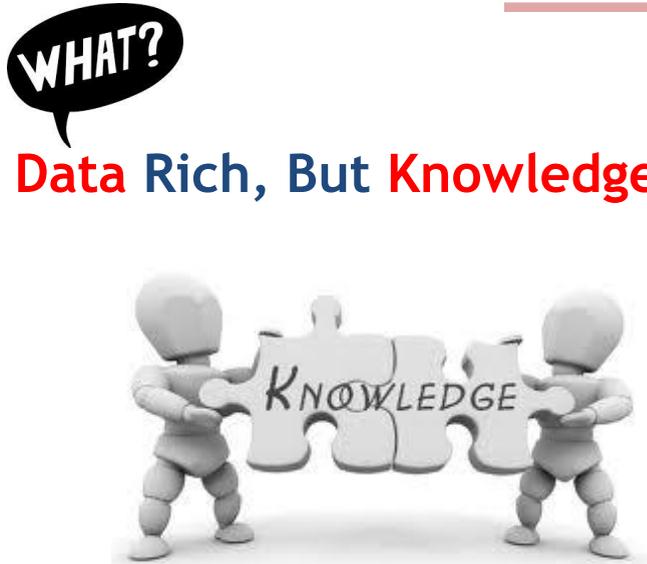
Do Your Homework

**Data-Driven
Decision Making**

- **Keep current.**
 - Constantly gather and analyze **local data.**
 - **Including problem analysis & baseline data**

Allow sufficient time to
gather and thoroughly analyze the data
before grant application time





WHAT?

Data Rich, But Knowledge Poor

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Well Written Problem Statement

- By definition, the Problem Statement is a **description and documentation of the need** for the proposed services and activities
 - Provide a **description of the problem or set of problems** that can be addressed through your proposed strategies.
 - Document the **severity of the problem** by including **baseline data** that characterizes the **target audience** to be served by the project.

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Offer a solution based on the **needs assessment** you have performed in your community or target area.

Problem Solving



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“vision without execution is hallucination”

Edison



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17

Doing What Works

- Know what works.
 - **Evidenced Based Practices.**
- Reach outside your agency, jurisdiction, profession for solutions.
- Stay current on **Best Practice.**



The diagram shows a central star with 'EBP' inside. Arrows point to the star from 'Search', 'Question', 'Appraise', 'Evaluate', and 'Apply'.



A circle of orange figures holding hands, with 'Best Practices' written in the center.



Logo for Bureau of Justice Assistance, U.S. Department of Justice.



Logo for National Training and Technical Assistance Center.

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OFFICE OF JUSTICE PROGRAMS

Crime SOLUTIONS .gov

Home | Help | Contact Us | Site Map | Glossary

RELIABLE RESEARCH. REAL RESULTS.

Search [] Go [] Advanced Search []

TOPICS | All Programs | About CrimeSolutions.gov | Resources | FAQs | Nominate a Program

Topics A-Z
Corrections & Reentry
Courts
Crime & Crime Prevention
Drugs & Substance Abuse
Juveniles
Law Enforcement
Technology & Forensics
Victims & Victimization

Use the Ratings

Review tips on using the information in this site.

Learn More

About CrimeSolutions.gov | Announcements | Recently Posted Programs

The Office of Justice Programs' CrimeSolutions.gov uses rigorous research to determine what works in criminal justice, juvenile justice, and crime victim services.

On CrimeSolutions.gov you will find:

- ★ Research on program effectiveness reviewed and rated by Expert Reviewers
- ★ Easily understandable ratings based on the evidence that indicates whether a program achieves its goals: (*Program Review and Rating from Start to Finish*)
 - Effective
 - Promising
 - No Effects
- ★ Key program information and research findings

Read more [About CrimeSolutions.gov](#)

CrimeSolutions.gov is not an exhaustive list of all justice-related programs, and a program's inclusion on this site does not constitute an endorsement by the U.S. Department of Justice. [Read more.](#)

I would like to:

- ★ [Learn how programs are rated](#)
- ★ [Understand how to use this information](#)
- ★ [Search for a program](#)
- ★ [View a list of all programs](#)
- ★ [Find out who rates programs](#)
- ★ [Recommend a program](#)

Programs at a Glance

Total Number of Programs: 266



<input checked="" type="checkbox"/> 12% No Effects
<input checked="" type="checkbox"/> 61% Promising
<input checked="" type="checkbox"/> 27% Effective

[See All Programs](#)

Home | Help | Contact Us | Site Map | All Programs | Topics | About CrimeSolutions.gov | Resources | FAQs | Nominate a Program
DOJ | OJP | FOIA | Accessibility | Privacy Policy | Legal Policies and Disclaimers | USA.gov

The screenshot shows the FIND youth INFO website interface. At the top, there is a search bar and navigation tabs for Home, Youth Topics, Youth Voices, Map My Community, Funding Search, Collaboration Profiles, Evidence & Innovation, Federal Resources, and About Us. A featured article titled "OPRE's Youth Demonstration Development Project" is highlighted, with a sub-header "YDD's primary objective is to develop an evidence-informed conceptual framework that could be applied to existing or new ACF programs to improve the well-being of at-risk youth, and increase their ability to become self-sufficient adults and avoid long-term reliance on public assistance." Below this, there is a "Youth Topics" section with a list of subjects including Preventing Gang Involvement, Youth Disaster Preparedness and Recovery, Runaway and Homeless Youth, Substance Abuse, LGBT Youth, Preventing Youth Violence, Teen Pregnancy Prevention, Teen Driver Safety, Afterschool Programs, Bullying, and Positive Youth Development. To the right, there is a "Stay Connected" section with a "Subscribe" button and social media links for YouTube and LinkedIn.

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Increase Your Odds

- **Prepare for the grant process long before the solicitation is issued.**
- As you develop **components** of your plan,
 - **Format for future grant application**
- **Pre-write** for future use.
 - Agency description, mission, data capture, charts, graphs, basic budget numbers.
- **Involve stakeholders early!**



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Process Mapping

- Process mapping is a workflow diagram to present a road map of the of a project from start to finish (and beyond).

• **Details, details, details...**

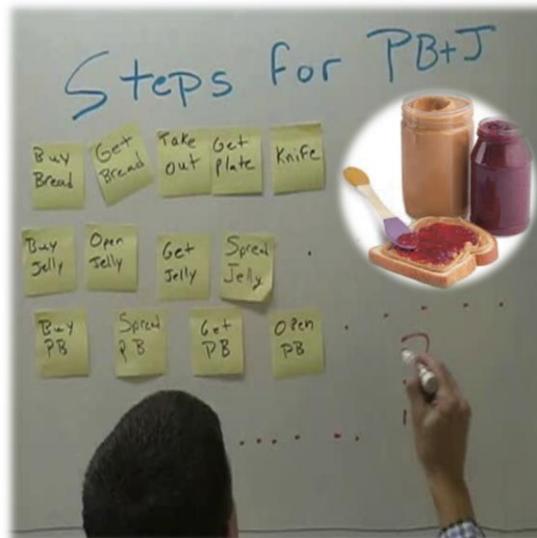


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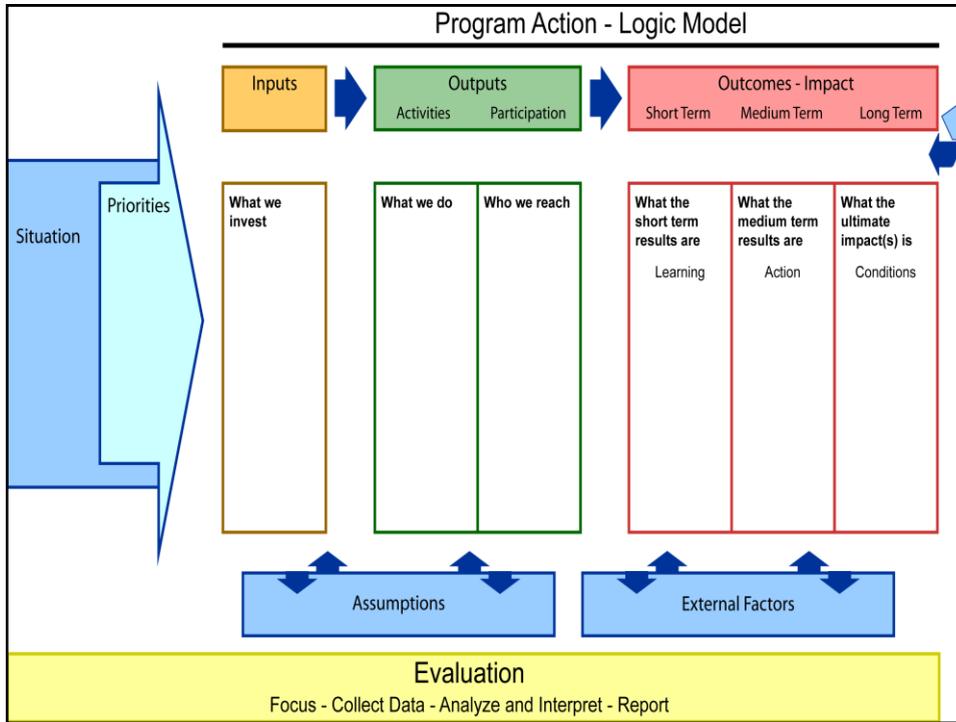
Process

- Goals
- Objectives**
- Activities
- Methods
- Inputs**
- Outputs
- Outcomes**
- Benchmarks
- Results**
- Sustainment



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OFFICE OF JUSTICE PROGRAMS

BJA BUREAU OF JUSTICE ASSISTANCE

Center for Program Evaluation and Performance Measurement

Welcome to BJA's online evaluation tools

State and local agencies will find useful resources for planning and implementing program evaluations and for developing and collecting program performance measures required by BJA to measure program performance.

Evaluation News • BJA Required Performance Measures • Technical Assistance

Program Areas

- Adjudication
- Corrections
- Crime Prevention
- Information Sharing
- Law Enforcement
- Mental Health
- Substance Abuse
- Tribal Justice

Evaluation and Performance Measurement Resources

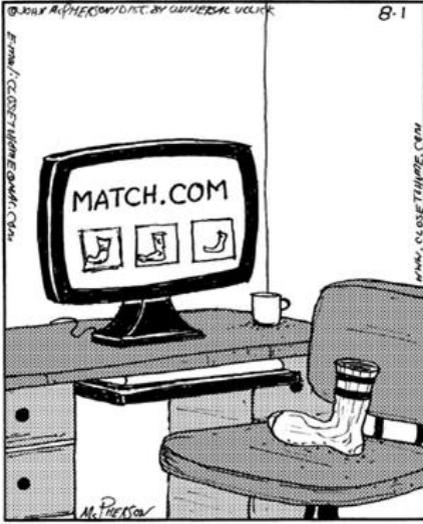
- Guide to Program Evaluation
- Developing and Working with Program Logic Models
- Including Evaluation in Requests for Proposals
- Reference Materials
- Resources on Evidence-Based Programs and Practices
- Useful Links
- Glossary

www.bja.gov/evaluation/

What's New

Habit 4 Think Win-Win

Finding & Fostering Meaningful Relationships



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Grant Writing is a Team Sport

Resource
Acquisition
Coordination
Efforts



Build a **Winning** Team



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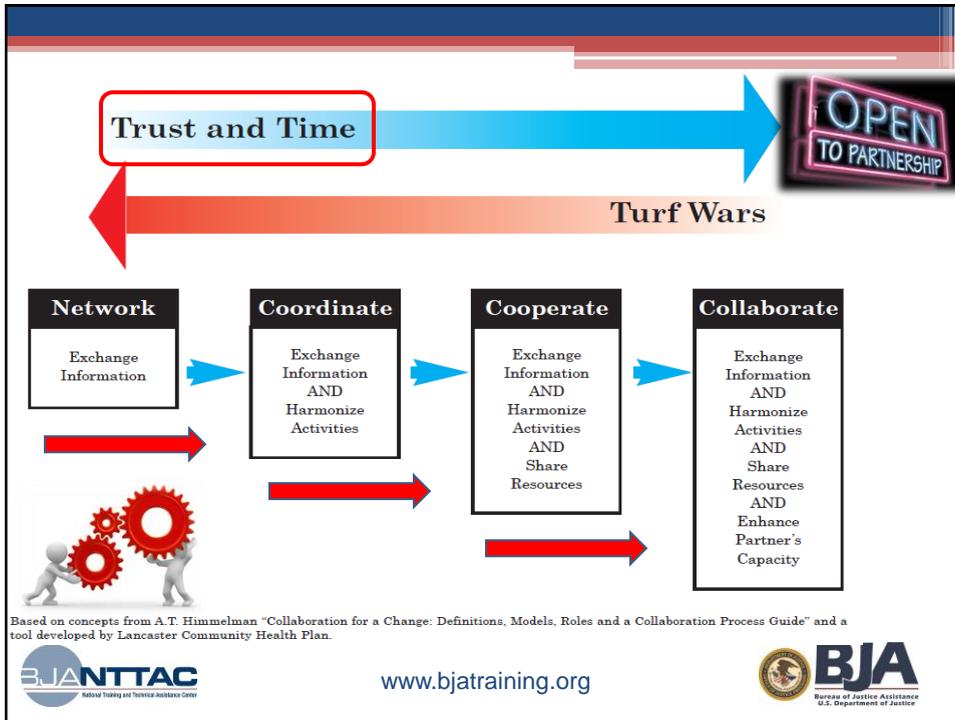


Cultivate Partnerships

Habit 5 - Seek First to Understand, Then to Be Understood

- Actively seek **partnerships**.
 - *Don't wait for them to come to you.*
- **Investing in these relationships will pay dividends over time.**
- Grants have short turn-around time while **effective collaboration** takes time to develop.





Diverse Portfolio of Funding

- Look for cross over or sustainment funding
- **Partner + Team = Eligible**

- \$ U.S. Health and Human Services
 - \$ SAMHSA
- \$ U.S. Department of Education
- \$ U.S. Department of Labor
- \$ U.S. Department of Commerce
- \$ U.S. Department of Agriculture
- \$ U.S. Department of Transportation
- \$ www.FDNCENTER.org (200 foundations)



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Ready, *Set*, Go ?



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Get Set -Stay Current



The System for Award Management (SAM) is a free web-site which consolidates Federal procurement systems and the Catalog of Federal Domestic Assistance. Currently CCR, FedReg, ORCA and EPLS have been migrated into SAM. Over the coming years, additional system migrations will be completed.



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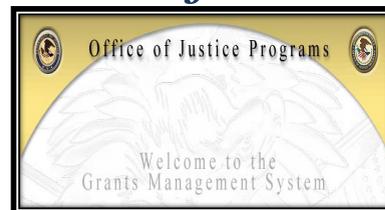
Web Based Grant Systems *Grants.Gov*

- Registering & access:
 - Dun & Bradstreet (**DUNS**) #
 - System of Award Management (**SAM**-annual update required)
 - Username/Password
 - EIN # from IRS
- **Sign up for email notice of open solicitations.**
 - Common Grant Email Address

MyAgency@anymail.com



Grants Management System



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GO!



Planning and Preparation
will produce
Competitive Applications
and
Better Outcomes



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Follow
The Format
Exactly!
You only have only
so many pages...
Use them Wisely!



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U.S. Department of Justice
Office of Justice Programs
Bureau of Justice Assistance

OMB No. 1121-0129



The U.S. Department of Justice (DOJ), Office of Justice Programs (OJP), Bureau of Justice Assistance (BJA) is seeking applications for funding for the Justice and Mental Health Collaboration Program. This program furthers the Department's mission by increasing public safety through innovative cross-system collaboration for individuals with mental illness who come into contact with the criminal justice system.

Justice and Mental Health Collaboration Program FY 2013 Competitive Grant Announcement

Eligibility

Applicants are limited to states, units of local government, federally recognized Indian tribes (as determined by the Secretary of the Interior), and tribal organizations. BJA will only accept applications that demonstrate that the proposed project will be administered jointly by an agency with responsibility for criminal or juvenile justice activities and a mental health agency. Only one agency is responsible for the submission of the application in Grants.gov. This lead agency must be a state agency, unit of local government, federally recognized Indian tribe, or tribal organization.

Per Pub. L. 108-414, a "criminal or juvenile justice agency" is an agency of state or local government or its contracted agency that is responsible for detection, arrest, enforcement, prosecution, defense, adjudication, incarceration, probation, or parole relating to the violation of the criminal laws of that state or local government (sec. 2901(a)(3)). A "mental health agency" is an agency of state or local government or its contracted agency that is responsible for mental health services or co-occurring mental health and substance abuse services (sec. 2901(a)(5)). A substance abuse agency is considered an eligible applicant if that agency provides services to individuals suffering from co-occurring mental health and substance abuse disorders.

Note: BJA may elect to make awards for applications submitted under this solicitation in future fiscal years, dependent on the merit of the applications and on the availability of appropriations.

Deadline

Applicants must register with Grants.gov prior to submitting an application. (See "How To Apply," page 26.) All applications are due by 11:59 p.m. eastern time on March 25, 2013. (See "Deadlines: Registration and Application," page 4.)

Contact Information

For technical assistance with submitting an application, contact the Grants.gov Customer Support Hotline at 800-518-4726 or 606-545-5035 or via e-mail to support@grants.gov.

The Solicitation is the Roadmap

- Read through the solicitation (several times) and **highlight critical areas.** 
- **Construct an outline** for responding **directly to the solicitation.**
- **Review all associated documentation.**
 - **Legislation** or cited works in solicitation
 - Frequently asked questions - **FAQs**



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The Application Components

Justice and Mental Health Collaboration Program

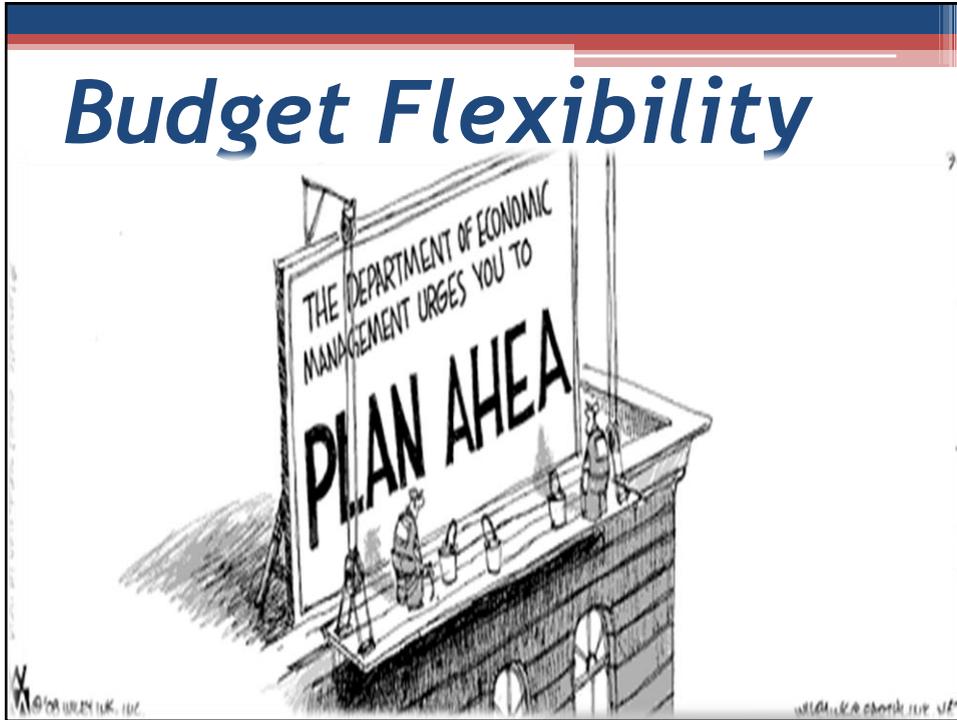
- Application for Federal assistance (**SF424**)
- **Abstract (First Impression-written last)**
- Statement of the **Problem**
- Project **Design and Implementation**
 - **Capabilities/Competencies**
 - **Impact/Outcomes and Evaluation/Plan for Collecting Data for Performance Measures**
- **Budget Detail Worksheet and detailed narrative**
 - **Indirect cost rate agreement**
- **Project Timeline** and Task Plan
 - **Memoranda of Understanding and/or Letters of Support**
 - **Other attachments, certifications & assurances**



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Budget Flexibility



Budget Summary- When you have completed the budget worksheet, transfer the totals for each category to the spaces below. Compute the total direct costs and the total project costs. Indicate the amount of Federal requested and the amount of non-Federal funds that will support the project.

Budget Category	Amount
A. Personnel	_____
B. Fringe Benefits	_____
C. Travel	_____
D. Equipment	_____
E. Supplies	_____
F. Construction	_____
G. Consultants/Contracts	_____
H. Other	_____
Total Direct Costs	_____
I. Indirect Costs	_____
TOTAL PROJECT COSTS	_____
Federal Request	_____
Non-Federal Amount	_____

Budget Details

- Budget is an estimate of costs needed to effectively implement the program.
 - **Allowable**
 - **Justified**
 - **Reasonable**
 - **Allocable**
- Local Share-**Match**
- Federal Share-Grant



Understanding the Application Review Process



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The Review Process

- Basic Minimum Review - **BMR**
 - Program office reviews all applications to ensure responsiveness to solicitation, completeness, and that the **activities proposed in the application are measurable, achievable, and consistent with program or legislative requirements**
- Application must follow and address the specific purpose as outlined in the **Solicitation**
- **Keep focused on the goals of the solicitation and follow the format!!!**



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PEER REVIEW

- Statement of the Problem (20 percent of 100)
- Project Design and Implementation (40 percent of 100)
- Capabilities and Competencies (20 percent of 100)
- **Plan for Collecting the Data** Required for this Solicitation's Performance Measures and Other Outcome Measures (10 percent of 100)
- **Plan for Measuring** Program Success to Inform Plans for Sustainment (5 percent of 100)
- Budget (5 percent of 100)
- **Additional Requirements (22 items)**
 - **No points, but leave any out and see how that goes over!**



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Budget Review

- Financial review by the Office of the Chief Financial Officer (OCFO)
 - **Allowable**
 - **Reasonable**
 - **Justified**
 - **Allocable**
- OCFO Financial Analysts needs;
 - **Details and information** to clarify why these funds are needed to effectively carry of your program.
 - **A well written budget narrative is critical!**



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Check, Double Check & Check Again



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If You Don't Write It...



Reviewers Don't Know it!



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Give Them What They Need To Say



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Success & Setbacks

GOOD NEWS BAD NEWS

GOOD NEWS BAD NEWS

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Habit 7 – Sharpen the Saw

Get your scores and reviewer comments and learn.



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Key Lessons Learned



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Seven to Remember



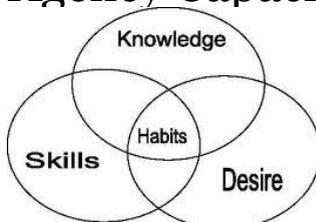
1. Start preparing **early.**
2. Follow the **instructions & guidance.**
3. Be **organized and logical.**
4. Be **data driven**
- 5. Use Best & Evidenced Based Practices**
6. Carefully **proofread** (3rd party review)
7. Write for the **audience (funder-reviewers)**

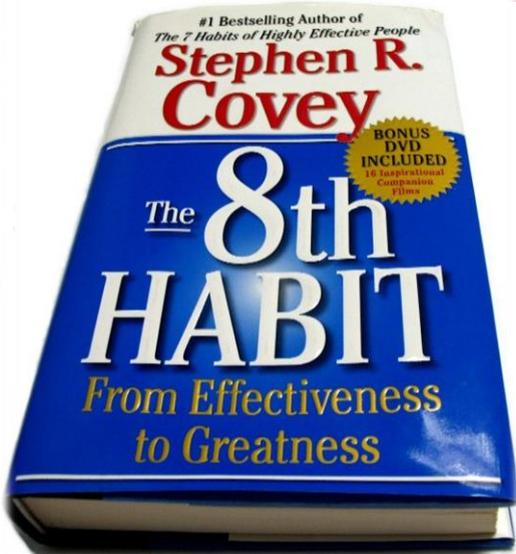


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**Knowledge
Skills &
Abilities**
to Increase
Agency Capacity







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BJA BUREAU OF JUSTICE ASSISTANCE
U.S. DEPARTMENT OF JUSTICE

The BJA Grant Writing and Management Academy

Before Applying for BJA Funds | Applying for BJA Funds | Managing Your BJA Funds | Strategic Planning | Budget



The BJA Grant Writing and Management Academy gives you all the tools you need to create a blueprint for success for your federally funded grant programs.

www.bja.gov/gwma

About the training...

The Bureau of Justice Assistance has established The Grant Writing and Management Academy for criminal justice practitioners and state, local, and tribal jurisdictions (including any community- and/or faith-based partners) that apply for or receive federal grants. This training provides an overview of project planning, management, administration, and assessment of federally funded programs. The training encourages participants to think strategically about how they develop and fund projects. Participants are introduced to a variety of methods and tools used to identify community problems, administer and manage projects, and assess performance.

The first module—Before Applying for BJA Funds—provides an overview of BJA, its funding opportunities, and the purpose of and the rules associated with grant funds and highlights various tools and resources available from BJA to help perspective applicants and grantees. Many potential applicants are unaware of the various rules and requirements associated with applying for and receiving federal grant funds. This module will help clarify those responsibilities so that applicants will know what is expected of them should they decide to apply for grant funds. In addition, the module offers tips to help agencies receive the variety of notices regarding funding availability in a timely fashion.

You will learn about:

- Issues and requirements to consider before applying for BJA funds.
- Steps and development required to submit a well-rounded application.
- Management and administration necessary for a successful project.
- Supplemental information focusing on strategic planning and budget development.

Training topics include:

- Project Strategy and Design
- Problem Validation and Data Gathering
- Partnerships
- Management Strategies
- Project Integrity, Accomplishments, and Sustainment
- Resource Development

FAITH AND COMMUNITIES IN ACTION

The Bureau of Justice Assistance (BJA) is delighted to partner with the Center for Faith-based and Neighborhood Partnerships

The BJA Grant Writing and Management Academy gives you all the tools you need to create

a blueprint for success

for your federally funded grant programs.

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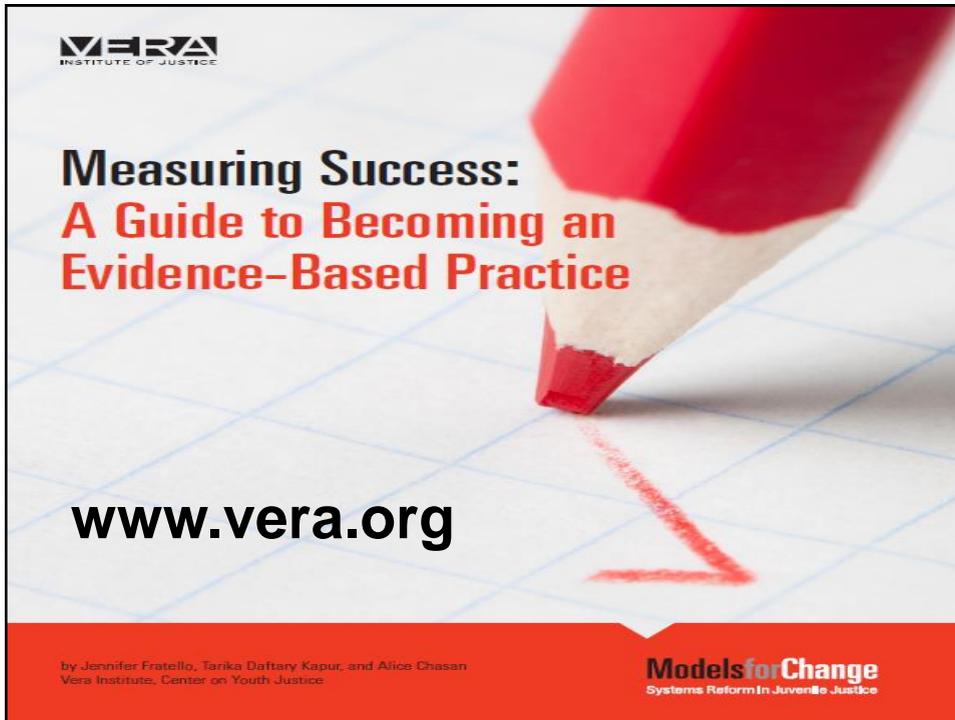
Additional Q & A Slides

The following slides are intended to further answer the questions raised during the panel discussion

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VERA
INSTITUTE OF JUSTICE

Measuring Success: A Guide to Becoming an Evidence-Based Practice

www.vera.org

by Jennifer Fratello, Tarika Daitary Kapur, and Alice Chasan
Vera Institute, Center on Youth Justice

ModelsforChange
Systems Reform In Juvenile Justice



U.S. Department of Justice
Office of Justice Programs Innovation * Partnerships * Safer Neighborhoods

OJJDP Office of Juvenile Justice and Delinquency Prevention
Serving Children, Families, and Communities

OJJDP Model Programs Guide

PREVENTION IMMEDIATE SANCTIONS INTERMEDIATE SANCTIONS RESIDENTIAL

MPG HOME
SEARCH HOME
SEARCH ENTIRE PROGRAM DATABASE
SEARCH USING RISK & PROTECTIVE FACTORS
PROGRAM TYPES
RATING SYSTEM
REFERENCES
NOMINATE PROGRAMS
RELATED LINKS
RESOURCES
DMC-REDUCTION BEST PRACTICES DATABASE
DSO BEST PRACTICES DATABASE

Learn More about MPG

Find A Model Program

Welcome to the OJJDP Model Programs Guide

The Office of Juvenile Justice and Delinquency Prevention's Model Programs Guide (MPG) is designed to assist practitioners and communities in implementing evidence-based prevention and intervention programs that can make a difference in the lives of children and communities. The MPG database of over 200 evidence-based programs covers the entire continuum of youth services from prevention through sanctions to reentry. The MPG can be used to assist juvenile justice practitioners, administrators, and researchers to enhance accountability, ensure public safety, and reduce recidivism. The MPG is an easy-to-use tool that offers a database of scientifically-proven programs that address a range of issues, including substance abuse, mental health, and education programs.

What's New?

Recently Added MPG Programs:

- AMKkids Community-Based Day Treatment Services
- Media Detective
- Media Ready
- ART for Adolescents in a Runaway Shelter
- Project Venture
- Success for Kids

Updated Program Type Literature Reviews:

- Residential Programs
- Diversion
- Gender-Specific Programming
- Shelter Care

The National Research Council has released [Reforming Juvenile Justice: A Developmental Approach](#), an independent study of the juvenile justice system commissioned by OJJDP.

www.ojjdp.gov/mpg/

The screenshot shows the SMART Policing website. The header features the logo "SMART POLICING" with the tagline "Data. Analysis. Solutions." and a navigation menu with items: BACKGROUND, SPI SITES, TECHNICAL ASSISTANCE, RESOURCES, NEWS, EVENTS, COMMUNITY, and CONTACT US. A search bar is located in the top right corner. The main content area displays an article titled "Measuring Success: A Guide to Becoming an Evidence-Based Practice" under the "Resources" section. The article includes a source (Vera Institute of Justice), authors (Jennifer Fratello, Tarika Daftary Kapur, and Alice Chasan), and a summary. A "Get Quicktime" button is visible at the bottom left of the page.

Applicant disclosure of pending applications

- Applicants are to disclose whether they have pending applications for federally funded assistance that include requests for funding to support the same project being proposed under this solicitation and will cover the identical cost items outlined in the budget narrative and worksheet in the application under this solicitation. The disclosure should include both direct applications for federal funding (e.g., applications to federal agencies) and indirect applications for such funding (e.g., applications to State agencies that will be subawarding federal funds).

Logos for BJA-NTTAC, BJA, and www.bjatraining.org are present at the bottom of the slide.

Discloser Continued...

- OJP seeks this information to help avoid any inappropriate duplication of funding. Leveraging multiple funding sources in a complementary manner to implement comprehensive programs or projects is encouraged and is not seen as inappropriate duplication.
- Applicants that ha BJA-2013-3650 OMB No. 1121-0329 Approval Expires 02/28/2013



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Discloser Continued...

- Applicants that have pending applications as described above are to provide the following information about pending applications submitted within the last 12 months:
 - the federal or state funding agency
 - the solicitation name/project name
 - the point of contact information at the applicable funding agency



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The screenshot shows the website for the Office of Justice Programs (OJP) under the U.S. Department of Justice. The main heading is "OFFICE OF JUSTICE PROGRAMS" with the tagline "Innovation • Partnerships • Safer Neighborhoods". The URL is "www.ojp.usdoj.gov/financialguide/". A search bar is visible in the top right. A navigation menu includes "OJP HOME", "ABOUT", "NEWSROOM", "GRANTS/FUNDING", "PARTNERSHIPS", "FOR CONGRESS", "TRAINING & TA", and "CONTACT US". On the left, there is a sidebar titled "OJP TOPICS" with links to Civil Rights, Corrections, Courts, Juvenile Justice, Law Enforcement, Research, Statistics & Evaluation, Substance Abuse & Crime, Technology to Fight Crime, and Victims of Crime. The main content area is titled "2011 Financial Guide" and includes a "Welcome to the 2011 OCFO Financial Guide" section. It features a "Foreword" section with a "Table of Contents" and "Top 10 Topics" list. A link is provided to "View Financial Guide in PDF format [2.15 Mb]". Below this, there is a link to "DOJ Grants Financial Management Online Training". The "Foreword" text explains the OJP's role in providing federal leadership and support services to OJP's Program Offices and Bureaus in the areas of grants, accounting, and financial management. It also mentions that the Guide serves as the primary reference manual for award recipients. At the bottom of the page, there is a note about additional information on grants management, directing users to the Office of Management and Budget's (OMB) Web site at <http://www.whitehouse.gov>.

Capabilities and Competencies

- OJP Financial Capabilities Questionnaire:
- http://www.ojp.usdoj.gov/funding/forms/financial_capability.pdf
- OJP High Risk Grantee List:
- <http://www.ojp.usdoj.gov/financialguide/PreawardRequirements/chapter3page5.htm>

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MJZagury & Associates, LLC

Risk & Resource Management Consultants

www.MJZagury.com

www.TheGrantGuy.com



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