

Grant Writing Workshop

Tiffany Cantrell

Director of Grants & Contracts, St. Mary Foundation

Gwen Barker

Manager of Mission Programs, Susan G. Komen for the Cure Los Angeles County Affiliate

Planning the Proposal and Project

- Read Everything! You must complete the proposal exactly as the RFP dictates, completing all sections and following instructions. Use the same terms as the RFP. Proposal writing is not an area to get too creative.
- Consider the funding priorities carefully. Do these priorities fit with your organization's priorities, or the goal of the project? Don't find yourself in "mission drift." It is acceptable to create new activities or a new initiative – *that fits your mission* – in response to this RFP.
- If you are requesting funds for a new project/initiative, make sure to plan how the project will be sustained in the years following funding. No project should be dependent on Komen funding in subsequent years. Make sure financial decision makers understand this before agreeing to create the program.



Planning the Proposal and Project

(cont'd)

- Get very familiar with the evaluation/reporting and requirements of the grant (see page 18 of the RFP). You should write your grant objectives and evaluation plan according to what is required in the RFP. This will also save you time when preparing reports.
- Discuss ideas with decision-makers in your organization. Make sure there is full buy-in from project directors and executives to pursue this grant opportunity. If not, they won't be around to do the evaluation, reporting or complete the project. (see page 18)
- Prepare the proposal together. The grant writer should not be making up the program, unless they are also the Project Director. Develop objectives and activities with the project director/program staff to ensure they are reasonable and attainable. Make sure that the project director (who is responsible for delegating to project staff) is aware of the evaluation and reporting requirements of the grant .

Planning the Proposal and Project

(cont'd)

- Explore opportunities for collaboration.
- When strapped for space, put more information into the sections of the proposal that are worth the most points.
- Time Management. This proposal is due by 2PM on Friday, December 16. Pace yourself and pace those working on this proposal with you.
- Give colleagues deadlines for providing you information for the proposal.
- Leave adequate time for colleagues to review the proposal before submission.



Abstract

- First impressions are important.
- Brief statement of your “case” and a summary of your proposal
- Use lay terms. Not everyone reviewing this proposal works in your field.
- Be concise!

For the Komen Proposal

- Do not exceed 200 words.
- Don't forget! to sign the *Permission to Publish* clause on the Abstract page



Abstract

(cont'd)

Include the following information:

- 1) The motivation behind the project – why/how did your organization arrive at this project?
- 2) The problem to be met and the overall goal of the project. Go a step further and explain why this problem is important to the health of our communities.
- 3) Describe the priority population and geographic focus. Project the number of people to be reached by the grant funds. If you have room, you may wish to add a sentence about why your organization is suited to reach this population and geographic area.
- 4) The objectives to be achieved through this funding. What will you accomplish with these requested funds? How will this project impact the clients/community?
- 5) BRIEF description of activities to be conducted. How will you accomplish the objectives?

Abstract Examples

Organization Name is requesting \$ amount to support the name of program, by covering the costs of food/supplies/personnel/transportation etc. for number of participants/beneficiaries you will reach as a result of this funding opportunity of target population over time period. The name of program provides/works to/operates provide brief explanation of program and its benefit to its participants/the broader community.

Help Children is requesting \$18,000 to support our Strategic Partners Community Intervention Program (Strategic Partners) by covering the cost of 533 hours of a bilingual therapist, posted on-site at a low-income children's primary healthcare setting, to assist 15 children/teens and their parents in one year with: crisis intervention; assessment; treatment planning that coordinates the physician, family and therapist; 6 to 9 months of therapy; and linkages to all needed community resources and services. Strategic Partners is designed to prevent and treat child abuse by reaching child victims and at-risk children and their families at community settings before they are in the child welfare system, as well as those who fall through the cracks of this system. The program provides the family with education and mental health treatment needed to keep children safe and reduce the symptoms of trauma that interfere in their healthy development, success in school and relationships in the community. Early intervention has the greatest long term benefit.

Abstract Activity!

Grab a partner

5 minutes – Write a quick abstract for your own program (or use an example) that makes sure to include the 5 questions asked on page 8 of the RFP

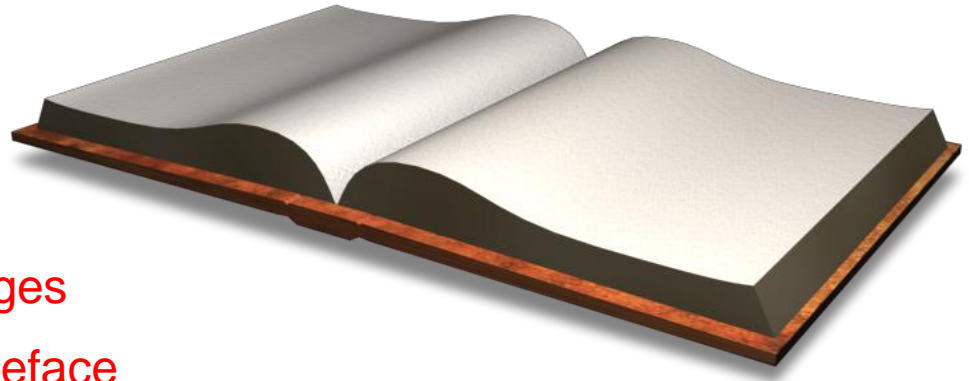
5 minutes each person – Swap abstracts and critique each other's to ensure that all 5 questions were answered. Provide areas for improvement.

Include the following information in your Abstract

- 1) The motivation behind the project – why/how did your organization arrive at this project?
- 2) The problem to be met and the overall goal of the project. Go a step further and explain why this problem is important to the health of our communities.
- 3) Describe the priority population and geographic focus. Project the number of people to be reached by the grant funds. If you have room, you may wish to add a sentence about why your organization is suited to reach this population and geographic area.
- 4) The objectives to be achieved through this funding. What will you accomplish with these Komen funds? How will this project impact the clients/community?
- 5) BRIEF description of activities to be conducted. How will you accomplish the obj?

Project Narrative Section

Remember! For Komen proposal
No more than five typewritten pages
Font no smaller than 11-point typeface



Includes these sections in the following order (suggested page limit):

Agency Description (1/2 page)

Community Need (1 page)

Objectives & Activities (2 pages)

Evaluation Plan (1 page)

Sustainability (1/2 page)

Agency Description – Narrative

(Capacity 5%)

Komen's requirements:

- Provide a brief history of your organization (how/why/when it was founded)
- List the priority area(s) and service(s) provided
- List the priority population and/or geographic focus
- How many people your organization serves on an annual basis
- Briefly describe board and staffing structure

In general you should include the following information in this section:

- State your organization's mission
- Describe any expertise you have in the area for which you are requesting funding (or anything that would demonstrate your organization's capacity to carry out the proposed project)

Community Need – Narrative

(Relevance 8%)

- What are the specific community needs or problems you are trying to solve through the proposed project?
- Provide agency or local statistics or data that illustrate/support the need
- Describe your proposed clients/target population (gender, age, geography, ethnicity, socio-economic status)
- **CITE SOURCES!**
- Always draw a conclusion, or highlight the meaning behind the statistic

Community Need – Narrative

(Relevance 8%)

Some strong stats to include for this RFP are:

- Local breast cancer diagnosis rates and death rates

African American women have the highest rates of breast cancer mortality and a higher incidence of breast cancer before age 40. Although white women have a higher incidence rate for breast cancer, African American women are more likely to die from the disease at every age (LA County Public Health, *Health Indicators for Women in Los Angeles County, 2010*). This leads us to believe there is a shortage in early diagnosis amongst African American women, and a call for improved programs and funding in this area.

- Percentage of population that is not insured

In 2009, the poverty rate for Long Beach grew to over 21% (Press-Telegram, September 29, 2009).

Community Need

(cont'd)

- Poverty rate and/or socio-economic information

The percentage of Long Beach residents without medical insurance is 18.8%, much higher than the national average of 13% (Long Beach Press-Telegram, September 29, 2009).

- Number (or lack) of breast cancer programs in the area

The Women's Clinic is the only program in Tustin that provides free breast cancer screening and diagnostic exams to women who cannot afford it.

- Internal data from clients requesting, but not yet receiving, the type of service you are proposing

Last year, 78% of our positively diagnosed clients reported that they would like additional psycho-social support during treatment.

Eighty-percent of the Latina women entering our clinic for a breast screening had no prior education on how to perform a self-breast examination.

Objectives – Narrative

(Programmatic Objectives 20% + Goals & Objectives 10%)

- ❖ How will you define success for this project?
- ❖ What do you hope to achieve through the proposed project?
- ❖ How will the project fulfill the needs or solve the problems described in the Community Need section?

The Objectives you propose will determine your Evaluation!

Ideally you want less than five objectives (keep it simple). If you have more than five objectives, consider breaking them up under two or three general goals.

S M A R T Objectives (See page 14 of RFP)

S pecific – numbers of people to be reached.

What is provided?

M easurable – What impact will be measured?

Ex. Increase or decrease

A chieveable – make sure you can reach as many people as proposed

R ealistic – be realistic about the time frame to achieve the objective

T ime-bound – By when will this objective be achieved?

SMART Objectives

(cont'd)

Review your SMART Objective to confirm the following:

- There is a number (percentage or absolute figure) associated with each objective. For example, percent increase or decrease, amount created, number of clients served, number of people referred etc.
- There is a specific date or timeframe by which the objective will be completed
- There is a reasonable chance you can accomplish the objective in time
- If you complete this objective, you will have achieved or come significantly closer to achieving your overall goal

Types of Evaluation

Process Evaluation

- What happened
- How it happened
- How much
- Where
- To whom

Outcome Evaluation

Changes in:

- Behavior
- Knowledge
- Attitudes
- Beliefs

Change among:

- Individuals
- Providers
- Organizations
- Communities

Objectives Examples

By when, what will happen, who/how many persons will be affected,
(for outcome objectives) **how much improvement,** and
how will it be measured? [Also identify Process or Outcome Obj]

Example

By March 31, 2013, ABC hospital will provide comprehensive diagnostic testing and follow-up services to 200 symptomatic women under 40 and symptomatic men residing in LA County, as measured by clinical records.

By March 31, 2013, ABC hospital will provide comprehensive diagnostic testing and follow-up services to 200 symptomatic women under 40 and symptomatic men residing in LA County, as measured by clinical records.

[Process Objective]

Objectives Examples

(cont'd)

By when, what will happen, who/how many persons will be affected,
(for outcome objectives) **how much improvement, and**
how will it be measured? [Also identify Process or Outcome Obj]

Example

By December 31, 2012, 72% of clients will show reductions in the symptoms of depression (such as helplessness and irritability, conditions of guilt and punishment, as well as physical symptoms such as fatigue, weight loss and lack of interest in sex), as measured but the Beck Depression Inventory.

By December 31, 2012, 72% of clients will show reductions in the symptoms of depression (such as helplessness and irritability, conditions of guilt and punishment, as well as physical symptoms such as fatigue, weight loss and lack of interest in sex), **as measured but the Beck Depression Inventory.**

[Outcome Objective]

Objectives Examples

By when, what will happen, who/how many persons will be affected, (for outcome objectives) how much improvement, and how will it be measured? [Also identify Process or Outcome Obj]

Example

By March 31, 2013, 250 Japanese-American women will have received tailored breast health education and made a commitment to have a CBE or mammogram within six months, as noted in “Promise to Self Cards.”

By March 31, 2013, 250 Japanese-American women will have received tailored breast health education and made a commitment to have a CBE or mammogram within six months, as noted in “Promise to Self Cards.”

[Process & Outcome Objective]

Evaluation Plan – Narrative

(Evaluation 10%)

Remember! For the Komen grant you must complete both:

- 1) the written Evaluation Plan section in the Proposal Narrative*
- 2) the Evaluation Form*

- ❖ How will you evaluate the progress and success of your project?
- ❖ Your Evaluation Plan should clarify how you will measure achievement toward your objectives

Evaluation Plan – Narrative

(cont'd)

- ❖ Describe the strategies and tools you will use to evaluate your overall project and specific objectives

Example – Progress will be measured through: before and after client depression assessments utilizing the Beck's Depression Inventory; the amount of regular physical activity per week the client is doing compared to the healthy average; client before and after self-reporting on depression indicators; and Global Assessment of Functioning scores performed by the case manager or therapist.

- ❖ Share any plans for dissemination of project experience/model

Example – The Center will share it's first year experience piloting the Wellness Program at the Southern California Regional Conference of Psychotherapists in October 2012.

Activities – Narrative

(Scope of Work 10%)

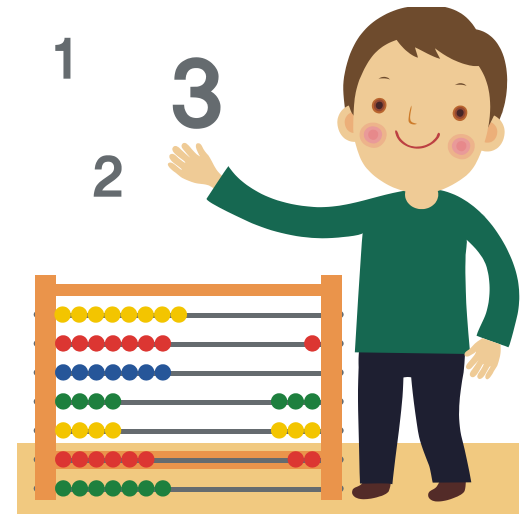
- ❖ Save detail on activities for this section and this section only. If you do mention activities in other sections (say the Abstract), keep it to one sentence.
- ❖ If this is a collaboration, describe your relationship, and each organization's role in each activity and for the overall project

Tip! I find it easiest to complete the Scope of Work chart first, and then using that plan, write up the Narrative portion for Activities.

Activities – Narrative

(cont'd)

- Describe all strategies, activities, and steps you will take to carry out the project
- Include:
 - duration of activities
 - number of participants/clients
 - who is responsible for each activity



Activities Example

During calendar year 2012, The Center will provide 6 groups of up to 12 individuals each, with a 14-week Depression/Anxiety Wellness Program. Two groups will run concurrently (at different times of day, or days of week). Over a 12-month period, this new program will serve approximately 72 clients diagnosed with markedly high levels of depression and/or anxiety. Each client will engage in an individual intake process by a clinician to screen for appropriate program candidates. Enrollment consideration will include depression and/or anxiety diagnosis as well as emotional, mental and physical readiness to be in the program. If it is indicated, clients will also be referred to physicians to “sign off” on participation.

The Clinical Director will lead the mental health component, under which licensed therapists and mental health clinicians will work with clients in individual, 1-hour sessions per week. In addition, after six weeks, a 1-hour group therapy session will be added. Therapy sessions will involve family as prescribed and when appropriate.

The Physical Wellness Manager will supervise clients during exercise hours (5+ hours per week, per person), as well as provide individual, tailored work out plans, motivation partners, and feedback. Each client is responsible for documenting their own physical activity. The Physical Wellness Manager will review with each client their plan and compliance bi-weekly.

Objectives with Activities Example

Objective 1) By June 30, 2012, 16,000 seniors in Long Beach will have improved the quality of their lives through increased access to services and education. During this time, the following **activities** will be performed to reach this objective:

- 1a)** Community Health Workers will conduct home visitations and follow-up calls with at least 45 non-English speaking seniors, and case manage their navigation to resources (5 hours average time per client).
- 1b)** The Social Worker will conduct home visitations and follow-up calls with at least 20 English speaking seniors, and case manage their navigation to resources (5 hours average time per client).
- 1c)** Staff will administer at least 1,100 health screenings to seniors, at community outreach events and health fairs.
- 1d)** Clinicians will provide direct healthcare services to 1,040 seniors ages 55+ at the Senior Clinic.
- 1e)** Optical Aid Assistants will provide consultations to 3,035 seniors ages 55+ at the Low Vision Center.

Sustainability – Narrative

(Sustainability 5%)

- How do you plan to fund and operate this project beyond the grant?

Example

After the grant period, the Program will be sustained by increased client referrals made possible by the linkages established during the grant period with Senior Housing Facilities. The Medical Center anticipates that clients directed to Medicare-billable services offered within the network will maintain sufficient revenue to support the free services offered through the Program.

- Describe efforts you will undertake to raise future funds

Example

We will continue to pursue grant opportunities to sustain the Program. The grants team plans to submit a \$30,000 request for support in January 2012 to the Cantrell Family Foundation for this program, as well as several others to be determined in the near future. In addition, the Board has agreed to donate all proceeds from the 2012 Golf Tournament (projected \$100,000) to the Program to sustain it in the coming years.

Sustainability

(cont'd)

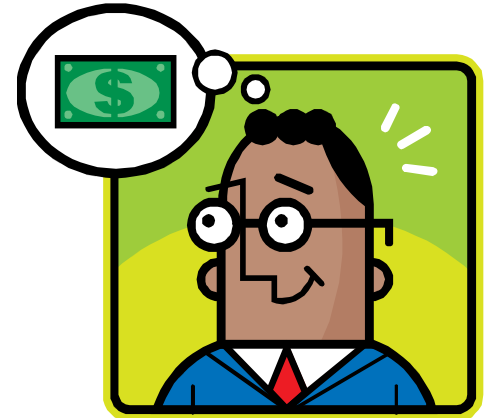
- Describe your agency's history of maintaining programs

Example

(Grant request to UniHealth Foundation, from St. Mary Medical Center)

St. Mary Medical Center (St. Mary) has received and successfully completed 16 grants in the past year alone and hundreds more since the Foundation's formation in 1970. St. Mary has enjoyed a cooperative partnership with the UniHealth Foundation since 2001. In the past ten years, St. Mary has worked closely with the UniHealth Foundation on six grants totaling \$1,610,132, for the following initiatives: Diabetes Education, the Sun Protection Project, the Clinical Care Extender Pipeline Program, the Foreign Nurses Training Program and the Long Beach Accelerated Nursing Program. All grants have been successfully completed and four of the programs are still maintained in the hospital's services. St. Mary is grateful to the UniHealth Foundation for its continued support of our work in the community.

Budget (Budget 10%)



Be realistic!

Ask for what you need to get the project done.

On the Budget Form, show ALL costs associated with *this* project:

- In-kind – costs your organization will cover
- Amount Requested – how much you are requesting from the grant maker (Komen Foundation)
- Other Funding – how much will be covered by other grants. This shows the grant maker broad community support for your project.

“Other Funding” is not required on the Komen proposal

Budget

(cont'd)

Remember! Carefully read the budget restrictions.

For the Komen RFP they are:

- Request amount <\$35,000
- Personnel costs <50% of Komen request amount
- Indirect costs <10% of Komen request amount. Indirect costs include: administrative services, utilities, maintenance, insurance costs, janitorial service, financial and compliance auditing.
- Incentives <\$5 per client, per fiscal year
- For healthcare providers: Patient Care costs are billed at the Medi-Cal reimbursement rate

Budget Form

| BUDGET FORM | | | | | |
|---|--------------------|----------|-------------------|----------------------|-----------------------|
| Budget for Entire Grant Period 4/1/2012 - 3/31/2013 | | | | | |
| Proposal Expenses | Annual Salary (\$) | % Effort | Total Amount (\$) | In-Kind Funding (\$) | Amount Requested (\$) |
| Personnel Expenses (specific to project) | | | | | |
| Subtotal | | | | | |
| Benefits | | | | | |
| Total Personnel | | | | | |
| Operational Expenses | | | | | |
| Supplies (itemize by category) | - | - | - | - | |
| Travel (up to \$0.555/mile) | - | - | - | - | |
| Patient Care Costs at Medi-Cal Rates | - | - | - | - | |
| Other Expenses (itemized by category) | - | - | - | - | |
| Total Operational | - | - | - | - | |
| Subtotal Direct Costs (Total Personnel + Total Operational) | - | - | - | - | |
| Indirect Costs (not to exceed 10% of Subtotal Direct Costs) | - | - | - | - | |
| Total Funding Request | - | - | - | - | |

Budget Justification



Budget Justification – literally justify expenses.

There should be an explanation for each line item on your budget form, and the amount of that line item that you are requesting in funding.

- List each Personnel associated with this project. Include:
 - ✓ description of their responsibilities for this project
 - ✓ their % Effort/FTE dedicated to this project
 - ✓ their hourly rate or annual salary

Example: Jane Doe, Health Educator:

Responsibilities: Develop and conduct 3 workshops on breast health and healthy lifestyle.

Rate: \$13/hour for 10 hours/week for 20 weeks totaling \$2,600; \$1,500 is requested from Komen.

Budget Justification



Budget Justification – literally justify expenses.

There should be an explanation for each line item on your budget form, and the amount of that line item that you are requesting in funding.

- List each Operational item (supplies, travel, patient care costs etc). Include:
 - ✓ cost per unit
 - ✓ quantity required for this project

Example:

Duplicating includes the costs of replicating breast health and mammogram awareness materials. This expense is estimated at \$200 (4000 copies X \$.05); \$100 is requested from Komen LA County.

Tip! Do your costs follow with the narrative objective and activities (pay special attention to duration and number of activities and number of participants)?

Other Attachments

- ✓ List of Current Board Members and their affiliations, if applicable (you do not need to include their contact information)

Example format:

| | | | |
|--------------------|---------------------|------------------|---------------------|
| <i>Name</i> | Tiffany Cantrell | Jane Doe | John Doe |
| <i>Position</i> | Director of Grants | Retired Educator | Community Volunteer |
| <i>Affiliation</i> | St. Mary Foundation | | OR Philanthropist |

- ✓ Proof of non-profit status, such as recent (within 10 yrs) IRS letter of determination establishing 501(c)3 status
- ✓ If partnering with other organization(s), include a Memorandum of Understanding for each

Helpful Hints

Read the RFP carefully — follow ALL directions.

Be innovative with program ideas

Be realistic in what you can accomplish

Be specific in your Objectives, Activities and Evaluation

Write clearly, use active rather than passive voice.

Avoid jargon or acronyms. If you must use an acronym make sure you state the full name at its first appearance in each section. Example: The Chronic Disease Self Management Program (CDSMP) classes are designed to

Write the proposal in close collaboration with the program staff (project director etc.) who will be in charge of carrying out the project and the grant. Make sure they understand what is expected of them, by the grant writer and grant maker (Komen).

Allow plenty of time, so you can get a head start on your holiday travels!



Happy Writing!



For Komen RFP and Program questions, please contact:

Gwen Barker

Manager of Mission Programs
Susan G. Komen for the Cure
Los Angeles County Affiliate
(310) 575-3011 Ext.12
GBarker@komenlacounty.org

For general Grant Writing questions you may contact:

Tiffany Cantrell

Director of Grants & Contracts
St. Mary Foundation
(562) 491-9248
Tiffany.Cantrell@chw.edu

Grantwriting Workshop Presented by Tiffany Cantrell

