

Grant Writing

What to Say and How to Say it

March 7, 2014 Albany, GA

Trainers:

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Emory Prevention Research Center
Rollins School of Public Health
Emory University



EPRC

The Emory Prevention Research Center proudly presents this training on grant writing. All materials will be available at www.sph.emory.edu/eprc.

The Emory Prevention Research Center is a member of the Prevention Research Centers Program, supported by the Centers for Disease Control and Prevention cooperative agreement number U48 DP001909. The findings and conclusions on these pages are those of the authors and do not necessarily represent the official position of the Centers for Disease Control and Prevention.





EPRC

- The EPRC focuses on <u>community-based cancer prevention</u> and <u>reducing</u> <u>health disparities</u> in the rural communities of Southwest Georgia
- The EPRC works with community partners and focuses on primary prevention (tobacco, physical activity, and nutrition; including reduction of overweight/obesity)

Goals include:

- Promote prevention research
- Conduct research on cancer prevention
- Deliver training and education
- Communicate new findings and our results
- Provide technical assistance for research and evaluation



Welcome

- Your name
- Where you are from
- Organization your are representing
- 1 thing that you are interested in learning today



The Next Level of Grant Writing

- The next step to "Why Grants Fail" workshop
- Covers components of a grant proposal in more detail and allows for practice
- Reviews common pitfalls of grant writing and integrates solutions through problem based learning
- Teaches you how to craft your message



Workshop Learning Objectives

- 1. Describe essential components of a grant proposal
- 2. Demonstrate practical strategies to collect local data
- Identify funding opportunities that match your community's needs and organization's goals
- 4. Learn how to state goals and objectives



Workshop Learning Objectives

5. Learn how to craft your story

6. Prepare for evaluation planning

7. Learn how to craft a compelling conclusion



What's To Come

- Skills-based workshop
- Practical advice on how to collect local data
- Advice and practice on how to phrase your work and describe your community
- How to integrate Healthy People objectives into your Needs Statement
- Hands-on evaluation of existing grant proposals













Reviewing the components of a proposal

INTRODUCTION



A Grant Writer's Dream





Grant writing

- Grant writing is like competing in a race....
 - There's a specific end point/finish line
 - People tend to scope out the competition
 - It doesn't come naturally to all (some people love it, others really dislike it)
 - If you want to win, you must prepare (or train)
 - You ALWAYS feel really good when it is over!



Q&A

- Have you written a grant proposal before?
 - Yes/No
- On a scale from 1 to 10, how enjoyable was your experience of writing a grant proposal?
 - Yes/No
- For those who did not enjoy it, did you wait until the last minute to write the proposal?
 - Yes/No







Why are we always waiting until the last minute????





Purpose of Grant Writing

- 1. Development of new programs or studies
- 2. Sustaining current programs
- 3. Fundraising





Grant Writing Terms



- Funder: resource/organization who funds the grant
- **Grant:** award of a sum of money
- Grant writer: person who prepares the proposal
- Grant writing: process of writing a proposal to obtain funding
- Proposal: document prepared to receive funding
- Request for Application: announcement or solicitation document with instructions/guidelines for submitting a proposal



Types of Proposals

- **Program:** offer specific services
- Research: study a topic or issue
- Training: provide monies for education
- Planning: offer coordination for a program, or preparation for a larger proposal in future
- **Technical assistance:** help other agencies
- Capital improvement: fund equipment or construction





Program Grants



- Proposes the start-up or continuation of a program that serves a specific population
- Tends to be over a shorter period of time than research grants
- Parts of the proposal include statement of need, project description/ methods, and evaluation plan



Discussion

Given your experience with writing grant proposals, what do you think are the common pitfalls or failures that occur in the grant writing process?





Common Pitfalls of Grant Writing

- 1. Inappropriate formatting of proposal
- 2. Proposal lacks direction and key details
- 3. Proposal is not persuasive
- 4. The need for the program is not established
- 5. The grant proposal does not include local data
- 6. The organization does not have (or convey through their proposal) enough experience
- 7. The grant proposal does not use clear measurable objectives



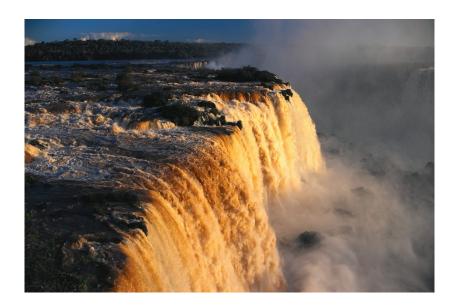
Common Pitfalls of Grant Writing

- 8. The methods section lacks clear, measurable goals and objectives
- 9. The program or activities proposed are not innovative
- 10. The story is not persuasive
- 11. The evaluation plan does not match the objectives of the program
- 12. The budget exceeds the available amount
- 13. The budget does not have all required elements
- 14. There is mismatch between activities and budget
- 15. Appendices do not conform to the grant requirements



Common Pitfalls cont.

 Are there other common pitfalls that you can think of?















RESEARCHING POTENTIAL FUNDERS



Take Time to do Your Research!

- Too often, we do not take the time to research potential funders.
- We spend too much effort on writing proposals that do not align with funder priorities.
- Save yourself time and hassle by researching the potential funders in advance.



Finding a Funder

Funders who are likely to fund you:

- Obvious relationship between your community priorities,
 project goals or organization and the funder's priorities
- Aspects of your project or organization match requirements of the funder (e.g. location, target population, or the type of service provided)
- Funding is at a level that will help your project
- Deadlines and award dates fit with your schedule for the project



Common Sources of Funding

- 1. Foundations
 - Individual
 - Corporate/Organizations
 - Charity
- 2. Governmental Agencies
 - CDC
 - NIH
 - State/local health agencies





Materials available on Foundations

- To request:
 - Go to their website
 - Call Foundation and request a copy
- Useful materials:
 - General Information
 - Mission
 - Funding priorities
 - Annual reports (what they are funding by year)
 - Funded program descriptions





Where do you find them?

- Grant Making in Health <u>www.gih.org</u>
 - Let's you browse foundations that have awarded current grants
 - Webinars on grant writing
- Foundation Center http://foundationcenter.org/
 - Library of funding resources, computers for searching databases, and training classes
 - Sign up for grant subscription services and funding alerts to help you locate grants







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Get Started

ShareThis

Strengthening the social sector by advancing knowledge about philanthropy.



WHAT'S NEW

New GrantCraft Guide: Opening Up



Learn more at GrantCraft»

FUNDER DATA Foundation Directory Online Free Name Select State ZIP Code More search options FOUNDATION DIRECTORY ONLINE SUBSCRIBER LOGIN

MARKETPLACE

Professional Training
In-person • Webinars • E-learning



Learn more and sign up»

UPCOMING EVENT

Moving Beyond the Rebrand: What Comes Next?

Webinar February 27 2:00 PM \$95.00



Learn about what happens after you or completed your rebrand. Last in the 4-part series Managing the Brandraising Process Like a Pro.

TRANSPARENCY

Build a Stronger Legacy Through Transparency



HEADLINES

News from PND

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HOT TOPIC

Black History Month:

OPEN DATA

Learn more at Glasspockets»

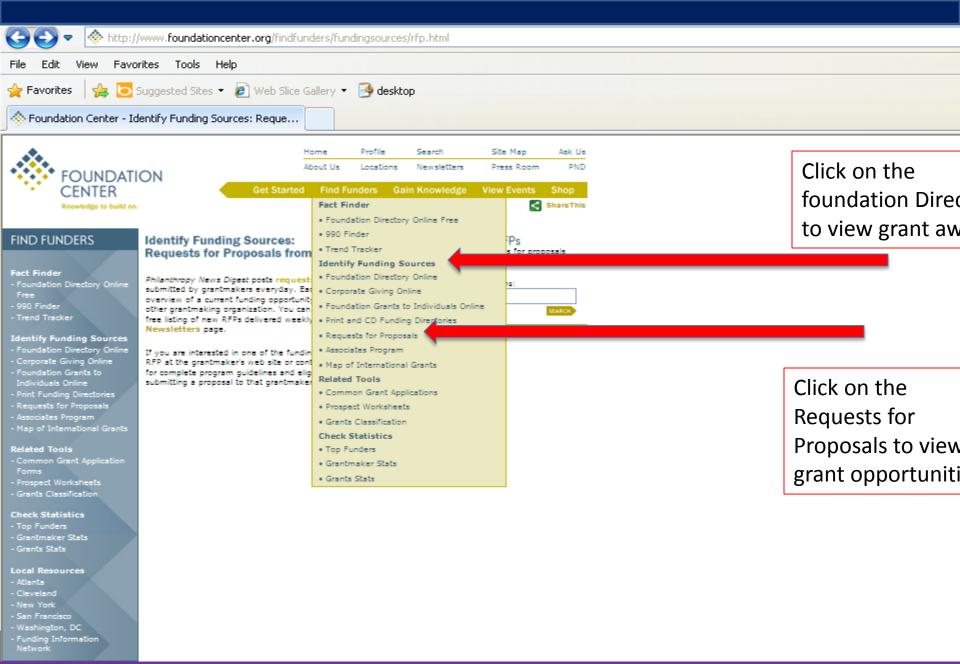
Foundation Stats: Interactive

NEW RESEARCH

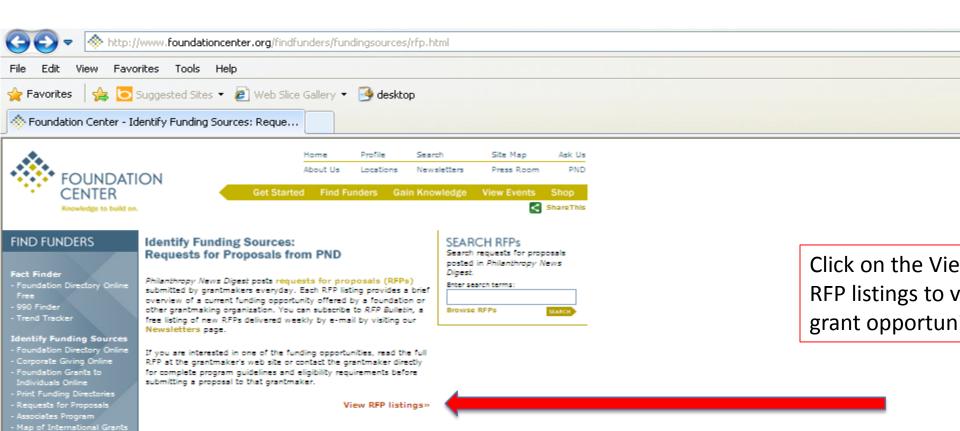
Philanthropy's Role in the

On the home page look under "Find Funders"









Related Tools

New York
San Francisco

Funding Information Network

- Common Grant Application
Forms
- Prospect Worksheets
- Grants Classification
Check Statistics
- Top Funders
- Grantmaker Stats
- Grants Stats
- Grants Stats
Local Resources

EMORY PREVENTION RESEARCH CENTER



LOGIN | REGISTER

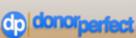








Spending more time with spreadsheets than with donors?









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RFPs

Philanthropy News Digest publishes RFPs and notices of awards as a free service for grant-making organizations and nonprofits. To have your RFP considered for publication, please email pndrfp@foundationcenter.org with a Word document, text-only file, or link to a Web site explaining the program scope, grantee qualifications, application instructions, and deadlines. We require notice of funding opportunities five weeks in advance of their deadlines.

New RFPs

AGING

Atlantic Philanthropies Invites Applications 2014-2015 Health and Aging Policy Fellows Program

POSTED: FEBRUARY 14, 2014

DEADLINE: APRIL 16, 2014

The year-long program is designed to provide healthcare professionals with the experience and skills necessary to make a positive contribution to the development and implementation of health policies that affect older Americans....

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SEARCH RFPS

Subject

Keyword

UPCOMING DEADLINES



Scroll down



Grants of up to \$5,000 will be awarded for projects that promote the study of the mountains, forests, and streams of the Pacific Northwest and contribute to preserving the region's natural beauty and ecological integrity....

Captain Planet Foundation Accepting Applications for Ecotech Grants

POSTED: FEBRUARY 17, 2014

DEADLINE: MAY 31, 2014

Sixteen \$2,500 grants will be awarded to schools or nonprofit organizations for projects that motivate children to use innovation, nature-based design, or technology to address environmental problems in their communities....

HEALTH

Avon Foundation Invites Letters of Intent From Safety-Net Hospitals

POSTED: FEBRUARY 21, 2014

VARIOUS (LETTERS OF INTENT)

Grants of up to \$100,000 will be awarded in support of patient navigation programs, partial equipment support, and other personnel and infrastructure support that enhances breast cancer care services to the medically underserved...

Olev Foundation Invites Submissions for 2014 Nutrishare HomePN Research Prize

POSTED: FEBRUARY 20, 2014

DEADLINE: MARCH 18, 2014

Each year, the foundation awards \$2,500 to the three clinical research papers that are best aligned with the foundation's mission to enhance the lives and well-being of home parenteral nutrition consumers....

American Psychological Foundation Accepting Applications for 2014 Visionary Grants

POSTED: FEBRUARY 20, 2014

DEADLINE: APRIL 1, 2014

Grants of \$20,000 will be awarded in support of research, education, and interventions that use psychology to solve social problems....

Health Impact Project Accepting Proposals for Health Impact Assessments

POSTED: FEBRUARY 20, 2014

DEADLINE: APRIL 2, 2014

Grants of up \$250,000 will be awarded in support of health impact assessments that help policy makers reduce unnecessary health risks, improve health, and lower costs....

Reading: "A Philanthropic Journey: Dr. Bernard Majoie, Former CEO of Fournier Group" onforb.es/Nj45Nn #philanthropy

Teacher Leaves More Than \$1 Million to

PND POLL

Should the tax code be changed to encourage more giving to benefit the poor?

Yes

No

Undecided

Submit Your Answer



FACEBOOK FAVORITES

Sign Up

Create an account or Log In to see what your



Robert Wood Johnson Foundation Announces Clinical Scholars Call for Applications | RFPs | PND One person recommends this

Click on the RFP listing to learn more about the funding opportunity













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American Psychological Foundation Accepting Applications for 2014 Visionary Grants

FEBRUARY 20, 2014 DEADLINE: APRIL 1, 2014



The American Psychological Foundation is accepting applications for the 2014 Visionary Grant program.

APF Visionary Grants are designed to support research, education, and interventions that use psychology to solve social problems in four priority areas: understanding and fostering the connection between behavior and physical health to ensure well-being; reducing stigma and prejudice to promote unity and harmony; understanding and preventing violence to create a safer, more humane world; and supporting programs that address the long-term psychological needs of individuals and communities in the aftermath of disaster.

To be eligible, applicants must demonstrate competence and capacity to execute the proposed work and be affiliated with a 501(c)(3) nonprofit organization.

In 2014, APF will award grants of \$20,000 in support of eligible projects.

For complete program guidelines and application instructions, as well as information about grant recipients from previous years, visit the APA Web site.

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UPCOMING DEADLINES

Robert Wood Johnson Foundation Announces Clinical Scholars Call for Applications

HEALTH

DEADLINE: FEBRUARY 28, 2014

Earth Day Network Seeking Entries for Healthy and Sustainable School Food Journalism Prize

AGRICULTURE/FOOD



Governmental Agencies

- Government agencies = stricter guidelines
- Release a funding announcement
- Provide information to a Request for Application (RFA), a Request for Proposal (RFP), or a Funding Opportunity Announcement (FOA)
- RFA/RFP contains all the instructions and forms needed to submit the proposal



Where do you find them?

- Department of Health and Human Services (DHSS) http://dhhs.gov
- Centers for Disease Control and Prevention (CDC) http://www.cdc.gov
- Substance Abuse and Mental Health Services Administration (SAMHA)
 - http://www.samhsa.gov



Where do you find them?

- Catalog of Federal Domestic Assistance: comprehensive listing of all federal funding http://12.46.245.173/cfda/cfda.html
- Federal Register: newspaper about deadlines for new grant programs
- Grants.gov: listing of all government grants <u>http://grants.gov/</u>
- Government agencies' home pages













Find Open Grant Opportunities

NEWEST ODDODTHNITIES

NEWEST OPPORTUNITIES	BROWSE CATEGORIES	BROWSE AGENCIES	BROWSE ELIGIBILITIES	
				View More s
Funding Opportunity Number		Agency		
DE-FOA-0001089	Scientific Discovery through Ultrafast Materials and Chemical Sciences			Office of Science
DE-FOA-0001052	Solid Oxide Fuel Cell Core Technology Program			National Energy Technology Laboratory
14-NAB-001	Raystown Lake Natural Res	ource Conservation		Dept. of the Army Corps of Engineers
P14AS00028	Culvert repair for hydrologic	National Park Service		
RFA-HD-14-015	Data Sharing for Demographic Research Infrastructure Program (U24)			National Institutes of Health
HRSA-14-095	Safe Infant Sleep Systems Integration Program			Health Resources & Services Administration
DC-RFA-GH12-122603CONT14	Supporting Improved Health for all People in the Kingdom of Cambodia by Strengthening the Ministry of Health's Capacity to Lead Disease Prevention and Control Efforts and Develop Sustainable Health Delivery Systems under the Presidents Emergency Plan for			Centers for Disease Control and Prevention
NIJ-2014-3758	NIJ FY 14 Research on Sen	tinel Events and Criminal Ju	stice System Errors	National Institute of Justice

Did You Know?

Did you know that after you receive the email notification from SAM that their registration process is complete, it can take 24-48 hours for Grants.gov to electronically receive the registration information from SAM? The registration process must be complete in Grants.gov before AORs can apply for a grant. To quickly and easily verify if the AOR registration process is complete in Grants.gov, click here.

Financial Assistance

Grants.gov does not provide personal financial assistance. To learn where you may find personal financial assistance, please visit USA.gov.



Find Open Grant Opportunities

Search Grant Opportunities »



Outage-Training(AT07) Server Maintenance.

For more information on server maintenance outages, please visit the following: Grants.gov Calendar » Grants.gov Blog »

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All Corporation for National and Community

H All Department of Defense (2)

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RFA-HD-14	-015	Data Sharing for Demogra (U24)	aphic Research	Infrastructure Prog	ıram	National Institutes of Health	02/21/2014	04/25/2014
HRSA-14-0	95	Safe Infant Sleep System	ns Integration Pr	rogram		Health Resources & Services Administration	02/21/2014	04/30/2014
DC-RFA-G	H12-122803CONT14	Supporting Improved Hea Cambodia by Strengtheni Lead Disease Prevention Sustainable Health Delive Emergency Plan for	ng the Ministry (and Control Eff	of Health¿s Capac orts and Develop		Centers for Disease Control and Prevention	02/21/2014	03/21/2014
CNCS-GRA	NT-02212014	AmeriCorps Indian Tribes	Grants FY 2014	4		Corporation for National and Community Service	02/21/2014	04/30/2014
RFA-OH-14	-005	National Center of Excelle Agricultural Injury	ence for the Pre	vention of Childho	od	Centers for Disease Control and Prevention	02/21/2014	05/02/2014
CDC-RFA-I	DP14-1414	Integrating Colorectal Can	oer Screening v	vith Chronic Diseas	ie	Centers for Disease Control and Prevention	02/21/2014	03/07/2014
PA-14-104		Synthetic Psychoactive I Counteract Their Deleterio	-	•		National Institutes of Health	02/20/2014	05/07/2017
PA-14-105		Synthetic Psychoactive D Counteract Their Deleterio				National Institutes of Health	02/20/2014	05/07/2017
PA-14-106		Synthetic Psychoactive I Counteract Their Deleterio				National Institutes of Health	02/20/2014	05/07/2017
TI-14-009		Cooperative Agreement for the Appropriate Use of Opioid-related Addiction (\$\)	f Opioids in the	Treatment of Pain		Substance Abuse & Mental Health Services Adminis.	02/20/2014	04/23/2014
RFA-AI-13-	059	Prevention Innovation Pro	ogram (PIP) (R0	1)		National Institutes of Health	02/20/2014	07/10/2014
APS-OAA-1	4-00001	2014 & 2015 GDA APS				Agency for International	02/20/2014	11/18/2015

Foundation vs. Government

Foundations

- Foundations usually offer smaller amounts of monies for shorter periods of time.
- Foundations often offer program/service grants.

Government

- Government usually awards fewer grants for larger amounts of monies for longer periods of time.
- Applications have stricter guidelines and awards are highly competitive.
- Government offers program and research grants.



Finding a Funder

- Find out about funding opportunities and proposal materials
 - Funders' print materials
 - Web sites
 - http://grants.gov
 - http://fdncenter.org
 - http://www.npguides.org/
 - www.guidestar.org
 - www.foundations.org
 - Newsletters



Word of Mouth

 One of the best ways to learn about new funding opportunities is Word of Mouth!

 If you have partnerships in place, you can create your own list serve of regional and local grant opportunities.



What to Look for?

Consider the following for each grant application:

- Funding priorities or aims of funder
- Eligibility requirements (do you meet them?)
- Budget (range, maximum amount- does your project fit in the range?)
- Project dates (especially start date)
- Proposal deadline
- Don't forget to call the listed contact to request additional information
- Attend an information session or a webinar on the funding opportunity to learn more about what types of projects they are interested in and if they have any special instructions



What to look for?

 Make sure that you are applying for the appropriate type of funding.

- Research Grants
- Program/Service Grants



They will be doing their research on you so make sure you do your research on them!



Do Your Research



Contact Information

- Correct name of foundation and contact information (address, phone number)
- Name, title, telephone number, and address of primary contact person
- Names of donors, trustees, and officers
- Names of staff
- Local representative who can talk with you



Do your research

Background

- funding priorities or subject areas in which they make awards
- purpose of foundation
- geographic restrictions
- program categories and current priorities
- recent grants with award amounts

- grants they prefer (seed, multiyear, etc.)
- amount of their assets
- amount of funding (minimum, maximum; averagesized grant, range of award)
- cover indirect costs



Do your Research

Questions to get started

- What are the eligible selection criteria?
- Are there application forms or instructions?
- Is a letter of intent (LOI) required or strongly encouraged?
- Is there a selection process outlined?
- Is there a clear policy on renewal?
- What are the specific deadlines?
- Is there a page limit?



Tips for Researching a Proposal

- 1. Read the application materials very carefully. Take notes.
- 2. Be sure that you and the funder share the same interests.
- 3. <u>Call the contact phone number</u> at the funding agency with any questions--they are there to help you. Don't be afraid to do this. This will also alert them to your interests.
- 4. Note the <u>eligibility requirements</u> and make sure that you fit within those parameters.
- 5. Star the deadline date on your calendar and develop a <u>plan</u> for writing working backwards from that date.



Prepare to Write

- 1. Read and reread RFP carefully
- 2. Review the RFP materials with someone else in your organization
- 3. Attend or join in on any meeting or calls for interested applicants
- 4. Ask colleagues for copies of successful applications for your review



Grant Writing Preparation

- Three key skills
 - 1. Follow instructions
 - 2. Pay attention to details
 - 3. Gather information
 - Project audience
 - Similar projects
 - Organizational background
 - Needs statement
 - Appendices



Questions?





Practice Time Activity 1



- Using the websites that we have provided you with in this training, select one potential funder that you would like to learn more about.
- Visit the website and answer the following questions.
 - What is their mission?
 - How many grant awards have they made in the last year and what were they?
 - Do they align with your program goals?













TELLING YOUR STORY THROUGH LOCAL DATA



The importance of local data

- Local data is the most relevant level of data that you want your funders to know about.
- Remember to briefly include the national and state data for comparison.
- Vary the type of local data that you present (quantitative and qualitative).
- Use data to tell your story.



Collecting Local Data

 Before you can know what efforts need to be focused on in your community, you need to KNOW your community's needs!

- How do you know what your community needs?
- Once you have identified these needs how do you prioritize them?



Collecting Local Data

 Identify needs of target
 Identify available population



resources and assets





Collecting Local Data

In addition to establishing program priorities, goals, and objectives for your proposal, local data can:

- Serve as a public relations tool
- Create an awareness of a community concern or problem
- Provide standards (baseline) for an evaluation of a program
- Identify other organizations that may help meet the needs, provide resources and will serve as collaborators
- Provide a systematic basis for which organizational decisions are made



Gathering Data on Needs

- Explore many perspectives
 - Knowledge of people who know the community or health issue best (key informants)
 - Voices of community members
 - Observations
 - Existing data
 - Selection of data sources
 - Reports from different organizations
 - Needs assessment
 - Government office/website pages



Types of Data

- Primary Data
 - Data collected from the researcher first-hand
 - New or original research
 - Usually collected directly from surveys, observations or experimentation
- Secondary Data
 - Data collected in the past by other parties
 - Previously published data
 - Sometimes cheaper and easier to obtain



Levels of Data

National

- Census
- National health surveillance
- Research literature

State

- State health surveillance
- State government figures
- Research literature

Local

- Newspapers/newsletters
- Local statistics
- Local organizations



Topics of Data



Health

- Vital statistics
- Prevalence & Incidence
- Risk factors
- Health services



Community

- Demographics
- Geography
- History
- Social and cultural environment
- Political environment
- Social services



Organization

- Mission
- Programs
- Staff



Secondary Data State Level

STD Cases by County, All Counties, Ages 10-14 Years, 2010









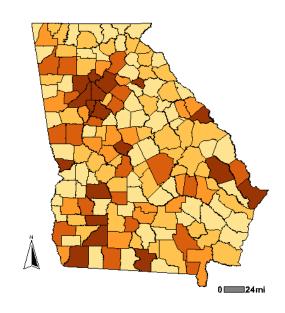
9 - 134

Layer visibility

GA House

GA Senate ☐ Interstates

Map Legend Counties





Indicators & Data

- Are there preexisting indicators?
- What has been used in past assessments?
- Are there standards in the field?
- What data already exists and is available?





Definition of a Public Health Indicator

 "a summary statistic which is directly related to and which facilitates concise, comprehensive, and balanced judgments about the condition of a major aspect of health, or progress towards a healthier society"

Flowers, J. (2005). Public Health Indicators. *Public Health*. 119 (4). 239 -245.



Georgia Health Data System: OASIS

- The Online Analytical Statistical Information System
- Used to access the data collected and stored by the Georgia Department of Public Health

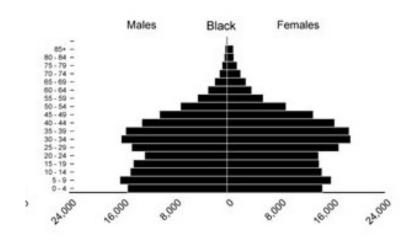




OASIS

Data:

- Vital statistics (births, deaths, etc)
- ER visits
- Motor vehicle crashes
- Hospital discharges
- Population data
- YRBS/BRFSS
- Data can be selected by:
 - Person (age, race, sex)
 - Place (state, county, demographic clusters)
 - Time (year)





KIDS COUNT

- Part of the Annie E. Casey Foundation
- Measures children's educational, social, economic, and physical well-being
- Measures at the following levels:
 - National
 - Congressional district
 - County
 - School district
 - City

KIDS COUNT

A national and state-by-state effort to track the well-being of children in the United States

http://www.aecf.org/MajorInitiatives/KIDSCOUNT.aspx



KIDS COUNT Data Center

- Features information at the state, county, school district level about educational indicators over a five year period
 - Demographics, education, economic wellbeing, family & community, health, safety &

risky behaviors

Economic Well-Being

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- 1	Students eligible to receive free or reduced price meals (Number) Showing most recent 5 years; Show All Years						
	2008	2009	2010	2011	2012		
	38,064	37,428	37,962	38,049	37,389		

Students eligible to receive free or reduced price meals (Percent) Showing most recent 5 years; Show All Years					
2008	2009	2010	2011	2012	
76.1%	76.3%	77.6%	76.4%	74.8%	



Secondary Data County Level





Community Health Status Indicators

- Provides key health indicators at the county level – over 200 for each county
 - Demographics
 - Measures of health
 - National leading causes of death
 - Measures of birth and death

- Relative health importance
- Vulnerable populations
- Environmental Health
- Preventive services use
- Risk factors for premature death
- Access to care

http://www.communityhealth.hhs.gov/



Community Health Indicators

- County Health Rankings and Roadmaps
 - Comparisons between counties and the state on both health outcomes and health factors (health behaviors, clinical care, social & economic factors, and the physical environment)

CLINICAL CARE		15	156
Uninsured	21%	23%	28%
Primary care physicians	1,024:1	689:1	2,099:1
Preventable hospital stays	68	48	127
Diabetic screening	83%	85%	75%
Mammography screening	66%	66%	52%

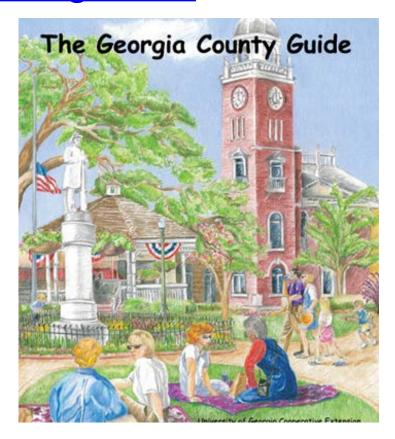


Georgia County Guide

www.countyguide.uga.edu

Select the type of analysis you need:

- 1. County-by-county analysis accesses a base of 1,420 variables.
- 2. Official 2010 Census results for population, household and housing characteristics
- 3. Year-by-year analysis for selected variables for up to 50 years, for all counties and the state.
- 4. Unemployment statistics reports the latest figures from the BLS (updated monthly).
- 5. Shift-Share analysis delivers an employment report for major economic sectors since 1990.
- 6. Land price analysis accesses a base of over 2 million property transactions, 1997 to 2009





Georgia County Snapshots www.dca.state.ga.us/CountySnapshotsNet/

- Cities in county
- History
- Points of interest
- Notable citizens
- Higher education institutions
- Annual events
- Links to county website, chamber of commerce website and additional information

- Demographics
- Population, growth
- Infant mortality rate
- Number of physicians
- Index crime rates
- Registered voters
- Employment
- Income
- Property value
- Taxes, operating expenses
- Government



Additional Data Sources

- National Level
 - Vital Registration System
 - National Case Reporting System
 - National Health Surveys
 - National Organizations
 - CDC
 - NIH
 - Kaiser Family Foundation
 - Robert Wood Johnson Foundation
- State Level
 - Vital Records
 - State Health Department
 - State Department of Education
 - State Department of Corrections
 - Office for Motor Vehicles
 - Fact Books

- Local Level
 - Chamber of Commerce
 - City, county, regional planning offices
 - Newspapers & newsletters
 - Public libraries
 - School systems
 - Hospitals & clinics
 - Non-profit organizations
 - Community residents
 - Neighborhood leaders







Additional Data Sources

- America's Health Care Ranking
 - http://www.unitedhealthfoundation.org/shr.htm
- Kaiser State Health Facts
 - http://www.statehealthf acts.kff.org/
- BRFSS
 - http://www.cdc.gov/brfss/

- County Chamber of Commerce website
- Schools, colleges and libraries
 - http://nces.ed.gov/globalloca tor/
- United Way of Atlanta
 - http://unitedwayatlanta.org/WorkplaceCampaign/Pages/SPECIFICCAREGRANTEES.aspx



Primary Data Collection







Primary Data Collection

- Primary data can be used to supplement the secondary data that you include in the proposal
- The addition of primary data can paint a clearer picture of your community than just presenting the regional, state, or local statistics.
- If you have the resources, collect your own data to include in your proposal



Methods for collecting data

If you need to collect local data, you can use:

- Surveys
- Focus groups
- Key informant Interviews
- Observation
- Resource inventories
- Community Forums

** More on these in the Community Assessment training online at http://www.sph.emory.edu/eprc/training/community-assessment.html

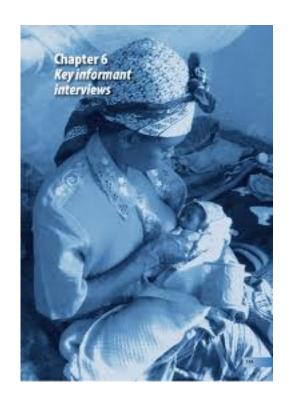


Data Collection Methods

- We will cover 3 data collection methods for local data that will help you tell the story of your community:
- Key Informant interview
- Windshield survey
- Photovoice

** More on these in the Community Assessment training online at http://www.sph.emory.edu/eprc/training/community-assessment.html





What is a Key Informant?











Key Informants

- Key informant is someone who has firsthand knowledge about a topic of interest:
 - Primary, secondary, tertiary stakeholders
 - Community Members or Leaders
 - Service Providers or Recipients



Question?

What is the difference between a key informant and a stakeholder?



Selecting and Recruiting Key Informants

- Key informants should be selected based on:
 - Specialized knowledge
 - Willingness and ability to discuss topic
- Identify groups, agencies, and community members:
 - Diversity of perspectives
- A few people from each category:
 - Ratio is dependent on focus of needs assessment



Planning Key Informant Interviews

- Determine the purpose of the interview
- Construct interview protocol (instructions and questions)
- Select the sample
 - Key informants
 - Major stakeholders
 - Convenience, purposive or random sample of population



Planning Key Informant Interviews

- Train interviewers
- Conduct the Interview
- Debrief



Key Informant Interviews

KI interviews can be:

- Informative in providing the context of the need in a local perspective
- An efficient and effective way to collect data
- A method of creating buy-in among your community prior to starting your program



Windshield Survey





Windshield Survey: Definition

 Making visual observations of a neighborhood or community while driving (or walking)

Literally "looking through the windshield"



Usually involves taking pictures



Windshield Survey: Purpose

- Familiarize yourself with the community
- Observe outward indicators of community characteristics

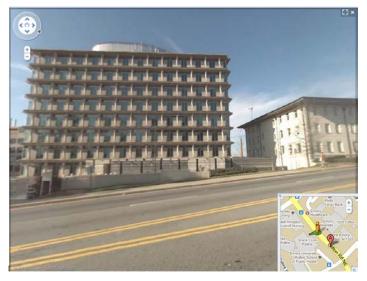


 Provide context for subsequent data collection



Windshield Survey: Methods

- Typical methods
 - Walk or drive through community (map route)
 - Make observations
 - Documentation: notes & photos
- Alternative methods
 - Websites
 - Google maps
- Write-up
 - Describe observations





Windshield Survey

Aspects:

- Physical environment
- Zoning/land use
- Infrastructure
- Services
- Transportation
- Parks & Common Space
- Boundaries
- Demographics
- Socioeconomic level

Things to consider:

- Methods
- Time of day
- Not overdrawing conclusions
- Ethics of observing





Windshield Survey EXAMPLE





Community Members

Men and women playing slots at Food Mart on Joseph E. Boone Blvd

Photo taken September 23rd, 2011



Women attending a yard sale on Mayson Turner Rd NW

Photo taken October 1st, 2011



Food & Groceries





Advertisements for tobacco products, the Georgia Lottery, and alcoholic beverages

Limited selection of fresh produce

Housing & Neighborhoods





Photo taken October 1st, 2011



Apartment complex on the corner of Northside and Martin Luther King Jr. Dr

Photo taken September 29th, 2011



Windshield Survey

A windshield survey can:

- Provide a visual to the needs and assets in a given community.
- May provide context for outside researchers or external funders
- Can serve as a form of baseline data



PhotoVoice





PhotoVoice

- Visual depiction of a community
- Empowers community members to research their own community
- Training on cameras and equipment
- Interpretation of photos
- Presentation of photos and findings





PhotoVoice examples

PhotoVoice- Community Participation after Spinal Cord Injury

http://www.youtube.com/watch?v=nI4rrTYKmvE

Gardening through Refugee Organizations (GRO) Project PhotoVoice Video

http://www.youtube.com/watch?v=aavKlwaQ3i8

PhotoVoice - Kaiser Permanente Community Health Initiatives

http://www.youtube.com/watch?v=b5VDu8MWegg



Photovoice

- Photovoice can be:
- An effective method to capture visual data that may appeal to a potential funder and your community
- Serve as a form of baseline data
- Showcase the efforts in your community
- Encourages community engagement







Community Asset Mapping



Presenting Assets

 In your grant proposal, it is important to not only focus on your community needs but your resources or assets.











Needs





Needs



Assets



Needs

A community portrayed as halfempty will come to rely on outside help.



Assets

A community portrayed as half full will harness its own resources.

http://www.abcdinstitute.org/docs/ABCDResourceKitIntro.pdf



Shifting Perspective: Asset Mapping

- Needs-focused emphasizes gaps and deficiencies
 - Gathers data and stories about inequities or health concerns
 - Can increase sense of dependency on others to change welfare of community
 - Recipients of programs
 - Nothing to contribute
- Asset mapping is based on work in community building



Needs or Assets?

• Shift of focus:

Needs or Deficits

- •Crime
- Unemployment
- Poor housing
- Poor health

Assets or Capacities

- Community groups
- Businesses
- Parks
- Health care



Needs or Assets?

Needs

- Focuses on problems, concerns, deficiencies
- Results in fragmentation of responses
- Makes people consumers, dependent
- Change occurs through power
- Residents have little voice

Assets

- Focuses on resources and effectiveness
- Builds interdependencies and collaboration
- Identifies ways people can give of their talents
- Change occurs through relationships
- Seeks to empower



Mapping Assets: Start with the Community:

- Community development takes place through investment by community members
- Belief in richness of own assets
- Prospect of outside help is limited although often still needed





Three Important Characteristics

- Asset-based community development
- Internally focused on community
- Relationship driven between individuals, associations and institutions

Each community's collections of assets will be unique



Community Assets

- Community asset or resource: anything that improves the quality of community life
- Assets include:
 - Capacities and abilities of community members
 - Physical structures or places
 - Businesses
 - Civic associations
 - Local private, public, and nonprofit in organizations





Primary Assets

- Individual Assets
 - Skills, talents, and experience
 - Individual businesses
 - Home-based enterprises
 - Personal income
 - Connections between people

- Organizational Assets
 - Association of businesses
 - Citizens' associations
 - Cultural organizations
 - Communication organizations
 - Religious organizations



Secondary Assets

- Private/Non profits
 - Higher education institutions
 - Hospitals
 - Social services agencies
- Physical Resources
 - Land, buildings, houses
 - Energy and waste resources

- Public Institutions and Services
 - Public Schools
 - Government agencies
 - Police/Fire/Safety
 - Libraries
 - Parks





Tertiary Assets

- State and Federal social services
 - Welfare, Medicare, Medicaid

- Public improvements
 - Infrastructure, housing

- Public information
 - Surveillance data



Identifying Assets & Resources

- Define community boundaries
- Identify and involve partners
- Determine what type of assets to include
- List the assets of groups and individuals
- Determine location and level of control



Identify Community Support

- First, who's out there?
 - Who are the "power brokers?"

Second, who among them do we know?

 Third, who are the "significant others" that we don't know?



Issues and Concerns

- Who are the two professionals you believe to be the most influential regarding each issue?
 - Education (reorganization, special education)
 - Health (hospital drivers, mental health)
 - Industry (main street improvement, chamber of commerce)
 - Youth (scouts, YMCA)
 - Social Concerns (senior citizens, housing)
 - Culture (festivals, theater)



Creating a "Map"

- 1. Use data from windshield survey
- 2. Use data from key informants
- 3. Use information from primary data collection
- 4. Revise and adjust throughout assessment process



Figure 1. Map of a Los Angeles Community





Figure 2. Asset Map of a Los Angeles Community



Site Legend

Basic Needs

Education

Health Care

Mental Health Care and Counseling

Organizational / Community / International Services





Assets

Government Services (PeachCare, Medicaid) Public Schools Kindergarten-12th Grade

Private Schools Kindergaten-12th

Interdenominational Theological Center

Police & Fire Departments

Community Social Services: City of Refuge

Local Non-profits

Business & Commerce

Atlanta University Center Consortium Private Dental Clinics

Green Space and Parks

Churches

Individuals

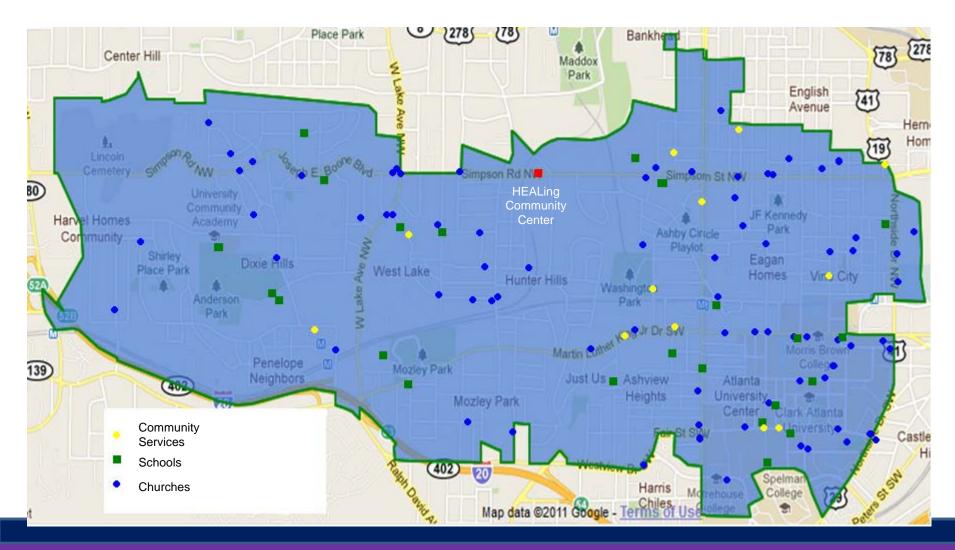
Neighborhood Associations

Student Population

Health Providers



30314 Assets Map





Community Assets

Individuals—

men, women, the aged, youth, leaders

Cultural
resources —
people's knowledge
and experience,
country, cultural
sites and stories,
bush skills, language
and kinships, laws
and customs

Informal
associations—
residents' groups,
artists' collectives,
Landcare groups,
church groups,
special interest
groups

Community's assets

Physical resources—land, bodies of water, parks, buildings, historical landmarks, transport and infrastructure

Organisations schools, local businesses, churches, health facilities, libraries, childcare and women's centres, councils, training centres Informal associations for youth—school groups, youth groups, sporting clubs

http://culturalmapping.wordpress.com/2011/04/12/design-charrette-knowledge-visualization-through-participate/ventionmapping/

Community Assets

Associations

Animal Care Groups Anti Crime Groups Block Clubs **Business Organizations** Charitable Groups Cultural Groups Disability/Special Needs Groups **Education Groups** Elderly Groups Health Advocacy and Fitness Heritage Groups Hobby and Collectors Groups Men's Groups Mentoring groups Political Organizations Recreation Groups Religious Groups Service Clubs Social Groups Union Groups Veteran's Groups Women's Groups Youth Groups

Individuals

Gifts, Skills, Capacities, Knowledge and Traits of:

Youth
Adults
Artists
Welfare Recipients
People with Disabilities
Students
Parents
Entrepreneurs
Activists
Veterans
Ex-offenders

Physical Space

Gardens Parks Playgrounds Parking Lots Bike Paths Walking Paths Forest/Forest Preserves Picnic Areas Campsites **Fishing Spots** Duck Ponds Zoos Wildlife Center Natural Habitats (coastal. marine, amphibian) Bird-watching Sites Star-gazing Sites Housing Vacant Land & Buildings Transit Stops and Facilities Streets

Local Economy

For-Profit Businesses
Consumer Expenditures
Merchants
Chamber of Commerce
Business Associations
Banks
Credit Unions
Foundations
Institutional (purchasing
power and personnel)
Barter and Exchange
CDCs
Corporations & Branches

Institutions

Schools
Universities
Community Colleges
Police Departments
Hospitals
Libraries
Social Service Agencies
Non-Profits
Museums
Fire Departments
Media
Foundations



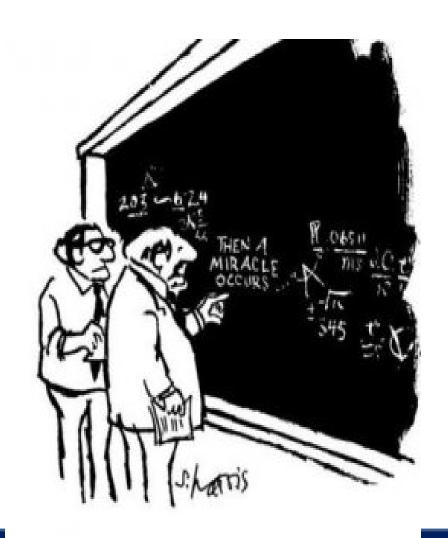
Video of Asset Mapping

- Yale School of Public Health and Community Alliance for Research and Engagement (CARE)
- High school students, New Haven, CT
- Assessing risk factors for chronic disease
- http://publichealth.yale.edu/news/video/300

Omiles.aspx



Translating Data into Recommendations



"I THINK YOU SHOULD BE MORE EXPLICIT HERE IN STEP TWO, "



What is our final product?

 A nice presentation of your community needs and what your community already has to address the problem.

 Funders will want to know "how far their funds will go" so providing existing resources is very beneficial.



Practice Time Activity 2



• List 5 assets that your community has to attribute to health needs.

 Draft 2-3 sentences that would describe the assets that you community offers.













CRAFTING YOUR STORY



Parts of a Grant

The main parts of a grant are:

- 1. Cover letter
- 2. Statement of need
- 3. Project description/Methods
- 4. Evaluation plan
- 5. Budget and budget justification
- 6. Appendices





Cover Letter

• Cover letter:

- Who you are
- Scope of project
- Major tasks
- Costs
- Should be written on agency letterhead





Example Cover Letter Content

I am submitting this proposal as a follow-up to a meeting with M. B. earlier this year. The mission of Breast Cancer Awareness Network is to explore, identify, and reveal the reasons for Marin County's extraordinarily high incidence of breast cancer, to work toward its eradication, and to create a healthier environment for ourselves, our children, and our grandchildren. Thank you for your attention to our application. Please contact me if you need further information. [include contact information]



Needs Statement



A Needs/Problem Statement:

- Describes the nature of the problem or need with supportive evidence
- Discusses the factors that contribute to the problem
- Identifies gaps in services or programs
- Provides a rationale for the significance of your project



Needs Statement

- Report primary and secondary data
- Types of information to include:
 - Incidence and prevalence of problem
 - Information known about it (definitions, risks, prevention, costs)
 - Populations affected
 - Programs addressing problem
 - Costs or consequences
 - Meeting of national or state objectives (Healthy People 2010)



Writing a Needs Statement

- Focus the explanation of need from broader to local area
- State the need using statistics from multiple sources
- Use statistics to make the point
- Employ comparative statistics (e.g. how your county is higher than the state)



Example of Needs Assessment

Breast cancer is the most frequently diagnosed cancer among American women, In 1965, 62,000 cases were diagnosed. By 1995, the number had tripled to 182,000 although population had increased by only 38% Rates in the U.S. are 6 times higher than other developed countries, and Marin county has the dubious honor of being the leader in this national crisis.



Practice Activity 3



 Using the example, take 15 minutes to outline what you would include in a needs assessment section of a grant proposal.
 Remember to use (or leave placeholders) for national, state, and local data.

 Focus on the phrases that you would use to communicate health disparities in your community.



Organizational Background

- Is the agency's ability to conduct the project
- Includes a mission statement of the agency
- Uses an organizational chart
- Outlines the history of the agency





Organizational Background

- Highlights honors and accomplishments
- Includes agency strengths, track record with other funders, or success stories
- Includes letters of support attesting to merits of the project or the agency or establishing partnership with other organizations



Organizational Background

 Describe past programs and awarded grants related to the focus of the grant

 Describe cumulative expertise of staff (range and number of years) and attach resumes and/or bio sketches



Example of Org Background

The mission of Breast Cancer Awareness Network is to explore, identify, and reveal the reasons for Marin County's extraordinarily high incidence of breast cancer, to work toward its eradication, and to create a healthier environment for ourselves, our children, and our grandchildren.



Org Background cont.

 While research is important, most of our effort goes to community education. Since its inception, BCAN has sponsored monthly educational forums at Marin General Hospital, providing information on alternative health care, diet, and environmental issues relevant to breast cancer.



Practice Activity 3



 Using this example bullet your organization's top 3 accomplishments.

 Using one of the accomplishments that you listed, draft 2-3 sentences communicating your accomplishment to the potential funder.





Project Description

Goals

Respond to
 identified needs
 and are statements
 of the ultimate
 mission or purpose
 of the program

Objectives

Represent the immediate measured outcomes that are essential for achieving the ultimate goals



SMART Objectives

Specific

Measurable

Achievable

Realistic

Time-phased

 By the end of the project, 35% of participants will be able to list 3 risk factors for breast cancer.



SMART Objectives

 By the end of the project, 85% of the high school students will be able to provide resources on breast cancer prevention to their family members.

 By the end of the project, at least one family member in the household will be able to locate a breast cancer resource center.



Project Description

- Reread the RFP for information specific to the funder's goals or mission and <u>relate your goals to</u> <u>those of the funders</u>
- State goals as results of the proposed program
- Insure that the objectives are SMART
- Plan for the evaluation outcomes in your objectives (define how you will measure each objective)



Example of Project Description

Therefore, BCAN proposes a one-year project that will keep the women of Marin up-to-date on cutting edge breast cancer research and encourage local investigation of breast cancer causes.

Project Objective:

By the end of the year, increase women's knowledge of breast cancer research by 50%.



More Specific Project Objectives

By the end of the project,

- Provide **1000** *adults* with information about breast cancer causes and state-of-the-art research that addresses possible causes.
- Provide 800 high school students with information about breast cancer causes and state-of-the-art research that addresses possible causes.
- Provide **1200** *families* with ongoing follow-up information.



Project Outcome Objectives

By the end of the project:

- 85% of project participants will identify a local health clinic that offers free or reduced breast cancer screening
- Breast cancer screening will increase by 30% in Marin County



Methods

The methods section answers these questions:

- 1. What you plan to do? (project design)
- 2. Why it is being done that way? (rationale)
 - Theory or scientific rationale
 - What is new or different (innovation)
- 3. Who will be responsible for the activity? (staff)
- 4. What is the timeframe? (timeline)



Example of Methods

- Adult forums
- High school forums
- Quarterly newsletter
- Media coverage
- Grant proposal preparation (may not be considered a method but a component of a follow-up action plan)



Practice Activity 3



 List one goal for your project and 2-3 SMART objectives.

- In 1-2 sentences, describe what you want to do.
- In sentence2-3 sentences draft a rationale for why you want to do this (remember innovation).



Evaluation

- Demonstrates that program accomplished the stated goals and objectives
- Refer back to grant Request for Proposal to see what is required (logic model, evaluation questions, indicators)
- Comprehensive
 - Process
 - Outcome





Typical Outcome Evaluation Questions

- Did program activities lead to the desired change?
- What changes occurred as a result of the program?
- Did the program increase positive behaviors?



Example of Evaluation Plan

Process Evaluation

- We will track attendance via sign-in sheet and compare against target attendance.
- In a written survey, audience members will comment on usefulness of content, suggest format changes, and recommend future speakers



Example of Evaluation Plan

Outcome Evaluation

 We will track grant proposals submitted and awards made. We intend to submit nine proposals and receive funding for at least three with an estimated total of \$200,000 in new funding.



Budget



- Realistic projection of project cost
- Matches project activities
- Best estimate of cost of project
- Should not exceed that amount of funding available (if your program requires additional funding, state where that funding is coming from)



Steps in Budgeting

- Establish the budget period
- Estimate expenses for project based on methods
- Decide whether to include overhead (indirect costs)- this may not be allowed
- Estimate matched monies
- Be sure budget is justified



Direct Costs

- <u>Direct Costs</u>: Items related to the direct expenditure of program funds
- Costs:
 - personnel salaries
 - employee benefits
 - contract/ consultants fees
 - travel
 - supplies
 - equipment
 - Printing
 - incentives
 - other operating costs



Indirect Costs

Indirect Costs: Facilitate the maintenance of the program operations. The rate of indirect costs is usually found in the RFA.

- administrative overhead
- building maintenance
- utility costs
- equipment and facilities





Budget Justification

 Written summary of major budget line items and explanation of costs

Matches the methods proposed

Justifies to funder exact amount requested



Example of Budget Narrative

 Total cost for the one-year project will be \$100,021. We ask that Marin Community Foundation cover the operating expenses, a total of \$27,221. The Marin Board of Supervisors has committed \$5,000. In addition, Marin Supervisor H. B. is seeking additional funds to match the Foundation's grant dollar-for-dollar.



Questions?









Gaining Support through Partnerships



Learning Objectives

- 1. Discuss the importance of developing community partners
- 2. Identify how to present community partnerships in your grant proposal
- 3. Practice how to present local support for your program in your grant proposal



Grant Proposals

- When we wait until the last minute, grant proposals tend to fail because they:
 - Do not include any form of partnerships/ community involvement
 - Do not have well written letters of support
 - Do not have enough letters of support from local partners that can benefit your efforts



Prepare NOW!!!

Prepare now (even before identifying a RFA) by:

- 1. Develop partnerships within your community
- 2. Learn how your organization can be of help to their current or future efforts
- 3. Learn about their past programs and identify overlap in goals
- 4. Draft well written, cohesive partnership statements to use in proposal sections (organizational background, evaluation, etc...)













GAINING SUPPORT THROUGH LOCAL PARTNERSHIPS



Sections of the Proposal

- Partnerships are particularly important in:
 - Organizational background
 - Project description/methods
 - Evaluation
 - Appendices

 We will talk about how you can prepare and present partnerships in these sections of your proposal.



Organizational Background

An organizational background:

- Details the organization's ability to conduct the project
- Includes a mission statement
- Uses an organizational chart
- Outlines the history of the organization



Organizational Background

- Highlights your organizations' honors and accomplishments
- Includes organization strengths, track record with other funders, or success stories
- Includes description of partners and/or previous programs that may have involved partners
- Includes letters of support attesting to merits of the project or the agency or establishing partnership with other organizations



Project Description



- Reread the RFP for information specific to the funder's goals or mission and relate your goals to those of the funders
- Include partners' role in achieving the project goals and objectives
- State goals as results of the proposed program
- Insure that the objectives are SMART
- Plan for the evaluation outcomes in your objectives (define how you will measure each objective)



Methods

The methods section answers these questions:

- 1. What you plan to do? (project design)
- 2. Why it is being done that way? (rationale)
 - Theory or scientific rationale
 - What is new or different (innovation)
- 3. Who will be responsible for the activity? (staff, partners)
- 4. What is the timeframe? (timeline)



Methods



- Make sure methods are parallel with budget (e.g. incentives, travel costs)
- If you have in-kind contributions, state those in the budget
- If partner organizations are involved in any activities, state this when describing the activities
- Make sure to get a letter of support from each partner that you mention in the Methods



Timeline

Example of a GANNT Chart

Goal: To develop a training curriculum for school social work interns

Objective	Activity	Person Responsible	Timeframe		
			January	February	March
1.	Develop course objectives	J. Adams	4-12		
2.	Prepare outline of three	J. Culbert		1-8	
3.	Select teaching methods	E. Abbott		10-23	
4.	Prepare workbooks	G.Lee			6-18



Evaluation



- Demonstrates that program accomplished the stated goals and objectives
- If partners were involved in the implementation, they may have a role in the process evaluation
- Outline evaluation responsibilities of partners if applicable



Appendices

- Additional materials to support the grant narrative
- Agency-related information
 - Nonprofit status
 - Certifications
 - Organizational chart/budget
 - Letters of support from partners and stakeholders
 - Subcontracts (e.g. services)



Letters of Support

Letters of support should highlight the supporters role in the proposed project and can include:

- Co-sponsoring events/acts
- Advisory board members
- Shared mission or support on research projects
- Role on the project



Letters of Support

- Types of letters of support depend on the roles of your partners
 - General support for grant efforts
 - Advisory capacity
 - Service delivery
 - Data collection
- Highlights the partners' role in the project and why they support the project and collaboration



What does partnership mean to you?





What is a Partnership?

- Involves sharing of goals, activities, responsibilities and resources
- Relationship can be temporary or permanent
- Informal or structured through contracts or other legal agreements
- Limited or broad in scope
- Usually voluntary in principle
- Maintain basic legal and fiscal independence of the member organizations

(Source: Backer, 2003)



Developing Partnerships

Community partnerships:

- Recognize mutual need or purpose
- Acknowledge and help with resource scarcity
- May be a result of a failure of existing efforts to address a problem
- May be legislative or extra-organizational or funding mandate
- Stem from a belief that collaboration will produce positive outcomes



Q & A



How many community partners should you have?

- a. At least 5 but no more than 8
- b. About 15
- c. It really depends on the community
- d. None of the above



Advantages of Partnerships

- Enable organizations to get involved in new & broader issues without taking sole responsibility for them
- Demonstrate widespread public support for issues, actions or unmet needs
- Maximize the power of individuals and groups through joint action
- Mobilize more talents, resources and approaches to influence an issue than any single organization could achieve alone
- Provide an avenue for recruiting participants from diverse constituencies



Steps to Developing Partnerships for Grant Proposals

- Identify potential partners (key players in your community and organizations that have similar missions) to meet your grant's goals
- 2. Set up a meeting well in advance of the grant writing to discuss potential collaboration
- 3. Stay in contact and sustain relationships
- 4. Discuss roles and materials needed for writing the grant



Community Links



- You may not be considering all key organizations in your community
- Consider all organizations and think about how your goals could overlap or synchronize with others
 - For example: Who may be a potential partner for a tobacco prevention program for middle school students?



Initiate or Re-engage the Partnership

- Set up a meeting with the head of the organization to discuss future collaboration
- Be prepared to talk about:
 - Your organization's strengths and weaknesses
 - Future direction and goals
 - Past endeavors/ submitted and/or funded proposals
 - How you see the partnership benefitting their organization



Sustain the Relationship

- Share draft of the proposal with partners for feedback and comments
- Follow-up with the potential partners regularly
- Update them on your organization's successes and outcomes of grant proposal
- Invite potential partners to your events and engage them in activities (even if the grant proposal is not successful)



Make the "Ask"

- Don't wait until after you have written the proposal to ask for support- ask in the preplanning phase
- Invite your partners to the planning table and ask them if and how they would like to partner with you in the proposed project
- Don't be afraid to ask for their input and for a commitment to the project



Grant Proposal Review for Partnerships

- Grant Reviewers look for:
 - Continuity of support from established partnerships throughout the proposal
 - A collaborative approach to addressing a community problem that uses multiple resources
 - Common goals among the partners that you describe in your proposal
 - The letters of support in the appendices match the partner descriptions



Practice Time Activity 4



- 1. List 3 organizations with which you could partner
- 2. List 3 organizations that already serve as your partners
- 3. List 3 organizations that you would like to reengage



Questions















INTRODUCTION TO EVALUATION PLANNING



Evaluation

- Demonstrates that program accomplished the stated goals and objectives
- Comprehensive
 - Process
 - Outcome





Process Evaluation

- Process evaluation can find problems early on in the program
- It includes an assessment of the staff, budget review, and how well the program is doing overall
- It measures various areas about the program: adoption, reach, participation, implementation, satisfaction, exposure, barriers and facilitators, and maintenance
- Common data collection methods: databases, registration sheets, surveys, and interviews



Typical Process Evaluation Questions

- Who participated in the program?
- To what extent was the program implemented as intended?
- How many materials were distributed?
- How satisfied are clients with the program?
- How were participants recruited?
- How many sessions were conducted?



Outcome Evaluation

- Focuses on short-term, intermediate, or longterm outcomes
- Determine whether or not program goals/objectives were met
- To justify the need for further funding
- To ensure that only effective programs are continued



Types of Outcome Evaluation

Short-term outcome evaluation

 measure the immediate effect the program has on the intended audience immediately following program implementation

Intermediate outcome evaluation

 Measure the effect of the program at some middle point following program implementation

Long-term outcome evaluation

 measure the long-term effect of the program and is the process of measuring whether your program met its ultimate goal. The results of long-term outcome evaluation often impact decisions to continue program funding



Typical Outcome Evaluation Questions

- Did program activities lead to the desired change?
- What changes occurred as a result of the program?
- Did the program increase positive behaviors?



Discussion

How do you get started with an evaluation plan?





Evaluation Plan

Include a Process and Outcome Evaluation Plan:

- State the expected outcomes
- Determine the type of evidence needed
- Develop a data collection plan
- Describe data analysis and reporting procedures



Evaluation Plan

Process Evaluation Plan 8

Process Evaluation Plan

Instructions:

- List one programmatic goal.
- List tasks or activities that must be done in order to achieve the goal.
- List ways that you will measure or document the process.
- List how you will use the evaluation to inform your program and/or improve your program.

Tasks and Activities	Who is responsible	Form of Measurement	Program Improvemer



Budget

- Realistic projection of project cost
- Matches project activities
- Best estimate of cost of project
- Should not exceed that amount of funding available (if your program requires additional funding, state where that funding is coming from)



Steps in Budgeting

- Establish the budget period
- Estimate expenses for project based on methods
- Decide whether to include overhead (indirect costs)- this may not be allowed
- Estimate matched monies
- Be sure budget is justified



Direct Costs

- <u>Direct Costs</u>: Items related to the direct expenditure of program funds
- Costs:
 - personnel salaries
 - employee benefits
 - contract/ consultants fees
 - travel
 - supplies
 - equipment
 - printing
 - other operating costs



Indirect Costs

Indirect Costs: Facilitate the maintenance of the program operations. The rate of indirect costs is usually found in the RFA.

- administrative overhead
- building maintenance
- utility costs
- equipment and facilities





Budget Justification

 Written summary of major budget line items and explanation of costs

Matches the methods proposed

Justifies to funder exact amount requested



Grant Writing Review

- Never wait to the last minute to prepare for writing a grant proposal.
- Identify and learn about potential funders in advance of "needing funding"
- Have sections describing your organization's history and partnerships prepared so you can revise as needed
- Write goals and objectives for your organization so you know what type of grants to look for



Grant Writing Review

- Try to contact the funder before submitting your proposal and don't be afraid to ask questions
- Always make sure that you provide a clear evaluation plan that matches your objectives and program design
- Include meaningful letters of support
- Tell a story that the funders will relate to



Grant Writing Review

- If you don't succeed at first, TRY, TRY, TRY again!
- Funders are looking for different initiatives to fund from year to year, so if you don't find a "fit" at first, don't give up.
- Continuously improve your proposal through research, data collection, and planning.



Questions/Comments

 Please fill out the training evaluation before you leave.

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