



Department
of Health



New York State Public Health Corps (NYSPHC) Fellowship Program

Educational Series

Grant Proposal Planning & Development

March 13th, 2024

Welcome!

Agenda

- Welcome and Agenda
- Presentation
- Questions
- Closing/Evaluation/Program Updates

Learning Objectives

- After this training, learners will be able to:
 - Evaluate whether or not a funding opportunity is a good match for their organization's purpose and scope;
 - Set up a proposal team and create a plan, timeline and checklist for completing a solid proposal before the deadline;
 - Understand what elements are required for most grant proposals, and create content to successfully complete them;
 - Recognize of common pitfalls in proposal writing and learn how to avoid them.

Welcome Kim McClive-Reed!





Grant Proposal Planning & Development Guide

Kim McClive-Reed, PhD

Grant Writer & Editor, HRI

Health Research, Inc.



- **HRI, Inc.** is a 501 (c) (3) nonprofit organization.
- HRI's mission is to build a healthier future for New York State and beyond through the delivery of funding and program support to further public health and research programs.
- **IMPORTANT:** Please note that for all HRI applications, prior approval of NYSDOH leadership is **REQUIRED** before application submission.

What Is It Called Again? 😊

All these are Funding Opportunities!

- **NOFO**—notice of funding opportunity
- Types of NOFOs--
 - **NIH: FOA**—funding opportunity announcement, **RFA**—request for applications, **PA**—Program announcement.
 - <https://grants.nih.gov/grants/how-to-apply-application-guide/prepare-to-apply-and-register/understand-funding-opportunities.htm>
 - **Others: RFP**—request for proposals (usually contracts), **CFP**—call for proposals (usually foundations)



It Takes A Village to Write a Proposal

To plan and develop a competitive proposal, you need input from:

- Organizational key decision-makers
- Program/Subject Matter experts (internal/external, academia)
- Community partners (community-based organizations/CBOs, community members from the target population)
- Grants Administrator
 - Budget, Staffing, Contracts/Purchasing
- Staff/Implementers (those that do the project work/deliver the service)



Is the Opportunity a Good Fit?

Is your organization **eligible**?

- Access to Location
- Access to Population
- Type of organization
- Enough / too much revenue?
- Previous experience/primary program focus with target topic or population



Is the Opportunity a Good Fit?



What are your project's . . .

- **Goals:** Short and long-term *outcomes* you want to achieve (ex., LT/Overarching goal - improved pediatric oral health, ST goal - improved pediatric dental hygiene)
- **Objectives:** Measurable *objectives* to achieve to meet the goal (ex., Increase the percentage of students receiving oral exams in school-based clinics from 40% to 60%)
- **Activities:** How to *achieve* objectives (ex., partner with more school districts, train school RNs in oral health screening, collect & analyze data, use feedback for improvement)
- Sometimes, either objectives or activities will be referred to as “strategies”

Is the Opportunity a Good Fit?



- Does it support your organization's **mission** and **strategic plan**?
- Does it support **target programs** (current, extension/expansion/replication, or new)?
- Is the work within the **scope** of your organization? (Ex., NYS-focused, not national)
- Does your program have the **capacity** to take this on? (Ex., staff to help write the proposal or perform the project)
- Will the award **amount** support the required work (including indirect costs, staff & fringe, travel, equipment)?

Is the Opportunity a Good Fit?



- **TIMING** -- Can the proposal be completed and approved **before** the deadline?
- How complex is it? Is everyone available to work (vacations, other responsibilities)?
- Is there time to form partnerships (including getting LOS/LOC, letters of support/commitment?)
- Is there time for review and clearances (program, center, and possibly EDCC)?
- Can you meet internal (HRI, NYSDOH, etc.) pre-submission deadlines? Check with your Grant Administrator.

Is the Opportunity a Good Fit?



- Can you demonstrate a **need** for the funding?
- Has the funder recently funded any awards? How many?
- Will you be competing against those awardees?
- Did any “good fit” funded projects get the \$ amount you need?

First Step: Team Meeting

Choose a Team Leader or Co-Leaders to coordinate the proposal during your first meeting. Team leaders must:

- Have access to the program information needed
- Contact and coordinate work with outside partners
- Assign sections and track drafts
- Track all supporting documents and required forms
- Ensure internal review is completed, including required signatures



First Step: Team Meeting

Things to Decide

- **Goals/Objectives/ Activities** – What are your **goals**? What **objectives** must you meet to reach goals? What **activities** are required to achieve objectives/meet goals?
- **Fit** – How do your project's goals/activities fit into your program? Can you prove need **and** fit to a funder?



First Step: Team Meeting



- **Partnerships:** Pay strict attention to the funder's partnership requirements!
 - Which potential partners (internal or external) match the RFP requirements?
 - Can you recruit enough partners?
 - Will you and your partner(s) agree re: target population, location, goals, objectives and activities?
 - Will they be willing to commit to specific activities and other support in writing?
 - Will a partner be a Co-PI? Are they qualified?
 - Are you likely to agree about the division of funding?

First Step: Team Meeting



- **Personnel**
 - **Where, how and by whom** will the project will be conducted?
 - Who's your **PI**? Co-PI? (internal and/or external?)
 - Who's your **Project Manager**, if not the PI?
 - Who are your **evaluator(s)**? Internal? Academic partner? A mixture?

First Step: Team Meeting



- **Expenses** – rough list of expenses required to perform the project
- *Staff first!* Request a salary projection from your grant administrator.
- Is cost-sharing or matching required?
- What support or other expenses will fall to NYSDOH/your organization to cover?
 - *Ex. Who will handle reporting and project wrap-up (both during and after funding ends?)*

First Step: Team Meeting



- What's your **timeline** for project activities?
- *Can you complete them in the time allowed by funder?*
- What are the project's anticipated **outcomes**?
- *Do you have or can you get the data needed for evaluation?*
- *Will you achieve measurable change during the time allowed?*

Top Causes of Proposal Failure

- Lack of proposal team **leadership**.
- Not responding to proposal **requirements** (especially required or preferred activities).
- Procrastination, procrastination . . . and more **procrastination!**
 - *Delay in bringing partners on board.*
 - *Putting off final decisions about project activities.*
 - *Forgetting to address a required proposal component until the last minute (or leaving it out completely).*



Avoiding Preparation Pitfalls



Know the Requirements

- Review the RFP – then review it again. And again.
- Look closely for any conflicting instructions or instructions in unexpected places in the RFP
- Pay strict attention to formatting requirements
- “Many Eyes”

Avoiding Preparation Pitfalls

Identify Your Writing Team

- Different sections will usually be assigned to different people, depending on their knowledge and background
- Team members need their assignments ASAP

Structure Your Proposal Creation

- Create a proposal **deadlines table** and **task list** to keep you on track.
- Here are examples--customize these to meet your needs.



Avoiding Preparation Pitfalls

Develop Partnerships

- Contact potential partners **immediately**. As in, yesterday 😊
- Start outlining potential joint **activities** you and partners might do during the first meeting
- **Negotiate** these activities with your partner(s) and get their commitment ASAP
 - *Make sure partners are not “in name only” (passive instead of active)*
- Consider identifying **back-up** partner(s)



CDC--MP-CPI-21-000: Partnership Initiative to Develop Interventions

Deadlines	Application Timeline	Notes, Resources & Forms
MON 6/10/2019	Project Plan Decision-making meeting; partners and project goals/activities determined; assignees to draft sections selected	6/3/19 Team meeting 1; 6/6/19 Team meeting 2; 6/10/11 Team Meeting 3
TUES 6/11/2019	Review HRI's "Elements of a Full Application" webpage for information on applicable requirements (depending on project plans)	https://internal.healthresearch.org/office-sponsored-programs/elements-of-a-full-application/
TUES 6/11/2019	Calls/emails re: partnerships begin	6/7/19 PI reached out to Community Organizations #1 & #2 early :)
TUES 6/11/2019	Request salary projections from HRI	https://internal.healthresearch.org/office-sponsored-programs/elements-of-a-full-application/salary-projections/
TUES 6/11/2019	Section templates sent to assignees for notes or drafting	
FRI 6/14/2019	Internal Budget draft complete	https://internal.healthresearch.org/office-sponsored-programs/elements-of-a-full-application/budget-preparation/
FRI 6/14/2019	Interim Deadline for giving section notes to drafters	
MON 6/17/2019	Partnerships confirmed; Letters/Email Requests sent for Letters of Support (minimum 2 weeks in advance)	
FRI 6/20/2019	Interim Deadline for section drafts	
MON 6/24/2019	Deadline for Letters of Support	
WED 6/26/2019	Submit the HRI-50	https://internal.healthresearch.org/wp-content/uploads/2019/02/HRI-50-10.17.pdf
FRI 6/28/2019	Budget and all sections finalized and submitted for internal review	
MON 7/8/2019	HRI Deadline for final budget and application draft (for review/corrections by HRI)	
THURS 7/11/2019	**HRI Deadline for final package for Grants.gov system package submission**	
MON 7/15/2019	CDC Deadline	

Work your way backwards from here

	A	B	C	D	E	F	G	H
1	Done (v)	Type	Document	Item	Assignee	Review Criteria Cross-check	NOTES	# pages
2		OVERALL						
3		Overall	Cover Letter	Cover Letter			is this required; if so, is it in page count?	
4		Overall	Abstract	Abstract			uses standard form, not included in page count	
5		Overall	Project Narrative	Introduction		1. Need		x
6		Overall	Project Narrative	Needs Assessment		1. Need		x
7		Overall	Project Narrative	Methodology (Work Plan a separate line--Attachment 1)		2. Response & 4. Impact		x
8		Overall	Project Narrative	Work Plan (overview narrative plus table)		2. Response & 4. Impact		x
9		Overall	Project Narrative	Resolution of Challenges		2. Response		x
10		Overall	Project Narrative	Evaluation & Technical Support Capacity		3. Evaluative Measures, 4. Impact & 5. Resource Capabilities	Narrative only includes a reference to Attachment 7	x
11		Overall	Project Narrative	Logic Model		3. Evaluative Measures, 4. Impact & 5. Resource Capabilities	Included in Attachment 7	
12		Overall	Project Narrative	Organizational Information		5. Resources/ Capabilities		x
13							TOTAL NARRATIVE count except for Evaluation Plan/Logic Model & Work Plan	14
14		ATTACHMENTS						
15		Attachments	Attachment 1	Work Plan				7
16		Attachments	Attachment 2	Staffing Plan & Job Descriptions for Key Personnel				7
17		Attachments	Attachment 3	Biosketches of Key Personnel				7
18		Attachments	Attachment 4	Letters of Agreement, Memoranda of Understanding, and/or Description(s) of Proposed/Existing Contracts (project-specific)				
19		Attachments	Attachment 5	Project Organizational Chart (HRI)				1
		Attachments	Attachment 5	Project Organizational Chart (MCH)			p. 23 this should be project-specific (show how this project will be managed & by whom); page 23	

Project narrative sections

Review criteria

Attachments

	A	B	C	D	E	F	G	H	
	Done (v)	Type	Document	Item	Assignee	Review Criteria Cross-check	NOTES	# pages	
1									
2		OVERALL							
3		Overall	Cover Letter	Cover Letter			is this required; if so, is it in page count?		
25				Budget					
26		BUDGET							
27		Budget	Budget	Budget		6. Support Requested			
28		Budget	Budget	Budget Narrative/Justification		6. Support Requested		15	
29		Budget	Subcontracts						
30		Budget	Subcontracts						
31		Budget	Subcontracts						
32									
33		FORMS							
34		Forms	Department Internal	Checklist Signatures					
35		Forms	HRI Internal	HRI-50 Form					
36		Forms	EDC Internal	EDC/memo					
37		Forms	Proof of Nonprofit Status						
38		Forms	Certificates & Assurances						
39		Forms	HRI Rate Agreement						
40		Forms	Other						
41		Forms	Other						
42									
43		MISC							
44									
45		TOTAL PAGES					59 if cover letter not required	58	
46									
47									
48		<i>Standard OMB-approved forms that are included in the workspace application package do not count in the page limit.</i>							
49		<i>Indirect Cost Rate Agreement and proof of non-profit status (if applicable) do not count in the page limit.</i>							



Anatomy of a Proposal

- Abstract/Executive Summary
- Need/Problem Statement
 - Target Population & Location



Abstract/Summary Statement



- Write this last!
- Usually very limited space for a brief overview of the project
- Can often be used for the HRI-50 abstract and/or other abstract requirements for internal approval
- For NIH and some other applications, may be a structured full page instead of a paragraph (ex., NIH Specific Aims)

Need/Problem Statement



- **Program Background:** Use previous successful proposals and project/annual reports to guide writing (rewriting is easier than drafting!)
- **Data/Statistics:** Funders prefer recent data; it will also update you and your partners on your population's demographics and needs

Target Population & Location



- **Target Population:** Selection often driven by type of population your existing programs are already serving, but may be chosen by new data on needs (ex., NYS Prevention Agenda) or by funder requirements
- **Target Location:** Selection usually driven by population target, but may be specified by funder or by partnership availability

Anatomy of a Proposal

- Program Design and Implementation
 - Program Goals and Objectives
 - Project Activities
 - Project Outcomes & Evaluation



Goals, Objectives & Activities (yes, again)



What are your project's . . .

- **Goals:** Short and long-term *outcomes* you want to achieve (ex., LT/Overarching goal - improved pediatric oral health, ST goal - improved pediatric dental hygiene)
- **Objectives:** Measurable *objectives* to achieve to meet the goal (ex., Increase the percentage of students receiving oral exams in school-based clinics from 40% to 60%)
- **Activities:** How to *achieve* objectives (ex., partner with more school districts, train school RNs in oral health screening, collect & analyze data, use feedback for improvement)
- Sometimes, either objectives or activities will be referred to as “strategies”

Outcomes & Evaluation



- **Evaluations** are the means by which you prove your success
 - Work with an evaluator to plan/write this section!
- **Measurable** outcomes (with NUMBERS):
 - **Final** outcomes—achievement of long- and short-term goals
 - **Process** outcomes—achievement of objectives/completion of activities
- **Choose and clearly describe achievable outcomes:**
 - Funders want to know that they are making a difference by supporting a project that produces results

Work Plan

- **Work Plan:** a structured plan with goals, objectives, activities and outcomes laid out on a **timeline** with **responsible parties** specified

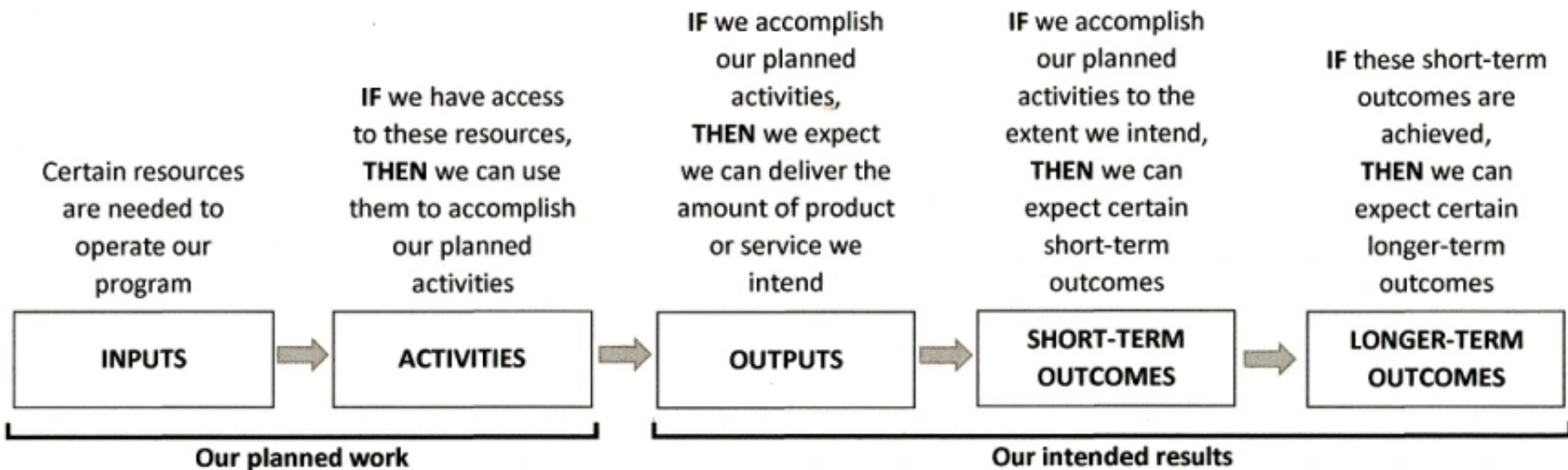


WORKPLAN. Overarching Goal: Pilot test a program to improve equity of care and health care outcomes for survivors of gun violence by modifying existing programs to increase patient health literacy and provider cultural competency.

<p>Goal 1: Development of a Community Health Worker Training on Support for Survivors of Gun Violence</p>	<p>Outcome Measure: <i>Objective x.1</i> By May 31, 2020, develop a curriculum for CHW training on delivery of survivor of gun violence health information and supports to clients, and conduct annual training.</p>		
<p>Strategies and Activities</p>	<p>Process Measure</p>	<p>Responsible Position/Party</p>	<p>Timeline</p>
<p>Enter into contract with [consultant partner] to develop CHW training curriculum to support delivery of culturally competent health/care messages and supports to CHW clients who are survivors of gun violence.</p>	<p>Contract executed</p>	<p>[Division/Bureau/Program PI], [Consultant]</p>	<p>By 12/1/19</p>
<p>Survey current violence survivor programs to identify CHW training needs to support delivery of culturally competent information and supports.</p>	<p>Programs surveyed (# and type)</p>	<p>[Consultant]</p>	<p>12/1/19 – 1/31/20</p>
<p>Develop 3 30-minute we-based modules to support interactive skills-based learning</p>	<p>Modules developed</p>	<p>[Consultant]</p>	<p>2/1/20 – 5/31/20</p>
<p>Develop curriculum for delivery of a 4-day training.</p>	<p>Curriculum developed</p>	<p>[Consultant]</p>	<p>2/1/20 – 5/31/20</p>
<p>Deliver 2 upstate and 2 downstate trainings annually to [#] support providers with about [#] CHWs per training.</p>	<p>Training delivered</p>	<p>[Consultant]</p>	<p>6/1/20 – 9/30/24</p>
<p>Assess web-based and face-to-face training effectiveness and relevance.</p>	<p>Pre-post tests with CHWs</p>	<p>[Consultant]</p>	<p>6/1/20 – 8/31/20</p>
<p>Refine and update web-based and face-to-face training content annually as needed.</p>	<p>Training refined</p>	<p>[Consultant]</p>	<p>ongoing</p>
<p>Project Period Outcome: Approximately [X] CHWs trained annually. CHWs integrate culturally competent health/care messages delivered through CHWs services to approximately [#] of victims of gun violence annually</p>			

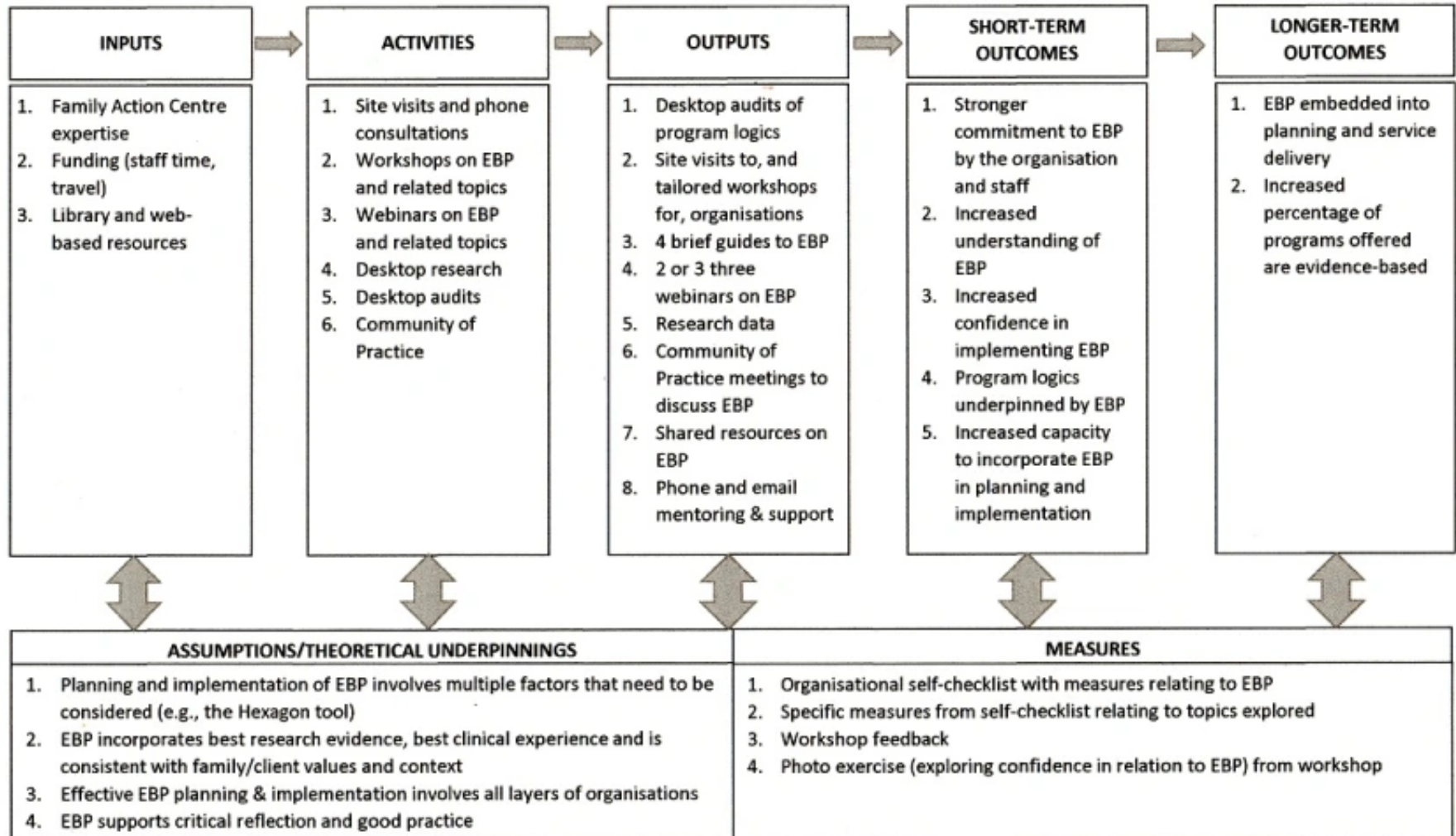
Logic Model

- **Logic Model** elements overlap with those of a Work Plan but are not identical.
- This model's graphic format displays the flow-through of resources to activities to outcomes.



Evidence-Based Programs and Practice in Children and Parenting Support Programs – Program Logic

A project supporting nine Children and Parenting Support services in regional and rural NSW to enhance their use of evidence-based programs and practice (EBP).



Anatomy of a Proposal

- Collaboration/Partners
- Organizational Information (yours and your partners)



Organizational Information



- For the applicant organization and partner organization(s), describe:
 - **Background/Structure** (ex., this bureau is part of this division in this center, has these relevant/similar programs)
 - **Capacity/Resources** to do the work (ex., **key personnel**, support services, equipment, funding)
 - **Capability** of doing the work (ex., has successfully completed similar funded projects)
 - **Current/past collaborations** with partners

Anatomy of a Proposal



- Program Sustainability
- Dissemination Plan
- Challenges & Solutions

- Budget & Justification

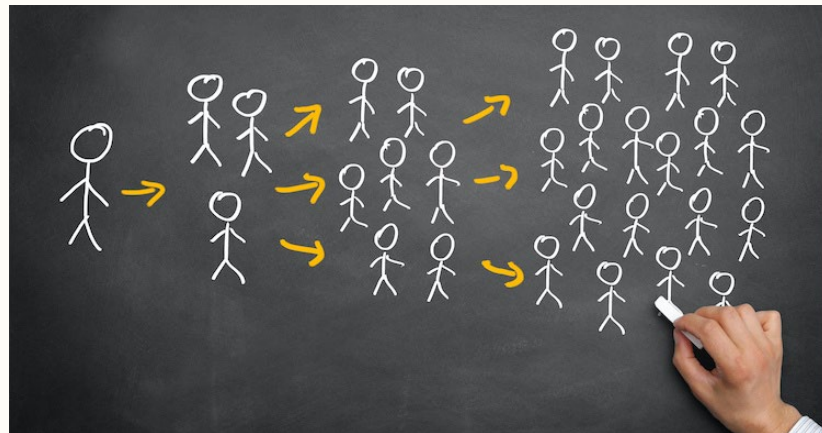
Sustainability

- **Sustainability:** continuing /potential funding, organizational and / or community support



Dissemination

- **Dissemination:** sharing findings (ex., conference presentation, articles, toolkits, workgroups)
- Reviewers are looking for projects that can be replicated. They want useful results communicated to others doing similar work.



Challenges & Solutions

- **Challenges & Solutions:** how will you handle problems?
- Ex., backup plan to send out community health workers if you are unable to engage your target population through local clinics



Budget & Budget Justification



- **Budget:** Work closely with your Grant Administrator
 - **Salary projection:** ask for this early!
 - **Coverage:** is this enough funding to cover personnel and other needs, including fringe benefits, indirect costs, travel? Is cost-sharing required?
- **Budget Justification:** Explain your needs clearly
 - Check the RFA to be sure your requested items are allowed AND that you have asked for funding for REQUIRED components and staff

Proposal Review Scoring

Proposal Review and Selection Process

- The funder's Program Officer is your resource (though not always a reviewer)
- Application rankings are usually based on number of points earned for each section
 - Points criteria outlined in NOFO
- Final decision may be based on rank plus other criteria (preferred location, population)



Common Grant Writing Mistakes



- Ignoring RFP instructions – incorrect formatting, leaving out required information, etc.
- Selecting funders and RFAs for \$\$\$ instead of the fit between the project idea and funders' interests and/or your program's mission (“running after the money” or “mission creep”)
- Not enough time available to develop a project idea, complete the proposal, and get approval, resulting in an incomplete or patchwork proposal.

Common Grant Writing Mistakes



- The objectives are vague and/or not clearly measurable.
- The budget and/or justification:
 - Isn't based on actual costs (don't guess!)
 - Doesn't match the narrative (costs not mentioned and/or explained)
 - Doesn't clearly support the activities

Common Grant Writing Mistakes



- Writers assume the reviewers are experts in the subject area and that they understand undefined jargon and acronyms (Ex., ROS for rest of state)
- The writing is too wordy, too technical, uses buzzwords (like “bandwith” instead of “resources”), or is unclear
- The information is presented out of order so that links between ideas are lost (continuity problems)
- No one proofreads the proposal before it is submitted, and it has grammatical, typographic, or other errors.

Questions?



Funding Opportunity Searches



For NYSDOH/HRI staff, HRI provides:

- Funding opportunity search training and customized funding searches on [GrantForward](#), [grants.gov](#), and other resources
- Funding organization checks on [Foundation Directory Online](#)
- Any staff member with a DOH or HRI email can sign up for [GrantForward](#), our subscription-only online funding opportunity resource

Grant Proposal Planning & Development

For questions/comments or additional resources
please contact:

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Health Research, Inc.

This presentation was loosely based on the original work of Cherise Wickham of the Riverside County Office of Education. Thank you, Cherise!



**Closing, Announcements,
Updates, Save the Date**



New for Fellows: Educational Series Certificate Program!

After today's Educational Series event, we strongly encourage all **Fellows** to return to the LMS to complete the course quiz. **Why?**

In 2024, Fellows will have the ability to receive a professional development certificate of completion for viewing the Educational Series courses in the LMS and answering the associated quiz questions!

We encourage you to complete the three quiz questions associated with today's session in the LMS to receive credit towards the future Educational Series Certificate program!

Announcements & Updates

- Please complete the Evaluation Survey which you will be prompted to take when you close out of Zoom.
- If you want to continue the conversation, join the NYSPHC Fellowship Program LinkedIn Group to continue networking and professional development:
<https://www.linkedin.com/groups/14059709>



Save the Date!

- Educational Series
 - April 10th, 2024, 12PM-1:30PM*
 - May 8th, 2024, 12PM-1PM

Quarterly Consortium

- March 15th, 2024, 10AM-12PM

NYSPHC Training and Resources Website

<https://nysphcresources.health.ny.gov/training-resource-center>

Fellowship Program

[Upcoming Events](#)



Training Resource Center Home



About NYSPHC
Fellowship



Fellow Training
Resources



Mentor Training
Resources



Resources by
Region



Public Health
Careers



NYSPHC Events
Calendar



Thank you!

