



Grant Writing 201

UnitedHealthcare Community Grant Services

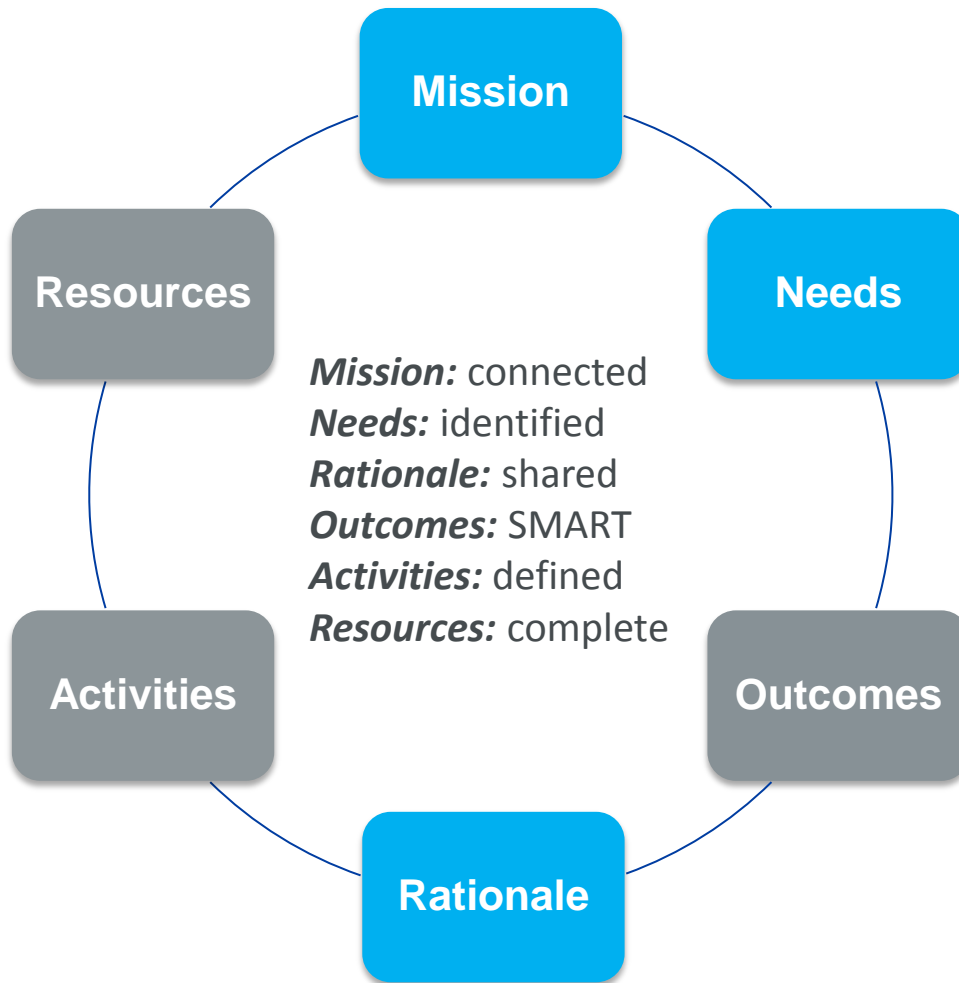
Topics

1. Logic models
2. Consumer-focused evaluation
3. Needs Assessment
4. Description of Activities
5. Evaluation Plan

Goals

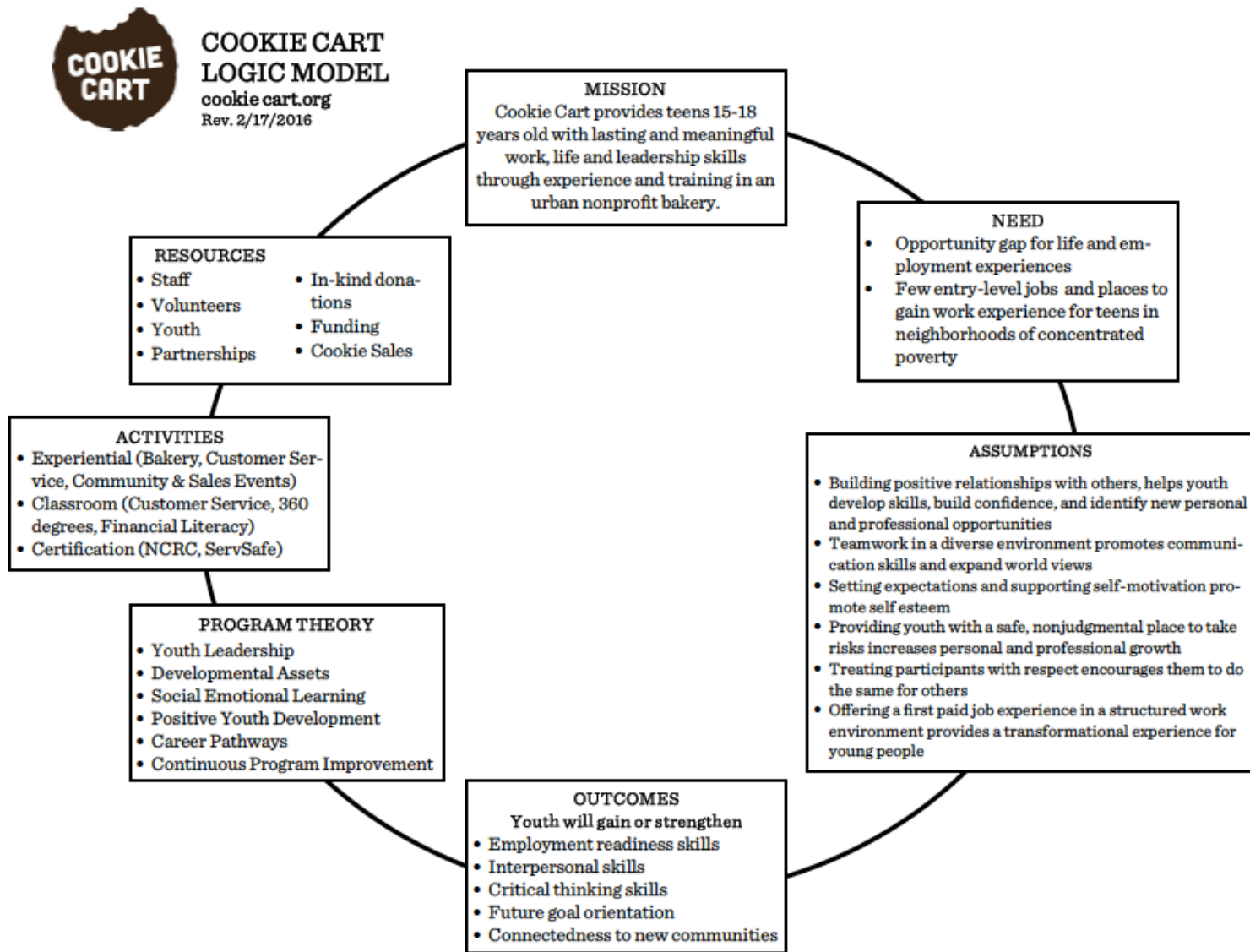
1. Understand what makes a good proposal
2. Develop grant writing skills
3. Develop program design skills

Logic Model Elements



Connection to the 5 Questions

1. *Who are you?* Mission
2. *What are you are addressing?* Needs
3. *What will you do?* Rationale/Activities
4. *How will you know?* Outcomes
5. *What do you need?* Resources



First things first: Make sure the focus is on participant change.

Knowledge: measuring information retained or mastery of a skill

- Most often measured in terms of testing or demonstration
- *Ex: An ELL can communicate in work situations*

Behavior: helping people change risky or harmful patterns of action

- Incidence of undesired behavior, incidence of desirable activity, maintenance
- *Ex: An individual has lost weight*

Perception: removing the perceptions that keep people from changing

- Often a precursor to changes in behavior, pre-contemplation, contemplation
- *Ex: A teenager reports she is no longer interested in having a baby while in high school*

Condition/Status: comparing a person to a standard

- In crisis, vulnerable, stable, safe, thriving
- *Ex: A homeless person is in stable housing*
- *Ex: A child has moved from second to third grade*

SMART Outcomes are Specific, Measurable, Actionable, Realistic, and Time-Sensitive

Adapted from: Robert M. Penna, *The Nonprofit Outcomes Toolbox*

Before

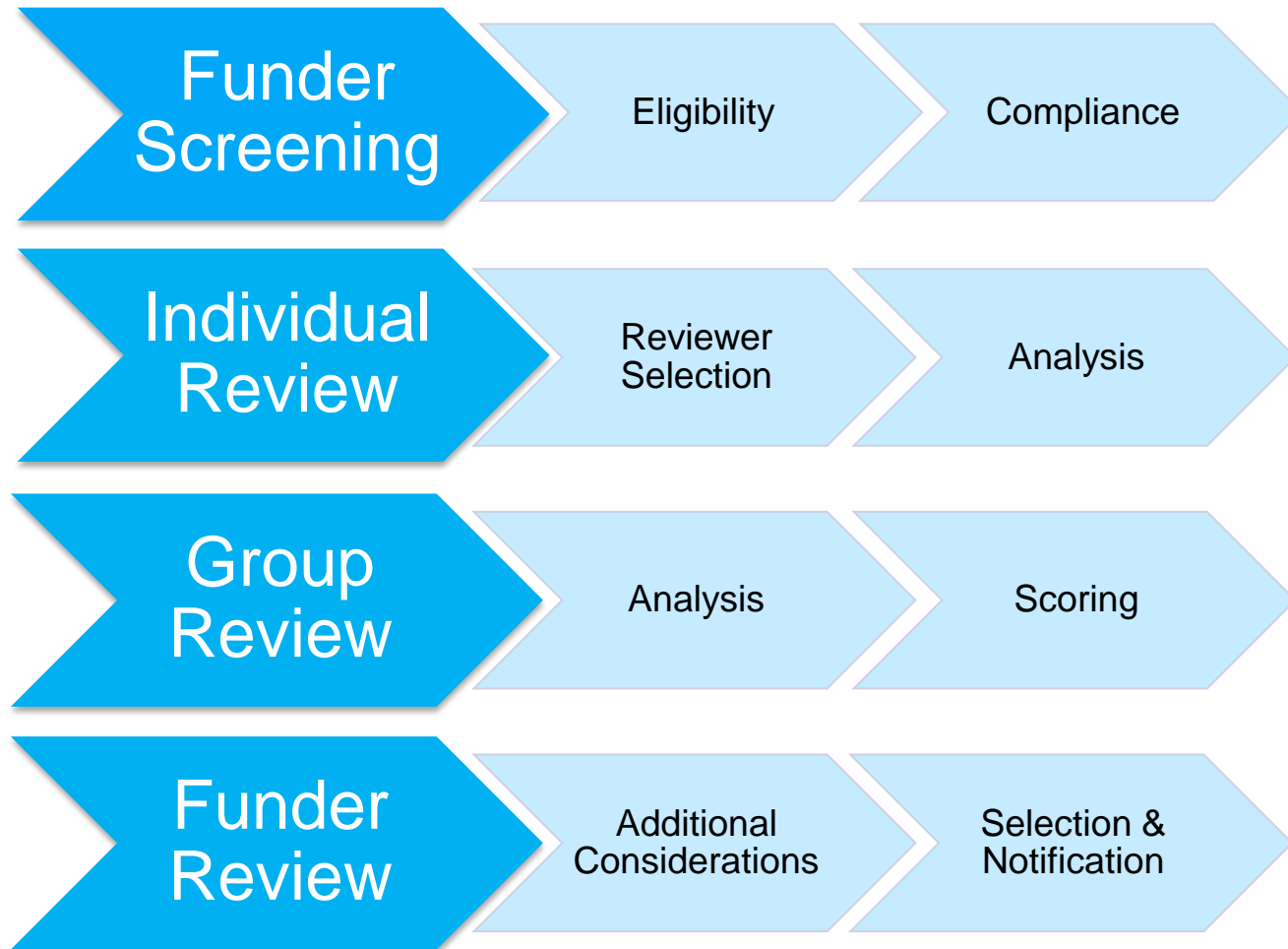
- Job promotions
- Participants understand civic process and become active participants
- 100% of requesting families will receive post-employment retention services

After

- 75% of 20 participants will pass the test required for promotion eligibility within 6 months
- 80% of 40 students will complete a citizenship application within 1 month
- 60% of 15 families will have a parent employed for a minimum of 6 months

SMART Outcomes are Specific, Measurable, Actionable, Realistic, and Time-Sensitive

Review Process



Big Picture Issues

Proposals I Will Advocate for

- Respect the target population, are client-centered
- Present a “picture” of what will happen
- Demonstrate thought
- Are supported with rationale, best practices, theory
- Offer a continuous and compelling argument
- “Connect the dots” between proposal and RFP

Proposals I Will Not Advocate for

- Don't follow the instructions
- Don't answer the questions
- Are inconsistent

Characteristics I Will Overlook

- Typos and grammatical errors
- Imperfect English



Example Organization

Little Tokyo Service Center (LTSC)

Project Summary: To support the Senior Services Program and its endeavors to serve Japanese and API seniors living in Los Angeles. Three areas of particular need in this senior population include bilingual case management, care giving to delay nursing home care and alleviate isolation, and transportation services.

Grant request: \$50,000

As you review the proposal example:

1. Identify the common problems
2. Make recommendations for how to fix them

Purpose: Demonstrate the need for proposed activities

Common Review Criteria:

- The community to be addressed is consistent with the funding opportunity.
- The application clearly describes the target population's needs and strengths and the challenges and opportunities or other issues present in the community.
- Descriptions include local and agency statistics and are relevant to funding priorities and goals.
- The application demonstrates an understanding of and sensitivity to the target population's needs, strengths, and capabilities.
- Various stakeholder groups (e.g., board, staff, clients, partners, community members) determined the situation to be addressed.
- The application clearly describes the target population and community the proposal addresses including demographic and socioeconomic information.

Common Mistakes:

- Target population not specifically identified
- Provides only general demographic and economic data (race/ethnicity and income)
- Data don't demonstrate a need
- Data are irrelevant
- Larger context is missing
- Need is described in terms of the organization

Japanese and API seniors living in Los Angeles and surrounding areas do not have access to needed services because either existing programs do not provide linguistically and culturally competent services or they do not qualify for services due to residency requirements. Even without specific government funding, LTSC is attempting to provide services to these seniors because they have nowhere else to go for assistance. Ironically, despite the fact that LTSC is based in Little Tokyo, it currently does not have government funding to serve Japanese seniors living in the Little Tokyo area. More requests for assistance come from this area than any other area mainly because Japanese seniors continue to relate to Little Tokyo as a culturally comfortable and pedestrian-friendly neighborhood, and there are a number of large government-subsidized housing projects for seniors here (including some of LTSC's own housing developments).

Based on LTSC's client intake analysis, of all the seniors that request service from LTSC 22.8% reside in the area surrounding LTSC's office. Based on the population data for this area it is clear why so many requests for service come from this area. In Little Tokyo 52% of the population is Japanese and 60% of the population is 65 years old or older. Further, since many of the seniors live in government-subsidized affordable housing developments, the majority of them are low-income.

The remaining requests for service come from all over the County. In Los Angeles County there are over 150,000 Asian seniors over the age of 65. (U.S. Census 2006 American Community Survey.) Of all Asians in Los Angeles County 79.9% speak a language other than English at home and of those who speak another language at home 42.1% speak English less than “very well.” (U.S. Census) There are large populations of Japanese in areas surrounding Los Angeles, including the South Bay and San Fernando Valley.

The seniors LTSC serves are widely dispersed. All of them should have access to needed services, not just those living in areas prescribed by funding sources. Without access to case management, care giving resources and transportation referrals, the health, financial resources and quality of life of monolingual Japanese and API seniors are at risk.

Analysis of client intake information over the past year shows that at least 700 senior clients have sought assistance from LTSC either through telephone calls or as walk-ins. The majority is not “eligible” to be served in LTSC’s existing funded senior service programs. Of these clients, 73% are Japanese speaking and 68% are between the ages of 60 and 74 years. Based on the intake information, the three most requested services are bilingual case management, care giving/companionship and transportation. With support, LTSC’s comprehensive Senior Services Program will be able to meet these three needs of API seniors in Los Angeles and surrounding areas.

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Description of Activities

Purpose: Show the funder how and why the program will work

Common Review Criteria:

- The application clearly describes activities that are consistent with the funding priorities, goals, and values.
- The application clearly describes the rationale behind the activities. The rationale is based on assumptions, best practices, or theory.
- The type, number, and frequency of activities are likely to achieve identified outcomes.
- Staff and partners demonstrate the qualifications appropriate for program success.
- The proposal engages the community/stakeholders broadly through partnerships, advisory groups, or other engagement mechanisms.

Common Mistakes:

- Unclear how activities are connected to funding priorities
- Program hasn't been completely developed
- Frequency and duration aren't described or are unlikely to achieve intended results
- Specific topics aren't mentioned
- Staff qualifications are inadequate or unclear

There are three main components to the Senior Services Program: (1) Case Management, (2) Caregiver Coordinator, and (3) Transportation Referral. Three full-time social workers, one MSW level social worker and two BSW level social workers are necessary to achieve the anticipated outcomes. The MSW social worker will manage the overall program for 25% of the time and conduct intake/needs assessment and case management for 75% of the time. One BSW social worker will conduct intake/needs assessment and case management for 100% of the time. The second BSW social worker's time will be divided as follows: care giver coordination 70% and transportation 30%. Finally one supervisor at LCSW level will supervise the program.

A. Case Management: The Case Management portion of this program will consist of three services: information and referral, basic case management, and intensive case management. The service the client receives will depend on his/her individual need.

Information and Referral: The bulk of telephone calls LTSC receives are from seniors seeking information and referral. They simply need an answer to a question or a referral. Because many seniors are monolingual or prefer to speak in their native language, it is difficult for them to obtain the information they need. LTSC is able to provide this information in Japanese, Korean, and Chinese in

addition to English. Many seniors have questions regarding benefits, senior housing and nursing homes. LTSC is able to provide answers for these types of inquiries. For legal issues, rent/financial assistance and medical problems, LTSC is able to provide a referral to an appropriate agency. If the senior's issues cannot be resolved with information and referral, they receive case management.

Basic Case Management: The greatest need among Japanese and API seniors living in Los Angeles County is bilingual case management. Case managers are the seniors' connection to the English-speaking world. Without bilingual case management, many monolingual seniors are unable to respond to a letter from Social Security, resolve a problem with their utilities or access transportation for medical appointments. In other cases, frail seniors become isolated, unable to grocery shop or keep up with housekeeping. Only with bilingual case management can these clients receive assistance they need to prevent a decline in their situation. For example, an apartment manager called LTSC because she was unable to communicate with one of her elderly Japanese-speaking tenants. She was concerned because her tenant did not leave his apartment very often if ever. LTSC went to the client's apartment and discovered that he was having trouble walking and the friend he relied on for transportation recently passed away. The client did not seek medical attention because he did not have the

money or transportation.

LTSC was able to assist the client in obtaining Medi-Cal and Supplemental Security Income. Thereafter, LTSC arranged transportation for him to see a Japanese-American doctor for his medical needs. LTSC also spoke with his neighbors who agreed to help the client with his grocery shopping and to the apartment manager about moving the client to a lower floor apartment. LTSC provided follow up care for the next 6 months. These cases typically only require case management services for a few weeks with weekly client contact and general follow up thereafter.

Intensive Case Management: Many of LTSC's clients require intensive Case Management because their issues are complex and they are unable to assist themselves. Unlike clients who require basic case management, these clients lack the necessities of living such as food and shelter in addition to their other issues. For example, a 67-year old woman who broke her ribs was referred to LTSC by a hospital. She was to be released after receiving treatment in the hospital however, she spoke no English, had lost her passport, and she was unable to move back to Japan to be with her sister. These cases require more intensive case management because the clients must first be stabilized before LTSC can assist them with their secondary issues. These cases could require case

management services lasting longer than one month with almost daily client contact.

B. Caregiver Coordination: The second most requested service is referrals for Japanese-speaking Japanese-descent in-home caregivers and companionship for frail and/or dementia-affected seniors. Caregiving includes housekeeping, grocery shopping, meal preparation and personal care assistance. The services are provided so that the senior can stay at home and receive care as long as possible to avoid institutionalization or nursing home care. However, Japanese-speaking caregivers are difficult to find and most are only willing to provide services in limited areas that are close to their own residences.

LTSC is currently recruiting caregivers under its Los Angeles County Area Agency on Aging grant. However, the geographic limitations are strict and do not include major portions of Los Angeles, nor do they provide the staff time needed to recruit sufficient caregivers to meet the demand. Additional funds would allow for staff time dedicated to caregiver recruitment in the South Bay, Little Tokyo and San Fernando Valley. LTSC's recruitment of caregivers will be accomplished by using proven techniques such as mass media, including newspapers, radio stations and television broadcast stations in the Japanese American community, and conducting workshops and attending community meetings. Care giving

recruits will receive 3 trainings prior to placement. Workshops will be coordinated to provide background information on the population they will be helping, including Alzheimer's disease and related illnesses and cultural sensitivity. In addition, caregivers will receive instruction on how to effectively provide care, learn about advance care directives, hospice, nursing home and hospital care, CPR and first aid, client confidentiality and how to provide dignity and respect to seniors who may be at the end of life.

C. Transportation Referral Program: Many of LTSC's senior clients request transportation services to medical and government appointments. For the most part, LTSC is unable to provide the transportation but there are many other city or county agencies that provide these services. Many seniors do not know that these services exist or how to access the service. The Transportation Referral Program manager will research available services and the eligibility requirements for each service. The manager will act as an internal resource for LTSC case managers in addition to providing referrals to callers. The manager will also provide staff training to strengthen LTSC's case management services. If necessary, the manager will assist the case manager in arranging the service for the senior client.

There are three main components to the Senior Services Program: (1) Case Management, (2) Caregiver Coordinator, and (3) Transportation Referral. Three full-time social workers, one MSW level social worker and two BSW level social workers are necessary to achieve the anticipated outcomes. The MSW social worker will manage the overall program for 25% of the time and conduct intake/needs assessment and case management for 75% of the time. One BSW social worker will conduct intake/needs assessment and case management for 100% of the time. The second BSW social worker's time will be divided as follows: care giver coordination 70% and transportation 30%. Finally one supervisor at LCSW level will supervise the program.

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Purpose: Demonstrate how you will collect, manage,, analyze the data needed to measure impact on identified need

Common Review Criteria:

- The application clearly describes activities that are consistent with the funding priorities, goals, and values.
- Immediate outcomes are specific, measurable, actionable, realistic, and time-sensitive.
- The application describes a plan to collect the data needed to measure success including data gatherers, collection instruments, and time frames.
- The data collection plan is appropriate for the target population.
- The application describes how the organization will utilize evaluation results to improve programming and generate support.

Common Mistakes:

- Outcomes are only focused on organization activities
- Client outcomes are general
- Outcomes don't demonstrate change from needs assessment
- Data collection tools are inappropriate for the target population
- Confidential data are not protected
- Results will only be used to report to funders

Case management: The major goals LTSC hopes to accomplish are as follows:

1. Provide comprehensive intake and needs assessment for senior clients;
2. Provide basic case management for senior clients including referrals, advocacy and other assistance; and
3. Provide intensive case management for senior clients with more severe cases.

Anticipated Outcomes for Case Management: LTSC anticipates the Senior Services Program will conduct 500 information and referral intakes and needs assessments for senior clients.

1. Approximately one third of these intakes will consist of new senior clients calling LTSC for the first time and the remainder will be senior clients who have accessed LTSC's services in the past but are seeking assistance for a new issue.
2. From the 500 intakes the Program will provide basic case management for 60 unduplicated clients and intensive case management for 30 unduplicated clients.

Caregiver Coordination: The 3 major goals LTSC hopes to accomplish are:

1. Recruit Japanese-speaking/Japanese descent caregivers in Los Angeles County;
2. Match trained caregivers with frail seniors needing in-home care; and
3. Maintain senior independent living and delay nursing home care.

Anticipated Outcomes for Caregiver Coordination:

- 1.The Senior Services Program will conduct caregiver outreach and reach 600 people.
- 2.LTSC anticipates recruiting 10 Japanese speaking or Japanese descent caregivers/companions in the Little Tokyo area, South Bay area and San Fernando Valley.

Transportation Referral: The 2 major goals that LTSC hopes to accomplish are as follows:

- 1.Assist seniors in filling out applications to transportation service programs and providing required documentation to qualify for service
- 2.Teach seniors how to access services, and when necessary, facilitate access to the service by providing translation.

Anticipated Outcomes for Transportation Referral:

- 1.LTSC anticipates enrolling 48 clients in existing county or city transportation programs.

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Needs Assessment

- Demonstrate there is a demand for service
- Present the problem as compelling yet manageable, equal scope of problem and solution
- Focus on consumers and demonstrate sensitivity and understanding
- Present up to date local statistics and agency data
- Include comparison data to highlight the need
- Describe gaps in service, and lack of community resources
- When presenting statistics in a table, use narrative to highlight important issues
- Note connection to funder interests

Description of Activities

- Ensure consistency with needs assessment
- Present a “picture” of what will happen from implementation to program end
- Highlight uniqueness and emphasize lack of service duplication
- Consider adding a timeline
- Present confidence that you know what you’re doing, include rationale
- Describe how consumers have a say in the program (design, customization, peers, etc.)

Evaluation Plan

- Make sure all outcomes are SMART (specific, measurable, actionable, realistic, time-sensitive)
- Use activity outcomes to describe the scope, use consumer outcomes to describe change
- Make sure data collection tools and processes are appropriate for the target population
- Incorporate the target population to help understand results and make improvements
- Use results to make improvements, promote capability, acquire additional resources

Additional Resources

For program design and evaluation tools, resources, and data collection instruments, go to:

- [Community Toolbox](#)
- [Perform Well](#)
- [Kellogg Foundation](#)

For grant writing articles, tips, resources, and proposal examples, go to:

- [The Grantsmanship Center](#)
- [The Balance](#)
- [Grantspace](#)

“The challenges facing us require the involvement and resources of our entire society. We have more than enough people, skills, technology, and funding to achieve our visions for the future if we can only direct and redirect them. We need to develop the will and the ways to do this.”

— Emil Angelica and Vince Hyman, *Coping with Cutbacks*

Topics

1. Logic models
2. Consumer-focused evaluation
3. Needs Assessment
4. Description of Activities
5. Evaluation Plan

Goals

1. Understand what makes a good proposal
2. Develop grant writing skills
3. Develop program design skills

Thank you!

Allison Rojas
UnitedHealthcare Community Grants Program

For additional information, contact
communitygrants@uhc.com