



Request for Applications (RFA)
Community Health Grants Program
for Awards beginning April 1, 2012

Promoting breast health and breast cancer education, screening, treatment support and post-diagnosis services for underinsured and underserved women in the Susan G. Komen for the Cure, NC Triangle Affiliate service area.



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APPLICATION DUE DATE: Friday, November 18, 2011, NOON

Susan G. Komen for the Cure, NC Triangle Affiliate Community Health Grants Program

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Online Resources: www.komennctriangle.org/grants

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2011 Community Profile
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I. PROGRAM PURPOSE

Susan G. Komen for the Cure, NC Triangle Affiliate (Komen NCT) is currently accepting applications for evidenced-based programs that support and promote access to and utilization of breast health services across the continuum of care (education > regular screening > diagnosis > treatment > post-diagnosis & support services). Komen NCT will only consider applications that appropriately respond to the guidelines outlined in this document.

II. BACKGROUND

Since its inception, Susan G. Komen for the Cure has been committed to saving lives and bringing an end to breast cancer forever by empowering people, ensuring quality care for all, and energizing science to find a cure. Komen has a unique funding model that supports cutting-edge research at the international level while allowing 125 affiliates to fund community health grants for direct services, particularly to under-served populations.

Since its founding in 1997, the Komen NCT has raised more than \$12 million dollars through events like the Komen NC Triangle Race for the Cure®, individual donations and corporate philanthropy. Komen NCT is committed to addressing our mission by being a catalyst for change within our 20-county service area; in addition to offering grants to local non-profits and healthcare organizations, we offer opportunities for program development and capacity building within these organizations so that, together, we can realize our vision of a world without breast cancer.

The Komen NCT 2011 Community Profile is a comprehensive assessment of the 20 counties in the Affiliate service area. The Community Profile examines programs and services, access and barriers to breast health and cancer care, socio-demographic data and the breast cancer epidemiologic characteristics of the communities. Relying on information derived from survivors, providers, and lay persons in many communities, these data highlight important gaps in the continuum of care in terms of direct services and outreach, the quality of services, the cultural and systemic factors associated with limited access and utilization of services, and disparities based on race/ethnicity, socio-economic status and geographic location. Data and recommendations from the Community Profile shape the Board-directed Statement of Need (Section IV) and provide an essential resource for applicants as you develop your programs. Komen NCT strongly advises all applicants to examine the 2009 and 2011 Community Profiles and descriptions of previous grantee programs thoroughly: www.komennctriangle.org/grants.

III. FUNDING AVAILABILITY AND TERMS

Eligibility: To qualify for funding, applicants must meet *all* of the following criteria:

- **Provide breast health/cancer services** or financial support within the continuum of care and recovery (i.e., education, screening, diagnosis, treatment, post-diagnosis/survivorship);
- **Provide current, U.S non-profit status** (i.e., 501(c) 3) certification for the applying organization (includes health departments, government and educational institutions, faith-based organizations etc.);

- **Reside and serve patients in the Affiliate’s 20-county service area** of Caswell, Chatham, Durham, Edgecombe, Franklin, Granville, Halifax, Harnett, Johnston, Lee, Moore, Nash, Northampton, Orange, Person, Pitt, Scotland, Vance, Wake, and Warren counties.

Grant Cycle: The cycle for these one-year grants runs from April 1, through March 31 each year (see page 20 for all key dates).

Funding Limits: Komen NCT offers funding at the following levels. **We will not accept more than one application per institution without prior written approval from the Komen NCT mission staff.**

- **Education/Social Support:** programs that provide education and/or social support but NOT direct screening or treatment services can be funded up to \$40,000.
- **Direct Care:** programs that provide direct patient care costs/services such as screening and treatment can be funded up to \$75,000.

IV. STATEMENT OF NEED: KOMEN NC TRIANGLE FUNDING PRIORITIES

Overview

The Komen NCT funds programs that provide essential direct services such as screening and treatment. However, it is also our aim to encourage creativity, innovation, ingenuity and collaboration among existing and potentially new service providers. We look for outcomes that address both the longevity and the quality of care. We also emphasize life-long education and services that address the entire continuum of care and recovery. In considering the balance of funds awarded, we strive to minimize duplication with existing programs and to maximize the use of existing structures by encouraging partnerships and collaborations within communities. Komen NC Triangle will only consider funding programs that definitively respond to the following required and priority elements.

Required & Priority Elements: What do We Mean?

REQUIRED ELEMENTS: Your program MUST include all of these elements to be considered; failure to address even one of these elements will result in disqualification.

PRIORITY ELEMENTS: These elements are not required. However, programs that address these important priorities will receive preference during the review process as follows. For each one of these four Priority Elements that your program clearly addresses, your application will receive “bonus points” during the review process. (Please see Section V, page 6 for specifics.)

- Forge meaningful community partnerships to maximize resources and impact.
- Extend targeted outreach activities beyond your existing institutional community.
- Address the long-term impact on both your community and on individual constituents/patients.
- Include innovative programs that address transportation and physical access to services.

I. Required Elements

The following six elements are required. Failure to clearly address the following will result in disqualification prior to the review (see Section VII).

A. Address at least one of the following: education, screening, diagnosis, treatment, post-diagnosis services/issues AND include appropriate referral plans to ensure a seamless continuum of care.

- Our top priority is to fund programs that identify and serve people who are not getting access to education, screening, diagnosis, treatment, and post-diagnosis (both social/psychological and physical) services.
- In cases where the proposal focuses on one element of the continuum of care, we expect programs to articulate a clear and measureable continuum-of-care referral and follow-up process (example: patient education must lead to appropriate screening).

B. Fill gaps and address disparities in your community.

- Programs should address gaps in the continuum of care within a particular community. Promising programs will offer innovative approaches that supplement or support existing education, screening, diagnosis, treatment and post-diagnosis options in a community.
- We encourage programs to address demographic, social or geographic disparities that impact the breast cancer incidence and mortality rates in a given community.
- We encourage programs to address informational gaps in the continuum of care and implement culturally-appropriate health communication mechanisms as a component of the program.

C. Utilize documented strategies and have a strong evaluation component.

- Your program must be grounded in documented best-practices and/or evidence-based strategies (see Section V).
- All proposals must include a well-developed evaluation plan with clearly defined and measurable objectives.

D. Include uninsured and under-insured populations in your program's target audience.

- Our service area is demographically and geographically diverse (2011 Community Profile). Higher disparities in breast cancer mortality, access and quality of care are especially evident in rural communities, among persons of color, people living below the poverty line and those without health insurance. As such, these are our highest priorities and your program must include one or more of these populations.

E. Demonstrate cultural responsiveness to your target audience(s).

- In being culturally responsive, programs should demonstrate as appropriate protocols for providing effective communication and services to diverse populations. Strategies might include offering multi-lingual, low-literacy and/or culturally appropriate outreach and services.

F. Serve individuals within our 20-County Service area.

- The Komen NC Triangle Affiliate serves the counties of Caswell, Chatham, Durham, Edgecombe, Franklin, Granville, Halifax, Harnett, Johnston, Lee, Moore, Nash, Northampton, Orange, Person, Pitt, Scotland, Vance, Wake and Warren. Grant funds can only be used in these counties. Patients / clients must live in OR be served in one of these 20 counties.

II. Summary of Priority Elements

These elements are not required. However, programs that address these important priorities will receive preference during the review process as follows. For each one of these four Priority Elements that your program clearly addresses, your application will receive “bonus points” during the review process. (Please see Section V, page 6 for specifics.)

A. Forge meaningful organizational partnerships to maximize resources and impact.

- To support our goal of catalyzing creativity and ingenuity in addressing needs, we give priority to programs that are collaborative, integrative and coordinated with other service providers, not necessarily limited to health care providers.
- Examples of innovative partnerships include, but are not limited to: transportation services, NC-BCCCP providers, public housing developments, faith-based organizations, local worksites, multi-cultural and community organizations, senior centers, local hospitals/clinics and university-based health care systems.

B. Extend targeted outreach activities beyond your existing institutional community.

- We strongly encourage programs that innovatively and strategically bring services (including education) to where the target community resides or works. This may include reaching out to neighboring counties, regions and/or communities.
- Some programs limit outreach and marketing to “easy-to-reach” individuals, specifically those in the institution’s database/ mailing list or who live or work nearby. We encourage programs to reach deeper into the community by developing innovative communication and outreach strategies to engage hard-to-reach populations.

C. Address the long-term impact on both your community and on individual constituents/patients.

- Recognizing that breast health is an ongoing process for any individual, we seek programs that demonstrate a long-term impact on any given individual.
- Programs should promote proactive and ongoing behaviors related to breast health, including consecutive annual screening procedures and appropriate follow-up and/or treatment.

D. Include innovative programs that address access to services.

- In order to remove barriers to care for the uninsured and under-insured, we encourage programs to creatively address issues that may include: transportation, language, financial burdens, family responsibilities, disabilities, scheduling issues and/or availability of services.
- We do fund programs that address the needs of persons who are undocumented.
- We encourage clinics, hospitals, oncology facilities and health departments to document in your proposal that you offer low-cost or subsidized services for high-need patients. These costs should reflect the current Medicaid rate wherever possible.
- Where appropriate, programs should provide cultural, economic and privacy sensitivity training to breast health providers who serve target populations

V. APPLICATION COMPONENTS & EVALUATION CRITERIA

The application for a Komen NCT Community Health Grant consists of several documents and forms that you will complete. **All application content will be captured in the forms described below.**

The following pages provide you with comprehensive information about each form's contents and format. Additionally, we provide succinct information on how your responses on each form will relate to the criteria that will be used by our independent review panel in rating and ranking proposals.


We strongly encourage all applicants, even previous grantees, to attend one of the Grant Writing Workshops we offer in August and September 2011 (see Timeline, Section VIII).

| SET UP: USING OUR FORMS | |
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| Section, Format & Content | Evaluation Criteria |
| <p>Forms: Your application consists of a series of forms. The only separate attachments that are permitted are Letters of Support and proof of non-profit status. We recommend that you download all of the forms from our website and review the content requirements described in this table.</p> <p>Content: You may want to organize your content prior to completing the forms, but you can certainly update and save the forms at any time.</p> <p>Formatting: Forms will have "forced" formatting that will ensure the following:</p> <ul style="list-style-type: none"> ✓ Font size may be no smaller than 12 point typeface (10 point for tables). ✓ Each section has a word limit that is noted on the form. <p>Software: forms are presented in two ways:</p> <ul style="list-style-type: none"> ✓ Adobe Reader 9.1. This requires free software that can be downloaded from our website, www.komennctriangle.org/grants ✓ Excel (Budget Worksheet). | <ul style="list-style-type: none"> ➤ Forms are required to ensure parity in the review process. ➤ Applicants that fail to utilize these forms will be removed from consideration. ➤ Please review the Ten Tips for Successful Grant Writing section below and note tips identified at select passages. |

| DOCUMENT 1: PROGRAM SUMMARY | |
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| Section, Format & Content | Evaluation Criteria |
| <p><input type="checkbox"/> A. Cover Page</p> <p>Includes contact information for directors and point of contact as well as type of program to be funded.</p> <ul style="list-style-type: none"> ✓ Project Director and Title: This is the person with the overall fiscal and programmatic responsibility. ✓ Point of Contact: This is the individual who acts as Komen NCT's day-to-day contact on logistical matters and may be the same as the Project Director. (See Budget: Personnel below for details.) ✓ Mailing Address: Because we often use overnight mail to ensure delivery, we ask that you list a physical address and not a P.O. Box. ✓ Title of Project: This should be no more than 60 characters. Remember that your title will be published in various places and should represent your program from a PR perspective. ✓ Institutional Director: This should be an individual with the | <ul style="list-style-type: none"> ➤ Because it is essential that we be able to report this information, failure to complete this information is considered non-compliance and will result in removal from the review process. |

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| <p>authority to commit your institution to a contractual / fiscal relationship.</p> <p>✓ Signature of Approving Institutional Director: An original signature is required on one mailed, original hard copy of your proposal. For the electronic version, please type the individual’s name in this space.</p> | |
| <p>❑ B. Abstract Brief program description for publication if awarded.</p> <ul style="list-style-type: none"> ✓ Word Limit: 1200 characters ✓ For grants awarded, this abstract is used for external publications and should be written as such. ✓ Describe the program goals and objectives and rationale for implementation, the population to be served and any innovative component to your program. ✓ Identify number of unduplicated persons to be served by your program. | <ul style="list-style-type: none"> ➤ In addition to using the abstract for external publication, it is part of the package that is reviewed by our independent panel. ➤ While the abstract is not scored by our panel, it is your chance to make a strong first impression. <p>📌 TIP: Write your abstract last, after your entire proposal is completed. Keep it at a high level and avoid using data and jargon. This should read like an item in a magazine or newspaper.</p> |
| <p>❑ C. Program Profile This form captures a basic profile of your program and demographics of your target audience.</p> <ul style="list-style-type: none"> ✓ Simply check the boxes for all information that applies to your proposed program. ✓ Target Population Description: this optional open text field offers a chance to add details or specifics (50 word limit). ✓ Estimated Number of Persons Served: Please give your best estimate for each category. | <ul style="list-style-type: none"> ➤ Komen NCT is committed to reaching populations that are traditionally underserved in breast health services across the continuum of care. Programs that innovatively reach low-income, uninsured, underinsured persons will be looked upon favorably. |

| DOCUMENT 2: PROGRAM PLAN | |
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| Section, Format & Content | Evaluation Criteria |
| <p>❑ A. Program Description This is the core of your proposal that outlines your program, rationale and plan for delivery of services.</p> <ul style="list-style-type: none"> ✓ Word limit: 6000 characters ✓ Describe your program and how it will improve access and utilization of breast health services in the continuum of care. ✓ Provide data to illustrate the need in your target area as it corresponds with your program design. ✓ If your program addresses one or more Priority Element (Section IV), that should be stated clearly in your Program Description and described in more detail throughout the rest of the proposal. ✓ Avoid too much repetition with subsequent sections of this form. ✓ There are several required elements of any program that is to be considered for funding. Please review the “Required Elements” listed in the Statement of Need and be sure that you have clearly addressed each of these. <p>📌 TIP: The Komen NCT Community Profile is a rich source of data. Make sure your proposal illustrates your grasp of the community needs and the programs and services available in your area.</p> | <p>Under the “Filling a Gap / Non-duplicative Service” criteria, reviewers will ask these questions:</p> <ul style="list-style-type: none"> ➤ Does the proposal illustrate that the authors studied the Komen NCT Community Profile? ➤ Are there data presented that support the need for a program like this in the target community? ➤ Does this program compliment other similar programs OR is it the only program of its type in target community? ➤ If your program offers similar services to another program, how will you avoid duplication of services to the same participants? ➤ Is the target population appropriate (do data demonstrate that they are underserved)? |



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| | <p>Under the “Continuum of Care” criterion, reviewers will be asking these questions:</p> <ul style="list-style-type: none"> ➤ Does your program plan clearly define how clients/patients will be referred to the next step in the continuum of care (education > regular screening > diagnosis > treatment > post-diagnosis)? ➤ Have your plans addressed payment restrictions for the under-insured and, if appropriate, BCCCP payment parameters? |
| <p>❑ B. Evidenced-Based Program and/or Strategy: Describe and support the program or strategy you are implementing and why and how you are adapting it to serve your target population.</p> <p>Evidenced-based programs and/or strategies are approaches that have been proven to be effective based on rigorous research. You may adopt specific evidence-based program plans or you may use proven strategies and adapt them appropriately to your target audience.</p> <ul style="list-style-type: none"> ✓ Word Limit:3000 ✓ Provide references and a brief description of the original evidence-based program or strategy that you are replicating. ✓ Describe why and how you are adapting it to serve your target population. <p> TIP: Attend the Grant Writing Workshop to receive a list of primary sources and resources to assist you in developing your program. Technical Assistance is also offered by the UNC CPRN/4CNC Program, Alexis Moore: 919-923-3914 or Jennifer Leeman: 919-966-3648.</p> | <p>It is Komen NCT’s commitment to fund breast health programs that are effective and we give high priority to programs that implement evidence-based programs or strategies.</p> <p>Under the “Evidence-based Program/Strategy” criterion, reviewers will be asking these questions:</p> <ul style="list-style-type: none"> ➤ How clearly have you identified and documented the evidence-based program/ strategy that you are employing? ➤ How appropriate is the program/ strategy for the target audience you have identified? ➤ How strong are your plans for adapting the program/ strategy for the target audience? |
| <p>❑ C. Infrastructure: Describe the physical facilities as well as the organizational capacity that will guarantee success of your program.</p> <ul style="list-style-type: none"> ✓ Describe the physical infrastructure that will support the program: office / clinical space, equipment, etc. ✓ Describe the organizational capacity for providing administrative support and for recovering from a potential loss of key personnel. ✓ Cover any other relevant aspects of the organization that will illustrate stability and organizational capacity. | <p>Under the “Infrastructure” criterion, reviewers will be asking these questions about infrastructure:</p> <ul style="list-style-type: none"> ➤ Does the institution have the facilities and physical infrastructure to support this program? ➤ Is the program too dependent on one or two specific individuals? ➤ Are there appropriate individuals, organizations and/or departments in place to support, advise and evaluate the program? |
| <p>❑ D. Outreach Activities: Describe the innovative components to your program and how they will engage and enhance program participation for hard-to-reach populations. Fundable programs will clearly articulate impact on the community being served via a strong outreach component.</p> <ul style="list-style-type: none"> ✓ Explain your innovative outreach methods that span beyond the existing patients in your organization to hard-to-reach, underserved populations in the community. ✓ Describe how and why you believe participants will be engaged in the program. | <p>Under the “Outreach” criterion, reviewers will be asking these questions:</p> <ul style="list-style-type: none"> ➤ Are outreach plans appropriate for the program? ➤ Does outreach include active marketing of the program to targeted populations? ➤ Does outreach target individuals who are not already connected with or aware of your program? |

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| <ul style="list-style-type: none"> ✓ Illustrate that you have identified your target audience and are aware of the most appropriate way to establish and maintain contact with them. | <ul style="list-style-type: none"> ➤ Do you have population-appropriate plans for keeping in touch with individuals once they have connected with your program? ➤ Have you addressed possible obstacles, including language and literacy issues and lack of access to internet/mass media? ➤ Outreach beyond your immediate community is a “Priority Element” that will earn your application extra points during the review process. See Section IV. |
| <p>❑ E. Collaborations and Partnerships: We strongly encourage meaningful and innovative partnerships that clearly help to meet the goals articulated in our Statement of Need (Section IV) and significantly enhance the success of the program.</p> <ul style="list-style-type: none"> ✓ Illustrate how and why your partners will help you achieve success. ✓ Partnerships and collaborations should reflect a seamless continuum of care through a clearly identified referral process, especially if you do not provide comprehensive care. ✓ Collaborating with organizations that allow for increased opportunities to reach target populations and provide much needed services across the continuum of care are strongly encouraged. ✓ Letters of collaboration should clearly reflect the roles and responsibilities of partners as they correspond with the goals and objectives of the proposal. | <p>Under the “Collaborations & Partnerships” criterion, reviewers will be asking these questions:</p> <ul style="list-style-type: none"> ➤ Have you identified meaningful collaborators and partners that enhance the potential to meet the goals and objectives proposed in the application? ➤ If “for-profit” partners (i.e., they don’t have a non-profit designation) are identified, is the relationship appropriate and is the extent of their organizational and fiscal involvement transparent? ➤ This is a “Priority Element” that will earn your application extra points during the review process. See Section IV. |
| <p>❑ F. Cultural Responsiveness: All proposals must provide their communities with services that are culturally responsive to their target audience(s).</p> <ul style="list-style-type: none"> ✓ Culturally responsive programs include, but are not limited to ensuring language barriers are addressed, being attuned to literacy levels, mental and physical abilities, responding to the social cultural barriers that influence access and utilization of services such as fear, religion, and cultural beliefs. ✓ While it is not a requirement that every program be appropriate and accessible to all individuals, it is essential that your program design reflect a commitment to serving a broad base of under-served individuals who reside in your community. | <p>Under the “Cultural Appropriateness” criterion, reviewers will be asking these questions:</p> <ul style="list-style-type: none"> ➤ Has your plan addressed potential barriers to care, including literacy, language, physical access? ➤ Does your proposal illustrate that you have considered social & cultural issues that might impact all of your target audiences? ➤ Does the design of your program have any inherent biases that might discourage your target audiences from participating? ➤ Have you considered the needs and potential service challenges for populations that might be unnoticed or undocumented? |
| <p>❑ G. Innovative Approaches: We encourage you to be innovative in your approach to reaching your target populations and delivering services, particularly programs that access hard-to-reach populations.</p> <ul style="list-style-type: none"> ✓ Innovative approaches include programs that increase the likelihood of access and utilization to breast health services by reducing barriers for under-served populations. ✓ We encourage innovative partnerships with non-health entities to better reach target audiences. | <p>Under the “Innovative Approaches” criteria, reviewers will be asking these questions:</p> <ul style="list-style-type: none"> ➤ Have you reached outside of the standard protocol to seek creative and appropriate solutions to the problems you seek to address? ➤ Are your innovative approaches grounded in proven strategies? |

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| <ul style="list-style-type: none"> ✓ Programs that organize the community around breast health care as a part of their existing programs are encouraged. ✓ Lastly, we encourage programs that tailor evidenced-based strategies for specific populations and/or utilize marketing and promotion tools to reach the community. | <ul style="list-style-type: none"> ➤ Will the innovative approaches increase the likelihood of your program’s success by reducing barriers, increasing your client base, and/or mobilizing a broader community? ➤ Innovative programs that address ACCESS issues is a “Priority Element” that will earn your application extra points during the review process. See Section IV. |
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| DOCUMENT 3: PROGRAM GOALS & OBJECTIVES | |
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| Section, Format & Content | Evaluation Criteria |
| <p>❑ A. Evaluation Overview: An evaluation plan is required for your proposal to be included in the review process. In this section, describe your overall plan.</p> <ul style="list-style-type: none"> ✓ Word limit:4000 characters ✓ Identify and describe the tools and methods that will be used to measure the effectiveness of the program. ✓ In Section B, you will articulate specific goals, objectives and measurable outcomes, so do not include them here. ✓ For previous grantees, use prior grant-funded evaluations to document the impact of previous programs. For existing programs that have not been previously funded by Komen, document the impact of your program. For new programs, identify the potential impact of this program as part of the proposed evaluation plan. ✓ Indicate what process and impact information will be collected to measure and demonstrate success. Please explain in general terms how you will address the following: <ul style="list-style-type: none"> • collecting data, including the data that we have requested in this application; • measuring changes in knowledge, attitude, behavior; • assessing constituent satisfaction with your program; • assessing the impact on your community. | <p>Under the “Evaluation Plan” criterion, reviewers will be asking these questions:</p> <ul style="list-style-type: none"> ➤ Is the scale of your evaluation strategy appropriate for your program? ➤ Are you evaluating the impact of your program on individuals and on your community? ➤ Have you identified appropriate methods to effectively measure the outcomes you propose? ➤ Have you illustrated the impact of your program in the past, if appropriate? ➤ Are you using proven evaluation techniques? <p>TIP: Attend the Grant Writing Workshop to receive a list of primary sources and resources to assist you in developing your program. Technical Assistance is also offered by the UNC CPRN/4CNC Program, Alexis Moore: 919-923-3914 or Jennifer Leeman: 919-966-3648.</p> |
| <p>❑ B. Goals, Objectives and Outcomes Specifically connect the goals and objectives with the need in your community. Use this form to articulate your program goals and objectives using the following definitions:</p> <ul style="list-style-type: none"> ✓ Goals are broad statements that capture the general impact an organization will have on the community as a result of their program. Goals are not measurable. ✓ Objectives support goals and meet the SMART criteria : <ul style="list-style-type: none"> S: Specific- does your objective specify what it intends to achieve? M: Measureable –can you measure whether or not you are meeting your objective? | <p>Under the “Evaluation Plan” criteria, reviewers will be asking these questions:</p> <ul style="list-style-type: none"> ➤ Are the goals and objectives directly linked to the outcomes proposed? ➤ Do your objectives meet the SMART criteria? ➤ What outcomes are proposed and how do they connect with community needs? ➤ Does your plan describe the specific things you expect your participants to learn, achieve, receive, and apply based on your program? <p>TIP: Make sure that the information here is consistent with the Program Summary and Program Plan (Documents 1 & 2).</p> |

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| <p>A: Achievable- are your objectives achievable and attainable through your program?</p> <p>R: Realistic – are your objectives realistic given the resources that are available?</p> <p>T: Timeframe – have you set a clear and realistic timeframe to complete the objectives within the project’s funding cycle?</p> <ul style="list-style-type: none"> ✓ Activities are the specific things that you <i>do</i> to accomplish your objectives. ✓ Timeframe refers to the allotted time you believe it will take to accomplish the activities. ✓ Methods and tools describe <i>how</i> you will evaluate and measure the number of people served and to what extent participants achieve the outcomes proposed in the application. ✓ Outcomes reflect the short-, intermediate-, and long-term impacts/benefits/changes to your clients as a result of your program. | |
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| DOCUMENT 4: BUDGET | |
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| Section, Format & Content | Evaluation Criteria |
| <p><input type="checkbox"/> A. Budget: Personnel/Salary</p> <p>Document personnel and their corresponding salary proposed.</p> <ul style="list-style-type: none"> ✓ Requested salaries can be for services related to the proposed project only, not the general work of the applicant and MUST be explained fully in the budget justification form (Document 5). ✓ Do not include individuals who contribute to the overall administration of your organization (bookkeeper, receptionist, etc.). These expenses should be covered by your Indirect Costs. ✓ Some fields auto-calculate, but please double-check the math. | <p>Under the “Appropriate Budget” criteria, reviewers will be asking:</p> <ul style="list-style-type: none"> ➤ Are personnel expenses appropriate for the proposed project? ➤ Are individuals with appropriate experience working on this project? ➤ If individuals with higher salaries / more experience are included as Key Personnel, is the allocation of their time appropriate and well-justified? |
| <p><input type="checkbox"/> B. Budget: Supplies</p> <p>Itemize supplies, including educational materials and general office supplies, to be used for the proposed program only.</p> <ul style="list-style-type: none"> ✓ A variety of education materials are available from Komen for the Cure at a discount to grantees. We expect that our materials be used in the project whenever possible. <p> TIP: Visit www.komen.org (Shop Komen) to review downloadable PDF versions of Komen education materials and pricing information.</p> | <p>Under the “Appropriate Budget” criteria, reviewers will be asking:</p> <ul style="list-style-type: none"> ➤ Are you using education materials provided by Komen for the Cure? ➤ Are non-Komen materials justified and appropriate? ➤ Are other supplies essential to the success of your program? |
| <p><input type="checkbox"/> C. Budget: Equipment</p> <p>Proposed equipment purchases must be itemized and clearly justified in the Budget Justification (Document 5).</p> <ul style="list-style-type: none"> ✓ Purchase cost for equipment, if requested, must be reasonable and less than rental fees for the same equipment. ✓ Equipment must be necessary for the success of the proposed program and must be for exclusive use on the proposed project. | <p>Under the “Appropriate Budget” criteria, reviewers will be asking:</p> <ul style="list-style-type: none"> ➤ Is equipment essential to the success of the proposed program? ➤ Will the proposed equipment be for the exclusive use of this program? <p> TIP: Laptops and office equipment are rarely funded unless use is exclusive to the program.</p> |

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| <p>❑ D. Budget: Travel & Transportation</p> <p>Itemize proposed travel expenses. If your proposal includes transportation for clients, describe in Budget Justification (Doc. 5).</p> <ul style="list-style-type: none"> ✓ Proposed travel must be necessary for the success of the program. ✓ Travel Costs must be reasonable. Mileage and per diem should be based on federal guidelines. ✓ If you are proposing transportation costs for clients, please list them here. Be sure to reference your transportation provider and the details of your agreement in your justification. <p>TIP: Reviewers rarely accept proposed travel expenses for conferences (i.e., airfare, lodging, fees). If such travel is essential to the success of your proposed program, please contact Komen NCT Mission staff for pre-approval.</p> | <p>Under the “Appropriate Budget” criteria, reviewers will be asking:</p> <ul style="list-style-type: none"> ➤ Is the travel appropriate and essential to the success of the program? ➤ If travel to a conference/workshop is proposed, could it be covered by other sources of funds? ➤ If you propose transportation to assist in getting clients to your services, are the terms of your plan well-articulated and justified? ➤ Note that transportation as an “access to care” solution is a Priority Element and, as such, is strongly encouraged. |
| <p>❑ E. Budget: Patient Care Costs</p> <p>Please use this section to detail direct patient care costs such as mammograms, MRIs and clinical breast exams.</p> <ul style="list-style-type: none"> ✓ Direct patient care costs can vary from institution to institution. Please negotiate the lowest costs possible with your provider. ✓ In your budget, it is essential to describe precisely what is included in the costs you quote. For example, does the cost for a mammogram include fees to clinical staff to read the mammogram? | <p>Under “Appropriate Budget”, reviewers will ask:</p> <ul style="list-style-type: none"> ➤ Are your quoted prices aligned with the current “market value” for the services? ➤ Do you explain precisely what is included in those costs (see left)? ➤ If you contract with another entity to provide clinical services, have you attached a letter of collaboration detailing your agreement? |
| <p>❑ F. Budget: Other Expenses</p> <p>Use this section to detail expenses that do not fit in other categories.</p> <ul style="list-style-type: none"> ✓ Please do not include items that should be included in your indirect costs below. ✓ This section can include food for workshops, program incentives, and other expenses that will directly impact the success of your program. Please list these items. Justify them in the Budget Justification document. | <p>Under the “Appropriate Budget” criterion, reviewers will be asking:</p> <ul style="list-style-type: none"> ➤ Are the expenses clearly listed and briefly described on the Budget Form? ➤ Are the expenses justified and are they essential to the success of your program? |
| <p>❑ G. Budget: Indirect Costs</p> <p>This line item is automatically calculated to be 10% of your total budget. It is intended to cover costs that cannot be directly assigned to a program or activity.</p> <ul style="list-style-type: none"> ✓ This line item should be considered “overhead.” Indirect costs cannot exceed 10% of the total budget, and the spreadsheet automatically populates this field based on your overall budget. | <p>Under the “Appropriate Budget” criteria, reviewers will be asking:</p> <ul style="list-style-type: none"> ➤ Have you included expenses that should be considered “overhead” in any line item other than this one? |

DOCUMENT 5: BUDGET JUSTIFICATION

| Section, Format & Content | Evaluation Criteria |
|--|---|
| <p>❑ A-F. Budget: Direct Costs</p> <p>The Komen NC Triangle Affiliate defines direct costs as those costs associated directly with the program. In your budget justification, it is essential to describe precisely what is included in the costs you quote. For example, does the cost for a mammogram include fees to clinical staff to read the mammogram?</p> <ul style="list-style-type: none"> ✓ Direct costs include all categories listed on the budget excel sheet and budget justification forms except indirect costs. ✓ Stewardship of Komen funds is a significant component of your proposal and will have a considerable impact on your overall score. ✓ A clearly outlined budget must correspond appropriately with the goals and objectives of the proposal and the overall plan. ✓ Each line item must reflect the specific services to be provided and salary to be disbursed based upon the work proposed. | <p>Under the “Appropriate Budget” criteria, reviewers will be asking these questions:</p> <ul style="list-style-type: none"> ➤ Are all justified and essential to the success of your program? ➤ Are your costs clearly connected to your program plan? Do costs reflect the \$75k and \$40k limits outlined in the RFA? ➤ Are expenses clearly described and justified? ➤ Is this grant the only source of salary (i.e., if the position is not funded by the institution) for the program proposed? ➤ If this position is funded by the institution, have you clearly stated why additional funds are needed? |

DOCUMENT 6: PROGRAM SUPPORT & SUSTAINABILITY

| Section, Format & Content | Evaluation Criteria |
|---|---|
| <p>❑ A. Sustainability</p> <p>Please describe additional current and future sources of financial and institutional support that will support the ongoing success of your program.</p> <ul style="list-style-type: none"> ✓ Proposals should include a succinct sustainability plan. This includes reporting additional funders and identifying potential opportunities for additional funds, partnerships and institutional support. ✓ This section should only include sources of funding that supplement funds requested from Komen NCT. ✓ It is important for reviewers to understand what aspects of your program are covered by your other sources of funding. | <p>Under the “Sustainability” and “Likelihood of Success” criteria, reviewers will be asking:</p> <ul style="list-style-type: none"> ➤ Do you have partners and supporters outside of Komen who will help to ensure the long-term survival and health of your program? ➤ Are documents included that support the involvement of partners and supporters? ➤ Do other sources of funding compliment potential Komen funds, thus creating a high likelihood of success? ➤ Do you clearly articulate what aspects of your program are being supported by other funds and what aspects are included in your proposal to Komen? |
| <p>❑ B. Current Funding</p> <p>Please list current funding that is used to fund your program AND Department. If you are a current Komen grantee do not include Komen funding.</p> <ul style="list-style-type: none"> ✓ Identify current granting organizations, the amount funded, the purpose of the funds and the funding cycle. ✓ Document whether or not the funds are pending. | <p>Under the “Sustainability” and “Likelihood of Success” criteria, reviewers will be asking:</p> <ul style="list-style-type: none"> ➤ Is the program AND organization supported by other funding programs? ➤ Do current program reports reflect good stewardship based on successful implementation and outcomes? |

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| <p>❑ C. Previous Komen Funding Please list previous Komen funding (in any amount or grant type) for the past <u>four</u> years.</p> <ul style="list-style-type: none"> ✓ For previous Komen grantees, this section will be supplemented by a staff report to reviewers that summarizes the extent to which your program has met or exceeded goals in the past. ✓ Previous Komen grantees must use prior evaluations to document the impact of previous funding. ✓ As part of Section 8 (attachments), please attach your most recent 6-month and final reports for your Komen-funded program. <p>TIP: Proposals from organizations that have returned unused Komen grant funds in the past will be carefully scrutinized. As part of our commitment to stewardship and transparency, Komen NCT intends for all granted funds to be used effectively and not returned without good cause.</p> | <p>Under the “Sustainability” and “Likelihood of Success” criteria, reviewers will be asking:</p> <ul style="list-style-type: none"> ➤ Does your previous Komen-funded program illustrate: poor performance, non-compliance, inappropriate or ineffective use of funds? ➤ Were requested funds used? ➤ Does past performance illustrate the ability to adapt and evolve your program to maximize your impact on the community? |
| <p>❑ D. Previous non-Komen Funding Please list previous non-Komen funding (in any amount or grant type) for the past <u>four</u> years.</p> <ul style="list-style-type: none"> ✓ Existing programs that have not previously been funded by Komen must document the impact of their current program. ✓ Newly established programs must identify the proposed impact based on the evaluation plan and the use and implementation of an evidenced-based program or strategy. | <p>Under the “Sustainability” and “Likelihood of Success” criteria, reviewers will be asking:</p> <ul style="list-style-type: none"> ➤ Is your program sustainable even without Komen funding? |

DOCUMENT 7: BIOSKETCH(ES) FOR KEY PERSONNEL

| Section, Format & Content | Evaluation Criteria |
|--|--|
| <p>❑ A. Bio sketch forms</p> <ul style="list-style-type: none"> ✓ Please do not submit CVs or resumes. Use the form provided. ✓ Forms must be filled out for the following: <ul style="list-style-type: none"> • Project director • All attendant personnel listed in budget request ✓ Operationally, the Project Director is responsible for: <ul style="list-style-type: none"> • implementation of the program in the broadest sense, including ethical conduct, cultural responsibility and logistical concerns; • appropriate use of funds; • grant administration; • presence at all site visits; • ensuring that all expectations are met or exceeded based on Komen NCT guidelines. • fulfillment of the contractual obligation to Komen NCT. ✓ The designated point of contact may or may not be the Project Director. Responsibilities include: <ul style="list-style-type: none"> • ongoing communication with Komen NCT; • completion and submittal of all required forms; • ensuring the organization is represented at Komen events; • proper representation of Komen mission, materials, and messaging. | <p>Under the “Logical Operational Design” criteria, reviewers will be asking these questions:</p> <ul style="list-style-type: none"> ➤ Does staff working directly with the program have the appropriate experience, education and/or expertise relevant to the program objectives to which they are responsible? ➤ Are staff expenses and responsibilities inflated relative to the rest of the program plan? |

8: ATTACHMENTS

| Section, Format & Content | Evaluation Criteria |
|--|--|
| <p><input type="checkbox"/> Proof of Non-Profit status for applicant organization</p> <ul style="list-style-type: none"> ✓ All organizations must submit this information. ✓ If you are a previous Komen NC Triangle grantee, we may have your documentation on file. Please check with the Affiliate office if you are uncertain. | <p>This is a required document.</p> |
| <p><input type="checkbox"/> Letters of Collaboration</p> <p>Letters of collaboration are required for each organization that you are contracting with or partnering with in order to provide services.</p> <ul style="list-style-type: none"> ✓ Letters of Reference / General Support are NOT to be included. Letters of Collaboration demonstrate a mutual partnership. ✓ Please include letters as separate documents with your application. ✓ You may provide no more than three letters. These should be on the supporting organization’s letterhead and may not exceed two pages each. ✓ Please note that letters of collaboration reflect an appropriate relationship that is germane to your program. Do not provide general letters of support. ✓ Letters of collaboration illustrate the extent of a partnering organization’s involvement in your program. Details of the proposed relationship should be addressed in these letters. | <p>Under the “Collaborations & Partnerships” criteria, reviewers will be asking these questions:</p> <ul style="list-style-type: none"> ➤ Do letters of collaboration illustrate a strong partnership that will better serve the target audience? ➤ Are all parties in sync with their understanding of roles and responsibilities in the project? ➤ If paid services are part of the proposed collaboration, are these addressed in the letter of collaboration? |
| <p><input type="checkbox"/> Previous Komen Reports</p> <p>Please include, in PDF format, the following documents from most recent Komen funding year, if applicable:</p> <ul style="list-style-type: none"> • Six month report • Final report <p>✓ Previous performance on Komen-funded grants has a clear impact on future funding.</p> | <ul style="list-style-type: none"> ➤ These reports, accompanied by comments from Komen NCT staff, will help to inform reviewers as they consider the likelihood of your program’s success. |

9: PUTTING YOUR PACKAGE TOGETHER

| Section, Format & Content |
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| <p><input type="checkbox"/> Completing Forms</p> <ul style="list-style-type: none"> ✓ Applications must be completed on the forms provided. These forms can be updated and saved throughout the process of compiling your proposal. ✓ Once completed, we recommend that you review the contents carefully before final submission. ✓ Paper copies should be printed on plain white paper, 8 ½ x 11 paper. ✓ To conserve resources, proposals may be copied double-sided. ✓ Please bind your copies with paper clips or binder clips. Do not bind applications by spiral binding, vellum binding, stapling or placing in a folder. |
| <p><input type="checkbox"/> Electronic Submission</p> <ul style="list-style-type: none"> ✓ Save your forms in PDF format. If you cannot save as a PDF, please download Adobe XXX from our website. ✓ Each form has a generic name. Please follow our naming convention by inserting your organization name prior to the existing name as follows: <<your organization’s name_EXISTING FORM NAME.pdf>>. For example: ABC Health Department_ 2011BudgetForm.pdf ✓ Email all documents and attachments by the deadline to: grants@komentriangle.org ✓ You will receive an email receipt no later than NOON on Friday, November 18th. |

Hard Copy Submission

- ✓ You are required to submit (1) original with signatures (please print 1-sided) and twenty (20) copies (2-sided is acceptable) of your entire application package. The original with signature is required for your application to be in compliance. The 20 copies are used by the independent review panel and must comply with these guidelines.
- ✓ Mail or hand-deliver the signed application and all attachments to the Komen NCT office to be received by the deadline listed below. If mailed, please request a delivery confirmation from the post office.
- ✓ FAX copies are not acceptable.
- ✓ Paper copies should be printed on plain white paper, 8 ½ x 11 paper.
- ✓ Please bind your copies with clips. Do not use spiral binding, vellum binding, stapling or place in folders.

Deadline: NOON, Friday, November 18th, 2011 NO EXCEPTIONS

Susan G. Komen for the Cure
NC Triangle Affiliate
Attn: Grants Committee
133 Fayetteville Street, Suite 300
Raleigh, NC 27601

CONFIRMATION OF RECEIPT OF APPLICATION: All organizations submitting applications will receive confirmation of application receipt. Confirmation will be e-mailed to the project director upon initial receipt of the application.

If an email address is provided, confirmation will be emailed to the project director.

Please do not contact the Affiliate regarding the status of the application during the review period.

VI. TEN TIPS FOR SUCCESSFUL GRANT WRITING

1. Read this document and the 2009 Community Profile thoroughly and early. Be sure that you comply with all requirements listed in Section IV.
2. Start your application early. After reading the request for applications, begin mapping out your program design based on the priorities in Section IV.
3. Contact Komen NCT as early as possible with questions and/or ideas regarding your program. Early feedback will allow you to make adjustments and present a strong proposal.
4. Identify and document the research that supports your program design. Be familiar with evidence-based approaches and strong evaluation methods relevant to your program.
5. Develop partnerships and request letters of collaboration early in the process.
6. Effectively connect each component of your application to the Statement of Need (Section IV) and the mission of Komen NCT.
7. Make sure your application clearly articulates the need being addressed, the objectives to be met, and the feasibility and potential impact of your program. Be concise and clear.
8. Use active rather than passive voice, and use correct grammar and spelling.
9. If you are a previous grantee, show that your project has evolved. Do not submit previously funded applications with minor changes.
10. Complete all forms. Double check your work and include all attachments.

VII. THE REVIEW PROCESS

Susan G. Komen for the Cure is committed to a transparent and unbiased grant review process. It is essential for applicants and Komen supporters to understand that the process of disseminating funds to support our mission complies with the highest ethical and fiscal standards. The following summarizes the process which is managed by the Komen NC Triangle Affiliate Grants Committee and staff under the oversight of the Komen NC Triangle Board of Directors.

Compliance Review

All applications submitted by the deadline are catalogued and assigned a grant number. The Komen NC Triangle Grants Committee examines applications for general compliance and appropriate response to this RFA. This examination includes the proposed program only insofar as it does or does not comply with the requirements detailed in this RFA. ***Applications that do not address the Required Elements of this RFA (Section IV) are removed from the process at this stage and applicants are notified.***

Independent External Review Panel

Applications that have met the general compliance criteria are approved for full review by an independent review panel comprised of a diverse group of researchers, community leaders, survivors, medical providers, caregivers and other prominent leaders in the community who are committed to addressing breast health in our service area.

Reviewers may not serve in any other capacity within the Komen NC Triangle network, including as a volunteer, staff member or advisor. Current grantees and applicants are prohibited from serving as reviewers. All reviewers sign conflict of interest statements and must disclose any potential connection to prospective applicants. During the process, these reviewers are excused from discussing applications for which they have any real or potential conflict of interest.

Reviewers have copies of all grants prior to meeting in person. Each reviewer reads all grants but is responsible for scoring approximately half of the proposals and for presenting one or two proposals at the in-person meeting. They are also provided with a copy of this RFA so that they are fully apprised of the parameters within which you prepared your application.

Reviewers are given the same Evaluation Criteria that we have listed in this RFA. They are charged with evaluating each criterion using a 5-point scale where one (1) represents “poor” and five (5) is “excellent.” Additional points will be awarded to programs that address “Priority Elements” from Section IV. Reviewers are also asked to record questions, concerns and constructive comments that we offer back to all applicants, regardless of whether or not your proposal is funded.

Review

The review panel meets in person for a full day. While staff and the Grants Committee are present, their role is to inform the process and not to influence it. The review panel is charged with:

- Discussing the proposals as a group. This includes assessing one another’s scores and comments and, if appropriate, adjusting their individual scores based on the discussion.

- Raising and recording concerns and/or kudos about any or all criteria. This may include recommendations about the appropriateness of specific line items in the requested budget.
- Agreeing to final scores for each proposal and to comments that will be passed along to (1) the Komen Grants Committee regarding budget and program issues that need clarification (2) the Komen Board of Directors regarding the fundability of these programs, and (3) the grantees / applicants regarding strengths and weaknesses of their proposals.
- Reviewing and recommending the final slate of proposals to the Komen NC Triangle Board of Directors. This slate includes a list of proposals in ranked order, along with averaged scores and comments. It also includes an indication of “Do Not Fund” for any programs that are deemed to be inappropriate or generally below the standards described in this Request for Applications.

Post-Review Adjustments

Immediately following the review, the Komen NC Triangle staff and Grants Committee work with applicants to address any issues that the review panel identified as needing clarification prior to a final vote by the Board of Directors.

Board of Directors Vote

The Treasurer and Finance Committee of the Komen NCT make a recommendation to the Board of Directors for a maximum amount of funding for the coming grants cycle. The Board of Directors votes on this funding limit, without seeing the grants slate or grant applications.

Separately, the Board of Directors is presented with the grants slate, in ranked order, as approved by the independent review panel. The slate includes a cumulative amount of funding requested. If there is more money requested than the Board approved, the funding cut-off is clearly delineated.

The Board of Directors may review the proposals that appear on the slate but may not adjust the ranking. If they have exceptions, they must refer the entire slate back to the review panel. The Board of Directors votes on the slate and, within a few days, all applicants are notified as to their status.

VIII. AFTER AWARDS ARE MADE: GRANTEE TIMELINE AND REQUIREMENTS

Immediately following the Board vote, applicants are notified. For applications that are not funded, the Komen NCT Associate Director of Community Programs will set up a meeting to discuss your proposed program and possible improvements for future applications.

For applications that are funded, there may be adjustments required before a contract is signed. Once those adjustments are made to your application, a contract is prepared and must be signed and returned before you are considered a “Komen grantee.”

Grantee Requirements

Because our grantees represent Susan G. Komen for the Cure to the community, it is essential that grantees have a strong understanding of our organization and our mission. Hence, we have several requirements of our grantees and offer opportunities for capacity building and program development.

Required activities:

- Participate in the 2012 Komen NC Triangle Race for the Cure in these ways: have a display in the Grantee Tent, bring a team of participants from your institution and/or community.
- Prepare for at least two to three site visits during the one-year grant-cycle.
- Be present at the Affiliate event when we award your grant (March 2012).
- Attend at least one Komen NCT Networking Luncheon.
- Utilize Komen education and breast health materials whenever possible.
- Make publicly available the results of the work supported by the program.
- Prepare and submit a Six-Month and a Final Report, including a listing of the ways you have engaged with the Komen NC Triangle Affiliate during the grant period.
- Ensure that Komen NCT support is identified on your website and on all materials (flyers, pamphlets, posters, displays, etc.) developed with Komen NCT funding.

Opportunities:

- To support the development of excellent grantee programs, Komen NC Triangle offers several training opportunities throughout the year. These include workshops on grant-writing and evaluation. We strongly encourage you to attend these events.
- Both locally and nationally, Susan G. Komen for the Cure has programs that allow organizations to raise funds to support our community health programs and national research. We encourage our grantees to support Komen by organizing small fundraising activities in your community or participating in national fundraising campaigns. This is not required for funding, nor does this have any impact on the review process.

New Komen Funding Opportunity

SMALL GRANTS: We are now pleased to offer opportunities for organizations and/or communities to receive small grants to support capacity building, infrastructure development and community mobilizing, especially focusing on creation of new models, programs and partnerships. These small grants are by invitation only and are available year-round. Please contact the Komen NCT mission staff for details.

Grantee Timeline

2011: Regional Grant-Writing Workshops in 3 Locations

August 31.....Northampton County & Surrounding
 September 20..... Scotland County & Surrounding
 September 27.....Durham County & Surrounding

November 18, 2011 at NOON Applications Due

2012: Awards

March.....Awards Announced
 Late March.....Signed Contracts Due
 Last week of March.....Award Event
 April 1.....Grant Cycle Begins
 April/May.....First Site Visit
 September/October.....Second Site Visit |
 September/October...6-Month Report (2nd check)

2013

March 31.....Grant Cycle Ends
 May 31.....Final Report & Evaluation Due

Thank you for your interest and good luck with your application!