

Application Tutorial: Keys to Effective Proposals



How to Create a Program

We grant funds to organizations to address...

4 Drivers of Health Outcomes:

Health Behaviors, Clinical Care, Social and Economic Factors, and Built Environment



Adaptation of the County Health Rankings model © 2014 UWPHI

- **Conduct a needs analysis**
 - What is the assessed need in the community?
 - What will happen if nothing is done to meet this need?
 - How does your organization's mission and expertise align with the need?
- **Define the plan**
 - What activities, services, or products will your program offer to meet the need?
 - Who is your target population?
- **Establish a health correlation**
 - How will your program address at least one of the four health factors?
 - Health behaviors
 - Clinical care
 - Social and economic factors
 - Physical environment
- **Determine desired outcomes**
 - What does it look like to successfully meet the need?
 - How will things be different once the need is met?
 - What are the positive impacts and effects (short- and long-term) of your activities on your target population?

To help generate evidence-based program ideas, visit:

<https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health>

Components of Program Development

Analysis

- Identify your program's strengths, weaknesses, opportunities, and threats/challenges.
- Assess additional requirements (operational expenses, volunteers, etc.) Ensure that any not included in the proposal are sustainable.
- Define the scale. Make sure your organization has the capability to take on the program.
- Identify collaborative opportunities (health department, hospitals, other nonprofits, etc.).

Management

- Select sustainable measurement tools to collect program data and health outcomes.
 - Performance based measures (skill evaluation, tests, etc.)
 - Self-reported measures (surveys, interviews)
- Determine the staffing structure, roles, and responsibilities.
- Develop a schedule for performing and evaluating the program activities.
- Consider modeling best practices of other organizations.

Evaluation

- Select program evaluation methods (pre- and post-tests, surveys and questionnaires, observation, focus groups, staff discussions, etc.)
- Distinguish your program from others already doing this work in the community and competing for funds.
- **Contact the Grant Coordinator at least 30 days before the application deadline to discuss your program and expected outcomes. Adjust your plan as needed to incorporate feedback and recommendations.**

Completing the Application

Date:			
Name of Requesting Organization:			
Date of last IRS determination:			
Contact Person:			
Phone Number:			
Contact Email Address:			
Mailing Address:			
Street			
City	State/Province/Region	Zip Code	

← The date that you formally submit the application

← To verify, visit: <https://apps.irs.gov/app/eos/>

Who is best suited to answer questions about the program?

← If funds are awarded, where do you want them sent?

Organization Information

1. Brief description and history of your organization:

For over 10 years, our organization has worked diligently to serve low-income residents in Clarksville/Montgomery County. Through our various programs and services, we distribute vital resources (e.g., clothing, blankets, personal hygiene kits, etc.) and more than 2 million pounds of food annually to over 20,000 individuals and families in the grip of food insecurity. Our team stands ready to extend our services beyond basic need provisions and encourage permanent, positive life-changes which will improve the health of Clarksville's residents. For more information about our history, programs, and recent accolades, please visit our organization website/Giving Matters profile at www.websitename.com.

A short summary (300 words or less) which could include the organization's:

- year of incorporation
- mission statement
- target population
- overview of programs and services
- recent accomplishments/accolades

For the sake of brevity, reference your organization's website for more information.

2. Amount requested:

\$ 62,523

A numerical value only. This is not the place to itemize or explain what you need. Make sure the number listed matches your program budget, or the itemized total in question #13.

3. Brief description of project for which funding is requested:

Montgomery County ranks worse than 77% of counties in the nation regarding its food environment index (www.countyhealthrankings.org). With 14% of the local population lacking reliable access to healthy food, there are roughly 26,200 people struggling with hunger in our county (Feeding America: Map the Meal Gap Report). Regrettably, hunger and extreme waste co-exist in our country. The Food and Drug Administration states that "...wasted food is the single largest category of material placed in municipal landfills, representing nourishment that could have helped feed families in need." The nation's food waste statistics are staggering; the USDA's Economic Research Service finds that 40% of food goes uneaten with 31% of food loss occurring at the retail and consumer levels. In 2010, this corresponded to approximately 133 billion pounds and \$161 billion worth of food (www.fda.gov/food/consumers/food-loss-and-waste).

The Operation Let's Eat program will tackle the issue of food waste occurring in our community while alleviating hunger/food insecurity and addressing a lack of nutrition education in our target population. It will enhance our services by allowing us to 1) "rescue" viable food from being wasted and pair it with low-income and homeless individuals, and 2) educate clients to choose and utilize nourishing foods to improve health. The program will address social and economic health factors and health behaviors through diet, family and social support, and education. Operation Let's Eat consists of the following components:

- a. Food rescue: Surplus food that would otherwise be disposed of is gathered from local restaurants and stores and paired with the hungry. This includes boxed and canned goods, meats, dairy, bread, and fresh produce.
- b. Nutrition education: A fun, hands-on training session, carried out at our organization headquarters by various locals with a background in health or nutrition. Monthly sessions include a step-by-step demonstration, printed recipes, door prizes, and a question-and-answer period.
- c. Healthy food provisions: Once monthly, participants enjoy a wholesome dish featured during the nutrition training session. They also receive pre-assembled recipe bags filled with key ingredients to make the food at home and are offered bags of fresh produce.

In order to launch this program, we are requesting funding for:

- Contract wages for key program personnel
- Nutrition education supplies
- Food rescue operations and equipment
- Participant incentives
- Program marketing

Introduce your project/program:

- What is the problem or need that your program will address?
- What is the rationalization for this program? When explaining the background, use statistical data from reputable sites such as <https://www.countyhealthrankings.org/>
- Who will benefit from your program?
- What will your program do to solve the problem or meet the need?
- Is your plan evidence-based with proven success rates?
- Where will the program occur, and what area(s) will it serve?
- What is the end state of your program?
- Which health factors and outcomes are applicable?
- What do you need us to fund?

4. State the goals and objectives:

Operation Let's Eat's goals are to:

- Reduce the amount of food wasted in Clarksville/Montgomery County
- Decrease instances of hunger and food insecurity in Clarksville/Montgomery County
- Educate clients in utilizing, preparing, purchasing, and cooking a variety of healthy foods.
- Encourage clients to try a wider variety of healthy foods.
- Increase clients' "repertoire" of healthy food choices while teaching them to make more informed, healthy dietary choices.
- Effect positive physical changes in client health.

Operation Let's Eat's objectives include:

- Rescue roughly one million pounds of viable food from various sources.
- Distribute rescued food to approximately 14,000 unique clients per year.
- Conduct at least 12 nutrition education sessions to enhance the health awareness of an estimated 200 low-income individuals and families.
- Provide a variety of nutritious fare to roughly 200 food-insecure individuals and families via 1) a minimum of 12 cooking demonstrations/samples and 2) an estimated 3,000 pounds of fresh produce, canned goods, meats, breads, etc.
- Document marked changes in client attitude, behaviors, and choices regarding healthy versus unhealthy or "empty-calorie" foods.

Goals

- General statements of the desired results you intend to achieve through the program.
- Usually broad, long-term, intangible, and non-measurable.
- Typically set over a long period of time.

Objectives

- Define specific, measurable, attainable, realistic, timely actions you must take to achieve the overall goals of the program.
- Usually accomplished in a shorter time frame.

5. State the timetable for accomplishing the goals and objectives:

Within 45 days of funding notification:

- Market the program
- Hire contract labor positions
- Conduct vehicle maintenance
- Purchase supplies and participant incentives

Monthly (February 2021 – January 31, 2022):

- Conduct food rescue operations (various; weekly)
- Conduct nutrition education sessions (the first Tuesday of the month)

Quarterly (April/July/October 2021, January 2022)

- Conduct participant, staff, and volunteer surveys/assessments of the program

By November 1, 2021:

- Submit Outcomes Expectations (Progress) Report, Expenditure (Progress) Report, and program photos to Grant Coordinator
- Reapply for 2022 – 2023 cycle program funding

By February 28, 2022:

- Submit Outcomes Expectations (Final) Report, Expenditure (Final) Report, and program photos to Grant Coordinator

Highlight key tasks or activities in all phases of program execution, from the time money is awarded through contract completion. Examples of key tasks include:

- Program marketing
- Logistic coordinations
- Hiring actions
- Participant selection
- Program evaluation methods

Organize your timetable using important dates and set periods (e.g., monthly, quarterly, bi-annually) within the grant cycle's one-year contract dates:

- May submissions: August 1 – July 31
- November submissions: February 1 – January 31

6. Does your grant have a single objective? Can this be achieved in one year?

This program has multiple objectives that can be achieved in one year.

7. Does your program include multiple objectives? Will they all be addressed in one year?

Yes, and yes. Please see questions #4 and #5 for further details.

8. Is this an existing program or a new program?

This is a new program.

9. Does the applicant plan to reapply in subsequent cycles?

Yes

Respond in accordance with your answers to questions 4 & 5.

Self explanatory; use concise answers.

10. Describe the evaluation process you will use to evaluate how you have met your goals and objectives:

We will regularly gather feedback from staff/volunteers, conduct participant interviews and surveys, and collect the following statistics to evaluate the success of the program:

- Pounds of food rescued
- Pounds of rescued food distributed to number of unique clients
- Pounds of food provided at nutrition education sessions
- Number of nutrition education sessions offered
- Number of participants at nutrition education sessions
- Number of recipe bags distributed
- Number of participants reporting health improvements (i.e. improved attitude toward healthy eating, positive changes to dietary habits, increased consumption of fresh produce, overall feelings of well-being, etc.)

*We will conduct an initial survey, quarterly surveys, and a final survey to evaluate the success of the program and gain feedback from our clients.

How will you show that your program was conducted according to plan and that you did what you said you would do? Outcome evaluations look at results i.e., did the program have a direct effect on its recipients? Ways to collect this information include:

- Obtaining feedback from staff, volunteers, and program beneficiaries
- Conducting participant interviews/client testimonials
- Conducting surveys
- Collecting output statistics

11. Describe how the project relates to the requesting organization's long-term plans and priorities:

Operation Let's Eat reflects one of our organization's key goals—to provide not only necessities but also the tools that will enable our clients to better their lives. Our long-standing strategic vision is to facilitate comprehensive, holistic wellness within our target population and lead at-risk individuals toward positive, permanent change. Our priority is health, which entails providing clients with plenty of minimally processed, nutritious food while also teaching them to recognize, appreciate, and cook those foods—changes that will positively affect health and quality of life. This program is setting the standard for our organization's future health-related endeavors and will spearhead the education of our clients to promote their growth and development.

Reference your organization's mission statement and strategic plan (if applicable) to show this correlation.

For example, suppose an organization's mission is to reduce the number of homeless people in a particular region with long-term goals of creating an employment agency and developing adult educational facilities. Funding to establish an adult literacy program would directly support these priorities by enhancing skills and increasing individuals' employability.

12. Describe the present and future impact this project will have on the health of the community:

Operation Let's Eat will offer the physical and mental benefits that inevitably come from consuming more high-nutrient foods and fewer low-nutrient foods (e.g., feelings of well-being that come from improved sleep, lowered blood pressure, heightened immunity, increased energy, improved focus, etc.). The food provision component of this program will provide immediate and long-term physical health benefits to the low-income clients and families of Clarksville/Montgomery County who struggle with hunger. Poor nutrition can contribute to stress, tiredness, and reduced capacity to work, and can, over time, increase the risk of developing illness and health problems such as: obesity; tooth decay; high blood pressure; high cholesterol; heart disease and stroke; type-2 diabetes; osteoporosis; some cancers; and depression (www.cdc.gov). Consumption of the healthy foods offered at Operation Let's Eat supports a well-balanced diet; provides energy and nutrients required for growth and repair; and may prevent diet-related illness. As our clients become healthier and learn wholesome habits, the effects will trickle down to the community at large. Many program attendees will be accompanied by children, who pick up the attitudes and behaviors of their guardians regarding health and food. Finally, clients will receive an abundance of healthy, rescued food, enabling them to allocate their limited financial resources to afford other essentials, such as medications.

- Revisit the health factor your project addresses and how it drives a health outcome.
- Explain how lives are improved or lifespans are increased through your project's objectives.
- Effective research will strengthen this section of your proposal.
- Describe the short- and long-term impacts on individual and collective health using current information from reputable websites sponsored by:
 - the U.S. government
 - not-for-profit health or medical
 - university medical centers

13. Provide an itemized budget for the project for which monies are requested (can be sent as an attachment):

Please see the attached program budget.

- A separate attachment is recommended; refer to the sample provided.
- Include your overall program budget and the direct and indirect costs of all program components.
- Specify which needs you are requesting funding for (reference your responses to questions 2 & 3).
- It is helpful to provide an explanation of how costs were derived and justification for each requested item.
- Organize the information appropriately and double check for accuracy.

14. List other sources of funding commitments received to date with amounts listed:

To date, we have not received any funding commitments for this program.

This includes the dollar amount of:

- Awarded federal or private grants and the grantor's name
- Donations collected and the source (online or cash payments, corporate or faith-based sponsors, fundraiser revenue, etc.)
- The financial equivalent of in-kind donations of goods and services that your organization has received for the project.

It does not include pending requests from other funders or expected donations.

15. Describe how the request will impact the organization's future operating budget (expenses and revenues). What is your organization's financial plan for future sustainability of this project after this grant is spent?

Impact on the organization's expenses and revenues:

- 1). The assistance with driver payroll will ensure that we can continue to rescue food versus purchasing it.
- 2). Regular truck maintenance invariably cuts down on bigger, more expensive repairs that result from insufficient maintenance.
- 3). The pallet stacker will greatly reduce manpower hours, as this piece of equipment can do, in a matter of minutes, certain tasks that currently take several people and far more time. Because it fits into tighter spaces than a typical forklift, it will increase safety and efficiency while potentially doubling storage capacity in the walk-in cooler.

Financial plan for future sustainability:

Once the grant monies are spent, we will fund Operation Let's Eat through the various sources that have already proven to be consistent. Sources include several modest federal and private/foundation grants; cash donations; local churches; private donors; several area businesses; and online donations. We also collect monetary donations through our fundraisers such as the annual Pass the Turkey event (sponsored by the Clarksville Running Club) and Golf Scramble.

16. Who is the project manager or administrator for the grant? What are the qualifications and credentials of this person?

Our Executive Director, Mr. X, will serve as the program manager for this grant. With the help of a small staff and many volunteers, he has built the organization from the ground up to become one of the largest food rescue agencies in Middle Tennessee. He is a committed minister with diverse leadership, interpersonal, managerial, culinary, marketing, administrative, and decision-making skills. Mr. X was the recipient of the 9th annual Clarksville Chamber of Commerce Community Commitment award and was also recognized as Clarksville's Favorite Community Activist in 2014. Through his work, our organization received the Clarksville Leaf-Chronicle's Reader's Choice award for best local social service agency in 2013 and 2019.

17. Please list your staff working on this project along with a short bio listing their skills and qualifications to complete this project.

Ms. A, Bookkeeper, graduated from Some University with a bachelor's degree in business management in 2016. Her professional experience includes over four years of tax preparation and bookkeeping services and eight years of office managerial experience with H&R Block. She has provided exceptional bookkeeping services for this organization for two years and will be responsible for managing any awarded funds.

Ms. B, Nutrition Educator, has over 7 years of experience as a certified Nutrition Educator working with adults and children in all aspects of nutrition education and programming. Additionally, she has 15 years of managerial experience in various positions ranging from construction business ownership to warehouse operations management. She has proven success with community outreach, training, event coordination, and customer service.

- Will the requested funds reduce other expenses and/or enable you to focus on other mission-essential areas (e.g., overhead and operating costs)?
- What will your organization do to secure additional funding for the project (e.g., fundraising events, marketing efforts to solicit donations, pursuing grant funding, developing new collaborative partnerships, seeking corporate sponsorship, etc.)?

This is your chance to explain how supporting your organization's mission by funding this project will provide a good return on investment that will endure the tests of time.

You can demonstrate sustainability by referencing the organization's diverse community partners (faith-based collaboratives, community leaders, schools, agencies etc.).

Discuss how the community has rallied around your organization and their involvement through volunteerism or other support.

This is an opportunity to highlight your organization's staff, cultural competence, and capabilities. It can include the staff member's experience, professional background, and history in serving the project's target demographic. List relevant education, certifications, and recognitions/awards related to the project.

Supplemental Documents Required

Files should be emailed to: apply@communityhealthfoundation.org or mayra@communityhealthfoundation.org (File types: pdf, doc, docx, jpeg, jpg.)

- ☐ **IRS Determination Letter (501C3)**
- ☐ **Proposed Project Budget**
- ☐ **Quotes** for items listed in the budget if relevant
- ☐ **Organization's Audited Financial Statement or 990**
- ☐ **Board of Directors List and County of Residence:** DO NOT include pictures or biographies of Board Members
- ☐ **Outcomes Expectation Report**
- ☐ **Progress Report with Financials** if submitting an application for a new grant while under contract for a current grant
- ☐ **Letter of Support (LOS) or Memorandum of Agreement (MOA)** if collaborating with other entities
- ☐ **Copy of Contract** between applicant organization and any paid contracted positions OR a **copy of contactors W9** (with redacted SSN) as proof of the funds complying with our salary guidelines. If funds provided are for their salaries.
- ☐ **Other Supporting Information** (Newspaper Articles, Photos, or Other Items)

Make sure you provide all the required documents with your application

- IRS Determination letter must be within the past 10 years.
- Quotes used must be from reputable companies
 - Do not provide quotes from Facebook Marketplace

Operation Let's Eat Program Budget

Item	Program Budget	Request	Calculation
Truck fuel & maintenance	\$24,600	\$24,600	Estimated cost, per records. Enables food rescue operations throughout the local area
Contract truck drivers	\$41,600	\$30,000	Compensation for 2 fulltime (or 1 fulltime/2 part-time) food rescue truck drivers @ \$10/hr. ($\$20,800 \times 2 = \$41,600$)
Truck insurance	\$3,176	\$3,176	Annual insurance premium for food rescue trucks
Marketing & Program Materials	\$1,000	\$1,000	Estimated cost of ink, paper, envelopes, recipe bags/cards, etc.
Food	\$2,000	\$2,000	Covers supplemental food purchases for featured dish ingredients and recipe bags
Nutrition session trainer stipend	\$1,200	\$1,200	Compensation for nutrition trainer at \$100/session for 12 sessions
Food rescue equipment: Pallet jack	\$307	\$307	See attached quote per Global Industrial catalog (\$306.05 item price does not include tax and shipping costs)
Participant incentives	\$240	\$240	\$20/session for 12 sessions to cover the cost of giveaways (grocery gift card, small appliances, etc.)
Indirect costs	\$13,000		Per records (shared rent, utilities, internet, phones)
TOTAL	\$87,123	\$62,523	We are requesting 72% of the program cost to launch Operation Let's Eat

Item Quote



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The Logic Model Approach to Understanding Outputs vs. Outcomes



- Resources dedicated to or consumed by the project
- Usually a NOUN
staff, facilities, money, time...

- What the project does with inputs to fulfill its mission
- Usually a GERUND
a verb in its "-ing" form, such as assessing, enabling, reviewing...

- The volume of work accomplished by the project
- Usually a QUANTITY
the number of projects, the number of case studies...

- Benefits or changes for participants during or after project activities
- Usually a CHANGE
better projects, increased skills...

- The long term consequences of the intervention
- A fundamental CHANGE intended or unintended in a system or society

Your Planned Work

Your Intended Results

Outcomes Expectation Report

Project Expectations/Outcomes Report

Please submit this completed form with your application and again when the project is complete. All final grant reports must include financial statements showing grant distribution. Expand and contract the numbers as appropriate. This may require two pages. For any questions, please contact our Grant Coordinator, Mayra Caswell mayra@communityhealthfoundation.org

Grantees' Planned Outputs:

1. Rescue roughly one million pounds of viable food from various sources such as grocery stores, schools, and restaurants.
2. Distribute an estimated one million pounds of rescued food to approximately 14,000 clients per year (and share with other local agencies, as needed).
3. Distribute approximately 200 pounds of fresh produce for 51 weeks to roughly 40 people per week.
4. Provide an estimated 400 clients with nutrition education through 12 training sessions.
5. Distribute approximately 240 recipe bags per year.

Expected Outcomes, which we will measure during grant period:

1. Increase in client knowledge of issues specific to their own health.
2. Positive changes in client dietary habits in at least 20% of training attendees by way of nutrition training demonstrations.
3. New positive attitudes and behavior in children regarding healthy foods.
4. Positive changes in health such as increased energy, feeling of well-being, more restful sleep, and/or lowered blood pressure.
5. Enhanced client knowledge regarding how to purchase, prepare, cook, store, season, and otherwise be creative with healthy foods.
6. Increase clients' repertoire of healthy foods and willingness to try unfamiliar but healthy foods and recipes.

Expected Outcomes which we expect to measure during and following grant period:

Same as above.

Valuable Outcomes which may not be measurable during or after the grant period:

1. Decreased incidence of poor physical health days as clients apply what they have learned.
2. Subtle positive changes in clients' financial state such as reduced medical and prescription bills and grocery money that stretches further.
3. Positive changes in behavior and attitude regarding healthy eating that occur in the home.

Other factors which influence outcomes over which we have no control:

1. Clients who do not see health as important enough to change their behavior and eating habits
2. How a person ultimately spends his/her grocery money.
3. Adverse weather and other variables that influence crowd size during training sessions, or our staff's ability to conduct training (e.g. COVID-19 safety precautions).

Revisit questions 4 & 10 to help you complete this section. Your responses should be similar.

Outputs

- Assess what you do through your program and the clients or participants you serve.
- The measurable “what” that your program creates through a known quantity of products, services, and resources.
- State the estimated amounts of what you expect your program to produce.

Outcomes

- Assess changes in your target population through actions and behaviors (e.g., learning, awareness, knowledge, attitudes, skills, opinions, motivations).
- The “why” or intended consequence. How is the world better?
- Whenever possible, include estimates of the expected impact from your program.

**For more information or if you have
any questions please contact the
Grant Coordinator.**