



Request for Applications
RFA 2010

Application Instructions & Form

**Capacity Building – Technical Assistance
Grants**

Proposals are due by 5:00 p.m. on the specified due dates.

Cycle One: Wednesday, February 3, 2010

Cycle Two: Wednesday, June 30, 2010

Deliver to:

**NONPROFIT SERVICES CENTER
1015 LOCUST STREET, SUITE 801
ST. LOUIS, MO 63101**

NSC, a St. Louis based nonprofit organization, serves as the program manager for the Capacity Building-Technical Assistance Grants Program on behalf of the Missouri Foundation for Health. *Missouri Foundation for Health WILL NOT be accepting proposal submissions.*



**Missouri Foundation for Health
Capacity Building -Technical Assistance Grant Program
Request for Applications
RFA-2010**

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**MISSOURI FOUNDATION FOR HEALTH
CAPACITY BUILDING - TECHNICAL ASSISTANCE GRANTS PROGRAM**

REQUEST FOR APPLICATIONS

PURPOSE OF RFA

The purpose of this section of the RFA is to provide potential applicant organizations with an overview of the program so that they might be better prepared to submit complete and competitive proposals. Potential applicants are strongly encouraged to review this section in its entirety prior to developing a proposal.

OVERVIEW The Missouri Foundation for Health (MFH) has a strong commitment to assisting health and health-related nonprofits and exempt governmental entities develop and implement programming that contributes to the overall health status and well-being of Missouri's citizens. Recognizing that quality programming requires strong and capable organizations, MFH offers a variety of capacity building programming and resources to eligible organizations. The MFH Capacity Building - Technical Assistance Grants Program is one such program that is focused on the provision of funding support for consultant services to assist with specific, discrete, short-term interventions that will help an organization (or coalition of organizations) become more efficient in its mode of operating and effective in accomplishing its mission objectives. The purpose of this grant program is organizational capacity building. Therefore all proposals should demonstrate how the proposed projects will strengthen organizational capacity in meeting the health needs of those served with greater impact.

NONPROFIT SERVICES CENTER (NSC)

NSC is a management support organization that provides programs, services and other resources to assist nonprofits in region in the effective accomplishment of their mission-based goals. Based in St. Louis but serving Missouri and Metro East Illinois, NSC firmly believes that nonprofit organizations are integral agents in the development of communities that sustain and enrich the lives of the people within.

PROGRAM DESIGN

Who is Eligible to Apply?

Organizations must have a 501(c)(3) tax status or be a governmental entity, must be located within the MFH service region, and have an annual expense budget of \$10 million or less.

Eligible Projects

In 2010, the types of activities eligible for funding through the use of a consultant or consultant services under this program are as follows:

1. Strategic Planning

Strategic Planning refers to the process by which an organization determines and articulates its priorities for program, resource, and systems development within a specific time-frame (often three to five years) based on an examination of internal and external environmental conditions within the context of its mission and values. This includes organizational restructuring and strategic partnerships activities. All projects should include an operational plan with timeline for implementation.

2. Short-term Business and Financial Planning

The focus should be on implementing strategies already in place or imbedded in a current strategic plan. A typical business plan would include a SWOT (Strengths, Weaknesses, Opportunities & Threats) or similar analysis, priority markets and constituencies, a product analysis, a value proposition, codifying the operating model (who does what, with/to whom, using what resources), and identifying the financing

strategy. It would also include short-term implementation planning, e.g. goals, success measures, tasks, accountabilities, and risks.

3. Fund Development

Activities that are related to the process of organizational or institutional fundraising include formulating fund development assessments and plans. All projects should include a plan for implementation including timeline, responsibilities and skills transfer related to the fundraising process.

4. Program Evaluation

The systematic collection of information about the activities, characteristics, and outcomes of programs to make judgments about the program, improve program effectiveness, and/or inform decisions about future program development.

5. Strategic Communications

For nonprofits to communicate effectively with current and prospective stakeholders, they must develop strategic communication tools. Projects should look at specific ways in which communication planning can be used to better inform, recruit and retain constituency support. The most effective strategic communications efforts will link to other strategic efforts by the organization (i.e.; fundraising, board/staff development, volunteer recruitment, community relations, program development, etc.) All projects should include assessment, implementation and training.

Projects including web design or web site development are not eligible.

6. Management Systems Development

Projects in this category refer to shorter-term interventions that provide consulting-only resources for an organization to resolve a problem or enhance capability related to its management systems and processes. Areas that are eligible for funding support are as follows:

- **Financial Management Systems:** Assisting organizations with an assessment and understanding of accounting systems, risk assessment, budgeting activities (i.e., cash flow, cost benefits analysis, etc.) and grant protocol and management.
- **Human Resources Management Systems:** Assisting organizations with process and/or procedural improvements to such areas as recruitment and retention, employee relations, and compensation.

7. Organizational Assessment & Planning:

The purpose of this process is to gain a systemic understanding of the internal strengths and weaknesses of the organization. Projects involve a holistic examination of the organization rather than analyses of individual components. The result is an assessment of the organization's current capabilities and organizational developments as well as an action plan for addressing those needs.

Award Conditions

The following conditions should be considered when applying for a Capacity Building - Technical Assistance Grant:

- The maximum award for a single project is \$20,000.
- The project cannot exceed one (1) year in length.
- No single organization may have more than one (1) pending application per cycle at any point in time with the Capacity Building - Technical Assistance Grants Program.
- No more than ten percent of requested amount can be for software.
- No single organization that has an active Capacity Building - Technical Assistance Grant can submit an additional Capacity Building - Technical Assistance Grants Program application until that grant project is closed by MFH.
- The proposed project must meet an assessed need derived through an organizational assessment process or strategic plan that was approved in the last three years or less. This process may be conducted by the organization and approved by the Board, or through the engagement of an external consultant (see proposal summary on page 6 for examples of organizational assessment tools).
- Project consultant(s) must be selected prior to submitting the proposal.
- Use of fiscal agents is not allowed. For coalitions or collaborations, one of the participating organizations can take the lead role.

Note: Capacity Building - Technical Assistance Grants Program applications and awards do not affect an organization's eligibility for other Missouri Foundation for Health grant programs. The MFH 25% rule does not apply to this program.

What is Not Covered

- Program-related costs such as staff time or any costs related to employee participation, e.g., salaries, extra compensation, payment of temporary staff to substitute for employees.
- Printing for brochures or other program-related materials
- Rental fees
- Lodging for employees or Board members
- IT – related: computer hardware
- Computer software that is more than 10% of total amount requested.
- Conference and seminar training resulting from recommendations made by the consultant. These may be contracted with consultants under arrangements made from other funding sources.
- Consultant travel from outside Missouri

Basic Process Steps

The following is a description for the basic process flow of the Capacity Building - Technical Assistance Grants Program (refer also to the Timetable included in this document):

1. Participate in a pre-application conference call (*strongly encouraged*).
2. Applicant submits proposal and all required documentation.
3. NSC notifies applicant of receipt of application.
4. Application is reviewed by review team.
5. NSC notifies applicant of decision.
6. If approved, applicant and MFH enter into a Capacity Building - Technical Assistance Grants Program Agreement.
7. Project begins within 30 days after the grant award agreement/contract is executed.

8. Approved applicants attend grantee orientation.
9. Evaluation/Follow-Up takes place by NSC or designated evaluator.
10. Organization submits final report.

ELIGIBILITY

Because MFH is a funder of health and health-related programs, organizations must support activities that aim to achieve measurable improvements in the health of Missouri's citizens, particularly the health of the uninsured, underinsured and underserved populations. Therefore, applicants must be prepared to make the case for how the agency is health focused and that health programming is central to the mission of the organization to be eligible for this program.

Organizations must be located and provide services in the Foundation's service area. Please refer to the service area map found on MFH's website: (<http://www.mffh.org/content/436/grants-map.aspx>).

Applicants must be either a nonprofit organization exempt from federal tax under provisions of Section 501(c) (3) of the IRS Code, or exempt state or local government agencies. All applicants must be in good corporate standing with the state of Missouri as evidenced by current registration with the Secretary of State's office.

Organizations with operating budgets in excess of \$10 million annually are not eligible for this program.

TIMETABLE

The primary activities and related dates for the **2010 Capacity Building Grants Program** are detailed in the table below:

CYCLE ONE		CYCLE TWO	
Activity	Date	Activity	Date
Pre-Application Conference Calls: Wednesdays (1 p.m. to 2 p.m.)	December 30 January 6 January 20	Pre-Application Conference Calls: Wednesdays (1 p.m. to 2 p.m.)	May 19 June 2 June 16
Proposals Due To NSC 4:00 p.m.	February 3	Proposals Due To NSC 4:00 p.m.	June 30
Grants Announcements: Award / Declination Letters to Applicants	Week of May 10 th	Grants Announcements: Award / Declination Letters to Applicants	Week of October 11 th
Capacity Building - Technical Assistance Projects Begin	June 1	Capacity Building - Technical Assistance Projects Begin	November 1
Grantee Orientation	June 15	Grantee Orientation	November 17

Pre-application Conference Phone Calls:

Organizations interested in participating in Capacity Building - Technical Assistance phone calls should make reservations no later than 24 hours prior to preferred date by contacting Nonprofit Services Center at stacey@nonprofitservices.org or by phone at 314.436.9580 or toll free 866.433.9580.

PROGRAM PARAMETERS

MFH reserves the right to:

- Reject any or all applications submitted
- Request additional information from any or all respondents
- Conduct discussions with respondents for the purpose of clarification to assure full understanding of, and responsiveness to, the solicitation requirements
- Negotiate modifications to a respondent's proposal prior to final award for the purpose of obtaining best and final offers
- Approve subcontractors proposed or utilized in carrying out the scope of the work

Inquiries

NSC, a St. Louis based nonprofit organization, serves as the program manager for the Capacity Building - Technical Assistance Grants Program. In this role, NSC is the primary contact for this program.

All inquiries should be made to: Claire V. Hundelt, Director of Programs and Services

Nonprofit Services Center
1015 Locust Street, Suite 801
St. Louis, MO 63101

314.436.9580 phone
314.436.0240 fax
866.433.9580 toll free

www.nonprofitservices.org



APPLICATION COVER PAGE

Capacity Building - Technical Assistance Grants – RFA 2010

Nonprofit Services Center, 1015 Locust Street, Suite 801, St. Louis, MO 63101
 314.436.9580 • toll free 866.433.9580 • www.nonprofitservices.org

**Missouri Foundation for Health
 Capacity Building - Technical Assistance
 Grants Program**

RFA 2010

Date



Applicant Organization/Coalition

Name of Applicant Organization:		Legal Name (if different than Applicant Organization Name)	
Address:		Duration of project (# of Months): _____	
City	State	Zip	County:
Telephone (area code):		Fax (area code)	
Email Address:		Website URL (if applicable):	
Executive Director:			Total FTEs:
Federal EIN Number (Federal IRS letter must also be attached):		Annual Operating Budget:	

Project Information:

Project Contact & Title (if different from Executive Director):	Project Consultant Name:
Total Project Budget:	Total Amount Requested from MFH: \$
Is Project for a Coalition/Collaboration? <input type="checkbox"/> Yes <input type="checkbox"/> No	Previously received a Capacity Building Grant? <input type="checkbox"/> Yes <input type="checkbox"/> No

Project Type – Only one (please designate which of the eligible project types best describes your project):

- | | |
|---|---|
| <input type="checkbox"/> Strategic Planning | <input type="checkbox"/> Fund Development |
| <input type="checkbox"/> Short-Term Business & Financial Planning | Management Systems Development (please specify below): |
| <input type="checkbox"/> Program Evaluation | <input type="checkbox"/> Financial Management Systems |
| <input type="checkbox"/> Strategic Communications | <input type="checkbox"/> Human Resources Management Systems |
| | <input type="checkbox"/> Organizational Assessment & Planning |

Organizational Eligibility Profile (Review and Confirm All Apply):

- Applicant is a primarily health-related entity within the MFH Service Region.
- Applicant is exempt under 501(c)(3) of the IRS code [**Note:** Copy of IRS Determination Letter Must Be Included] or is an exempt governmental unit
- Applicant is a corporate entity in Good Standing with the State Missouri
- Copies are attached of board-approved current year budget and the most recently completed prior year audited financial statements or, if audited financials are not completed, a Statement of Financial Position (Balance Sheet) or Statement of Activities (Income Statement).

Application Submission Checklist (Each proposal must be submitted with the following):

- | | | |
|--|--|---|
| <input type="checkbox"/> Proposal Cover Page (this form) | <input type="checkbox"/> Consultant Profile of Qualifications | <input type="checkbox"/> Board Approved Budget for Current Fiscal Year |
| <input type="checkbox"/> Proposal Summary | <input type="checkbox"/> Evidence of Tax Status | <input type="checkbox"/> Roster of Members (if Coalition/Collaboration) |
| <input type="checkbox"/> List of Board Members | <input type="checkbox"/> Audited Financial Statements for Prior Fiscal Year (Statement of Financial Position or Statement of Activities) | <input type="checkbox"/> Work Plan |
| <input type="checkbox"/> Budget Request | | <input type="checkbox"/> Memorandum(a) of Understanding-collaboration |

Applications that do not contain all of the required documentation listed above will not be accepted for review.

Printed Name of Individual Authorized to Sign Contract with MFH:	Title:
Signature:	Date:

Please keep this signature page separate.

NSC COMMENTS:

**MISSOURI FOUNDATION FOR HEALTH
CAPACITY BUILDING - TECHNICAL ASSISTANCE GRANTS PROGRAM
PROPOSAL SUMMARY INSTRUCTIONS**

DOCUMENT FORMAT REQUIREMENTS:

- The Proposal Summary must consist of no more than five (5) typewritten pages.
- A minimum of 12-point font with 1.5-spaced lines and one-inch margins for project narrative only. Tables can be single spaced.
- Provide **two (2) sets** of the information requested.
- Only include information requested (no leaflets, promotional materials, flyers, letters of support, etc.).
- Do not staple or use any special folders or bindings to enhance the presentation of your proposal.
- Number pages.

DOCUMENT CONTENT REQUIREMENTS:

The Proposal Summary should include the following information:

(Type the corresponding headings that reflect each numbered section and lettered subsection)

1. **Organizational Profile:** Please provide organizational background and include the following in your response:
 - a. Mission Statement
 - b. Services Provided
 - c. Target Population
 - d. Current Health-Related Experience

Coalition/Collaborative Supplemental Information [Only if Applicable]: If the applicant is applying on behalf of a coalition or collaboration of organizations, you must also address the following items:

- a. Describe why the coalition was formed and how partners were selected.
- b. List the coalition's future plans and goals.
- c. Please attach a roster of all coalition members.
- d. Please attach memoranda of understanding for all collaborative partners (see sample).

2. **Project Request and Description:** Clearly summarize the nature and scope of the project for which you are submitting a funding request. Provide a summarization of the purpose, major goals and objectives of this project. As part of your description, please describe in detail as a result of this proposed intervention, what will be the long term effect on your organization/coalition?

One intervention activity is requested, however in special circumstances, when more than one is requested, strong justification for how the activities are linked to the overall project is required.

In an attachment to the proposal summary, you will also provide a workplan (utilizing the template provided) to detail the major activities of the project (see *Workplan Instruction Sheet* following).

Note: The workplan is an attachment and is not considered a part of the page count limitations on the proposal summary.

3. **Previous MFH Capacity Building Grant:** Has your organization received a MFH Capacity Building grant? If yes, please describe the project including time of completion and explain differentiation between current and previous project.

4. **Needs Statement:**

Please explain clearly and succinctly the organization/coalition's capacity need. As is consistent with good capacity building practice, applicant organizations must have conducted some type of organizational assessment process to determine their organizational development needs. Therefore, in this section, detail the assessment process, including how the need was identified, prioritized in relation to other identified organizational needs and selected as the project for which this grant request is being submitted.

In your needs statement, please provide a baseline assessment of the people, skills, systems/processes and/or structure which need to improve. Examples of available assessment processes or tools include the McKinsey Capacity Assessment Grid and the Babcock Foundation's Assessment for Grassroots Organizations.

Note: Describe the need for the project requested and *not* for the overall agency need or organization's purpose and services.

5. **Resources/Capabilities:** Describe the capacity of the applicant organization/coalition to conduct this project. In so doing, you must provide:

- A description of the organizational structure, experience and commitment that will facilitate the desired outcomes of this project at all levels (board, management, and staff).
- A project-related job description for all staff responsible for the project, especially the project lead, i.e., who will do what to accomplish the project, their role in the project and their project-related qualifications.
- A scope of work for project consultants, partners and volunteers, including projected hours and basis for fees.
- When selecting the consultant, applicants are required to interview and list at least three consultants. Explain the vetting process and qualifications of the selected consultant and explain why the particular consultant was selected. **Only the chosen consultant's profile of qualifications for the work proposed is required with your materials.**

Note: The consultant bio/resume including all contact information is an attachment and not considered a part of the page count limitations on the proposal summary.

- Local consultants are preferred or proposal must justify reason for use of a non-Missouri consultant.
- A description of potential challenges or obstacles that might affect the progress of the project.

Evaluation: State the goal for the project and briefly describe the desired result of program in general terms. Describe your process for measuring the success of the project including indicators and the method for data collection, analysis, and reporting of results. The template for the evaluation schema is provided in the example on the following page. You should complete the table as fully as possible with the following information:

- **Project Objectives:** What are the key outcomes that can be expected from the successful completion of this project? Objectives should be S.M.A.R.T: specific, measurable, achievable, realistic and timed. For example, by December 2011, the organization will define the fundraising goals to be incorporated in a fund development plan necessary to increase overall charitable support by 25%.
- **Activities/Tactics:** What are the specific activities that will be undertaken to achieve the stated objective?
- **Measurements:** What are the indicators or measures of organizational performance that indicate the objective has been successfully achieved?

EVALUATION

EXAMPLE: FUND DEVELOPMENT EXAMPLE

Organizational Capacity GOAL: To create a development plan to guide the agency’s fund development activities necessary to increase overall charitable income

PROJECT OBJECTIVES	ACTIVITIES /TACTICS	MEASUREMENT(S)
By July 2010, Board of Directors and Staff leadership team will understand, articulate and adopt the strategies that will lead to increased contributed income.	<ul style="list-style-type: none"> • Analysis of current donor base and research on donor motivations and capacity • Research of additional prospective funding sources • Application of best practices to Organization’s unique characteristics • Development of written fund development plan 	<ul style="list-style-type: none"> • Executive Director can articulate plan to internal and external audiences • 90% of Board members attend presentation of plan and can articulate their role in its implementation. • Board approves plan • 100% of staff members attend presentation of plan and can articulate their role in its implementation.
By September 2010, adequate staffing and professional development is in place to implement the Fund Development Plan.	<ul style="list-style-type: none"> • Analysis of current staff capacity and capabilities • Plan for professional development • Addition of clerical support • Secure independent grant writer for occasional needs 	<ul style="list-style-type: none"> • Staff FTE matches the needs for plan implementation • Professional development of staff is under way
By November 2010, a system of accountability for implementation has been initiated and is review regularly.	<ul style="list-style-type: none"> • Development of a dashboard report for Board and staff leadership • Formation of Fund Development Committee • Adoption of an annual budgeting process that includes recommendations from the Development Committee and fund development staff 	<ul style="list-style-type: none"> • Staff leadership team reviews development results monthly • Development Committee reviews results monthly and takes action as necessary • Board of Directors reviews results at least quarterly • Development Committee makes recommendations for annual budgeting process

GLOSSARY:

Goal: What is the desired result of the program in general terms? Goals may or may not be measurable

Measurement(s): Specific observable measures of a program activity.

Method(s): Tools used to monitor activities and products to determine if objectives were achieved.

Objective: Time-specific, measurable statements describing the results or outcome to be achieved and the manner in which they will be achieved.

Responsibility: Individual(s) responsible for the stated activity and measurements.

Activity/Tactics: Actual events or actions that take place as part of the program.

Output (Product): Direct product or output of program activities; immediate measures of what the program did.

Timeline: When is the activity taking place and/or duration?

**MISSOURI FOUNDATION FOR HEALTH
CAPACITY BUILDING - TECHNICAL ASSISTANCE GRANTS PROGRAM**

ATTACHMENT A: WORKPLAN INSTRUCTIONS

Utilizing the workplan template provided below, please detail the major components of the project as identified by the column headings on the workplan:

ACTIVITY/TACTICS: Key steps required to successfully complete project.

RESPONSIBILITY (KEY PERSON): Individual(s) responsible for the indicated activity or task.

OUTPUT (PRODUCT): Specific result or deliverable expected at successful completion of activity or task.

TIME LINE: Date by which specific activity will be completed. [**Note:** All activities for this cycle should not commence prior to the cycle's start date and must be completed within 12 months or less.]

The workplan should be added as an attachment to your proposal and is not considered a part of the page count limitations on the proposal summary.

PROJECT: FUND DEVELOPMENT PLANNING PROJECT

EXAMPLE:

ATTACHMENT A: PROPOSAL WORKPLAN

ACTIVITY/TACTICS	RESPONSIBILITY	OUTPUT (PRODUCT)	TIME LINE	CONSULTANT TIME
Define the unique attributes of the Organization and the stakeholders whose input would be valuable in this process.	Staff leaders Board leaders	Written summary of a meeting involving these individuals	Month 1	4 hours @ \$125
Analyze all cultivation and solicitation activities from the past five years and the income & expenses and staff & Board roles for each activity.	Consultant <i>(staff time required to assemble information)</i>	Results included in preliminary report	Month 1	10 hours @ \$125
Analyze current donor database.	Consultant <i>(staff time required to pull reports)</i>	Results included in preliminary report	Month 1	8 hours @ \$125
Prepare and administer research instrument(s) to gain feedback from current donors.	Consultant	Results included in preliminary report	Month 2	18 hours @ \$75
Conduct research to identify new prospects	Consultant	Results included in preliminary report	Month 2	8 hours @ \$75

ACTIVITY/TACTICS	RESPONSIBILITY	OUTPUT (PRODUCT)	TIME LINE	CONSULTANT TIME
Prepare preliminary report of findings and recommendations	Consultant <i>(Board & Staff leadership time required for review of report and a meeting)</i>	Written report that is also presented to Board & staff leadership for discussion and adoption of recommendations	Month 3	10 hours @ \$125
Fund Development Plan prepared and discussed with staff leadership	Consultant, ED Staff Leadership	Written fund development plan includes information from preliminary report and specific activities, timeline, budget, staffing & volunteer support needed for implementation	Month 4	16 hours @ \$125
Adoption of fund development plan	Board of Directors	Positive vote of consensus for implementation	Month 4	n/a
Technical coaching to the Executive Director and other key staff and volunteers as the Development Plan is implemented	Consultant, ED Staff Leadership	Expertise provided during the first three months of implementation of the fund development plan	Months 5-7	24 hours @ \$125 (1 day per month)
Complete Final Report and submit to MFH including copies of paid invoices and answers to final report question	Executive Director	Report and all promised deliverable sent to MFH as scheduled	At Close of Grant Period	N/A

**MISSOURI FOUNDATION FOR HEALTH
CAPACITY BUILDING - TECHNICAL ASSISTANCE GRANTS PROGRAM**

ATTACHMENT B: BUDGET INSTRUCTIONS

Note: Only this format will be accepted for providing budget information.

Using the following format, list each type of expense related to your project request and provides a brief explanation of how each line item of the project expense budget was determined. Categories of expenses to be utilized in the “Type of Expense” column are as follows:

Note: The Capacity Building - Technical Assistance Grants Program essentially provides funding support for consultant fees and expenses directly related to a consultant engagement. Applicant organizations should review the Expense Eligibility section of these instructions when developing budgets.

- **Contracted Services:** cost of any consultants working on the project.
Note: In explanation of budget calculation, costs **must be** expressed as an hourly rate times the total number of hours to be spent on the project. Further, applicants must provide a breakdown of the total number of consultant hours and explain how their time will be allocated to accomplish the stated activity described in the attachment **A: Workplan**. Applicants will want to ensure that consultant rates are in keeping with market norms for the services being received.
- **Printing:** No printing cost allowed except for project-related materials created for the project i.e., printing costs for the Fund Development Plan provided to staff/Board.
- **Supplies:** cost of any supplies directly related to the project.
- **Travel:** cost of any travel directly related to the conduct of the project by the consultant. Local consultants are preferred and proposal must justify reason for use of a non-Missouri consultant.

EXAMPLE:

PROJECT: STRATEGIC PLANNING PROJECT

TYPE OF EXPENSE	DESCRIPTION	AMOUNT	BREAK DOWN AND EXPLANATION OF BUDGET CALCULATION
Contracted Service: Planning Consultant	Development of Planning Report	\$2000	20 hours @ \$100/hour
Printing	Bound Reports	\$150	20 reports @ \$7.50 per report
Travel	Consultant Travel	\$142.50	Three Trips: 100 miles/trip x 3 trips x 0.475/mile
	TOTAL	\$2292.50	

- **NOTE:** Supporting documentation in the form of paid invoices **is required** with the submission of the final report and deliverables.

EXPENSE ELIGIBILITY

1. **Eligible Expenses:** As previously stated, the Capacity Building - Technical Assistance Grants Program is intended to provide funding support for consultant fees and directly related costs, e.g., material resources, travel, overnight lodging that are essential to the project.
2. **Ineligible Expenses:** Examples of expenses that are not eligible for support under this program are as follows:
 - Program-related costs such as staff time or any costs related to employee participation, e.g., salaries, extra compensation, payment of temporary staff to substitute for employees.
 - Rental Fees
 - Lodging for Employees or Board Members
 - IT – related: Computer Hardware
 - Software that is more than 10% of total amount requested.
 - Conference and seminar training resulting from recommendations made by the consultant.
 - Printing of program-related materials i.e., brochures
 - Unexplained consultant travel from outside Missouri

Note: Questions about the eligibility of an expense should be referred to Claire V. Hundelt at (314) 436-9580 or toll free at 1 (866) 433-9580.

**MISSOURI FOUNDATION FOR HEALTH
CAPACITY BUILDING - TECHNICAL ASSISTANCE GRANTS PROGRAM**

ATTACHMENT C: MEMORANDUM OF UNDERSTANDING (MOU)

(FOR COALITIONS/COLLABORATIONS ONLY)

For coalitions/collaborations, include a MOU that outlines the roles and responsibilities agreed upon between the cooperating organizations or agencies. The MOU should follow the sample format below and must be signed by authorized agents of all partners indicated in the roster of participating members provided with this application.

MEMORANDUM OF UNDERSTANDING

Between

[Insert name of Applicant Organization]
("hereinafter referred to as Applicant Organization")

And

[Insert name of Collaborative Partner(s)]
("hereinafter referred to as Collaborative Partner(s)")

Applicant Organization agrees to (detail responsibilities below):

- A. Responsibility 1
- B. Responsibility 2

Collaborative Partner(s) agree(s) to (detail responsibilities below):

- A. Responsibility 1
- B. Responsibility 2

Authorized Signature
Applicant Organization

Date

Authorized Signature(s)
Collaborative Partner(s) Name(s)

Date

**MISSOURI FOUNDATION FOR HEALTH
CAPACITY BUILDING - TECHNICAL ASSISTANCE GRANTS PROGRAM - 2010**

FREQUENTLY ASKED QUESTIONS (FAQs)

Will I have more than one opportunity to apply for a Capacity Building - Technical Assistance grant?

Yes. There are two cycles of the Capacity Building - Technical Assistance Grants program in 2010: Cycle 1 proposal deadline is February 3, 2010, with project start date of June 1, 2010, and Cycle 2 proposal deadline is June 30, 2010, with project start date of November 1, 2010. Please note that no organization may have more than one pending proposal under review at a time.

May I apply for more than one capacity building grant?

An organization may only have one capacity building grant at a time. A capacity building grant must be officially closed before applying for a subsequent capacity building grant.

Is the organization bound by the MFH 25% rules as it relates to budget and other MFH applications?

No, Capacity Building - Technical Assistance Grants Program applications and awards do not affect an organization's eligibility for other Missouri Foundation for Health grant programs.

What costs are typically covered under the program?

The Capacity Building - Technical Assistance Grants Program is intended to provide funding support for consultant fees and directly related costs, e.g., travel, material resources, etc. that are essential to the project. Local consultants are preferred and proposal must justify reason for use of a non-Missouri consultant.

What costs are typically not covered under the program?

- Program-related costs such as staff time or any costs related to employee participation, e.g., salaries, extra compensation, payment of temporary staff to substitute for employees.
- Rental fees
- Lodging for employees or Board members
- IT – related: computer hardware
- Software that is more than 10% of total amount requested.
- Conference and seminar training resulting from recommendations made by the consultant.
- Printing of program-related materials i.e., brochures
- Unexplained consultant travel from outside Missouri

What criteria will reviewers use when evaluating the proposals? Proposals will be reviewed and evaluated on the following criteria which will serve as a guide in the review process:

MISSION – 10 POINTS

The organization's mission & activities are aligned with and promote the Foundation's mission to improve the health of people and communities served.

PROJECT – 60 POINTS (AS FOLLOWS)

Capacity Need - 10

The agency clearly explains why the specific assistance is being sought and the process for how the need and project intervention were determined.

Project Description – 10

Application clearly summarizes the purpose, major goals and objectives of this project. Sufficient detail is provided to illustrate the planned impact of the project, i.e., as a result of this proposed capacity building intervention, it is clear what will be the long term effect on the organization/coalition. If more than one intervention activity is requested, a strong justification is made for how the activities are linked to the overall project.

Readiness – 10

Applicant can adequately describe organizational and leadership readiness to engage in the work proposed.

Workplan – 15 points

The workplan is thoughtful and proposes achievable and reasonable activities for both the consultant and agency that will lead to stated outcomes/deliverables. Project schedule for accomplishing activities and milestones are logical and attainable. Operational/implementation plans are included in all strategic, development and communications planning projects. Duration of project is clearly indicated on the applicant's cover page.

Staffing & Resources - 5 points

The agency demonstrates the necessary resources/capacity to accomplish the project, including defining appropriate participation from different levels of the staff and board, delineating roles appropriately based on qualifications/experience, and anticipating potential challenges or obstacles that may affect project progress.

Consultant – 10 points

The applicant demonstrated due diligence by conducting at least three interviews with potential consultants and has indicated selected consultant's qualifications and experience as appropriate for the requested intervention. Consultant will provide technical assistance and training to allow long-term skill transfer and learning by organizational leadership.

EVALUATION – 20 POINTS (AS FOLLOWS)**Organizational Change – 10**

The applicant can clearly describe the project's measurable, time-specific objectives related to the anticipated organizational change.

Project Goal, Objectives, Activities/Tactics and Measurements - 10

The applicant explains the strategic organizational goal for the proposed intervention and has a clear, sound process for evaluating achievement of these objectives.

BUDGET – 10 POINTS

The agency provides a thoughtful budget for the intervention in the correct format and adequately explains how the funds will be spent to accomplish the stated objectives and deliverables.