



**REQUEST
FOR
PROPOSAL**

Grant Writing Basics *drafting a strong proposal, securing funds*



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Introduction

For many nonprofits, grants offer an important source of funding. A grant is a financial award to an eligible recipient that is designated to be used for a specific purpose. Grantors or grant makers (those who award grants to recipients) fall into three main categories: private foundations, corporations, and government. Each represent people who want to invest in community work that has a positive impact on people's lives.

- **Private foundation grants** are funded by an individual, family, or community. These grants most often target specific areas of interest of the funder.
- **Corporate grants** are funded by for-profit businesses. These grant resources may be supplied by company profits, donations from employees, or may be directed through a separate foundation sponsored by the corporation.
- **Government grants** are funded by city, county, state, or federal budgets. They are designed to meet the needs of the community (local, state, or nation) and usually address that community's social problems.

On the surface these may seem like easy ways to secure funding. The reality is that grant requests take time and intentionality. This booklet will provide an overview of some of the considerations, best practices, and resources for nonprofits eager to include grant writing into their fundraising strategy.

Assessing Readiness

Before jumping into grant writing, it is important for program leaders to consider if their nonprofit is ready to secure grant funds. In order to determine their readiness leaders should start by considering the following five areas:

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Table of Contents

Introduction.....	1
Assessing Readiness.....	1
Finding a Funder.....	2
Writing a Letter of Intent (LOI).....	3
Developing a Proposal.....	4
Problem or Need Statement.....	5
Goals and Objectives.....	6
Strategies and Activities.....	7
Outcomes & Data Collection.....	8
Budget.....	9
Attachments.....	10
Helpful Resources.....	11
Sample Materials.....	12

Questions to Consider When Determining Organizational Readiness

1. Are the organization's mission, vision, and goals well established and articulated? Is a strategic plan and annual operating plan in place? Are these documents used to guide the organization?
2. Does the organization have strong financial procedures and systems in place? Does the organization regularly report on how it expends funds?
3. Does the organization have adequate staff in place to ensure it can deliver on goals and objectives?
4. Is the organizational leadership prepared to meet the requirements that come with receiving grant funding, such as producing quarterly reports, conducting program evaluations, or attending meetings?
5. Does the organization have sufficient access to and understanding of technology? Most grant makers expect grant seekers to have an online presence, such as a website or social media platform. Further, many grant applications are submitted through an online platform.

If the answer to any of these questions is “no,” it is suggested that program leaders devote time to answering the question and further developing their program so they are better positioned to receive grant funding.

Finding a Funder

A first step for grant seekers is finding funders with funding interests that match the nonprofit's programming outcomes. In addition to funding interest, it is important to research restrictions related to geographic location, populations served, budget and organization size, and ability to comply with any of the funder's grant requirements.

There are many ways to find potential funders, including but not limited to:

- Free online resources such as grant alerts from city or state offices
- Paid online subscriptions
- Researching the funders of peer organizations, which may be available in their annual reports or IRS 990 Forms
- Free community-based research libraries, such as The Foundation Center
- Industry publications, such as *The Chronicle of Philanthropy* and *Inside Philanthropy*
- Local businesses with a charitable foundation that encourages local giving

Websites for Finding Grant Funding

- **eCivis Grants Network:** This is a subscription-based service with profiles for public and private sector funders
- **The Foundation Center:** This subscription-based service for private-sector funders offers several newsletters, including *Philanthropy News Digest*
- **Grants.gov:** Here, you can find government agency funding announcements for free
- **Instrumentl:** Subscription-based service that offers tailored matching of grants to your organization
- **GrantScape:** Subscription-based service that offers federal, state, local, and foundation grant sources
- **Grant Watch:** Subscription-based service that provides information about foundation, corporate, state, city, and federal funding sources
- **Grant Gopher** is for U.S. based organizations only and their “Lite” version offers access to grantmakers in their database currently accepting applications

Once a prospective funder is identified, it is important to research them thoroughly to understand their funding interests, application process, board and staff members, previous grant recipients, funding restrictions, and any other information that will be helpful in determining if they are a good fit. Much of this information is contained on their website.

Once it is determined that there is a good fit between the funder and your organization, it is important to start building a relationship. This may involve sending an introductory letter or email, setting up a meeting, sending a letter of intent (LOI), or inviting the funder to your organization for an event. Don't be pushy, simply provide an opportunity for the funder to learn more about your work.

*Once a prospective
funder is identified,
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thoroughly.*

Writing a Letter of Intent (LOI)

Many funders require organizations to submit a letter of intent (LOI) prior to submitting a full proposal. These letters are reviewed so that only projects of interest to the funding source are invited to submit a full proposal. A letter of intent (LOI) is a document that is designed to generate interest from a grant provider by providing a summary of the need, project, important information about the organization and amount requested.

Guidelines for Writing a Letter of Intent

- The LOI should be brief (usually one page, sometimes 2-3) and structured as a business letter. Therefore, it should be written on letterhead with the organization's logo and contact information
- It is best to use the specific name of the recipient and avoid general language, such as "To Whom it May Concern" or "Sir."
- The opening is very important and should inspire the reader to continue. Make sure to include the name of your organization, what you will do to address a community need, the grant you are applying for, and the amount you are requesting. You should also include how your project fits the funder's guidelines and funding interests.



Guidelines for Writing a Letter of Intent Cont.

- Next, give a brief overview of your nonprofit and its programs. There should be a direct connection made from what you currently do to what you want to accomplish with their funding. Include a description of your target population, geographic area, and the need you will meet.
- Elaborate on your objectives. How do you plan on using the funding to solve the problem? Describe the project succinctly. Include major activities, the names and titles of key project staff, as well as the outcomes you hope to see.
- Mention other sources of funding as well as significant collaborations. Additionally, include any funding already secured as well as how you plan to support the project in the future.
- Note that you are open to answering any further questions. Thank the funder for their consideration of your organization.
- Remember, an LOI is only one page so it is important to be succinct and intentional with every word.

Developing a Proposal

Once a potential funder has been identified, it is time to write a proposal. Before starting the proposal, read the grant proposal requirements very carefully. In many cases a grant will not be reviewed if the proposal guidelines are not followed.

While each grant application will have a unique set of questions, certain pieces of information are almost always requested. These include the problem statement, goals and objectives, program strategies or activities, budget, outcome evaluation, and organizational background.

A logic model is a helpful tool that can be used to ensure the grant seeker has thought through all of the components needed to describe programming. For more information about logic models, read “Urban Alliance’s 5-C Framework: Core Services” booklet.

Generally, grant proposals require a narrative about:

- the community need
- activities that will be carried out
- a timeline and biographies of responsible staff
- budget
- data collection or evaluation plan

Read the grant proposal requirements very carefully. In many cases a grant will not be reviewed if the proposal guidelines are not followed.

Problem or Need Statement

A problem statement or need statement should answer the question, “What is the problem to be addressed?” This statement sets the framework for the rest of the grant application and must be well crafted.

Need statements should be supported by accurate data that you can cite, such as a census statistic. It may also include a story that illustrates the need in a more personal manner. It is important to make sure that the need statement of the grant application matches the funding interests of the grant maker.

In general, strong need statements:

- have a clear connection to the organization’s mission and purpose
- focus on the people and communities that the organization serves
- can be supported with data or citations (statistics, expert views, data from program evaluations)
- are easily understood and avoids jargon or confusing phrases
- are able to be met by the programming offered by the organization
- are compelling and demonstrate a serious need or issue

A problem statement or need statement should answer the question, “What is the problem to be addressed?” This statement sets the framework for the rest of the grant application and must be well crafted.

Sample Need Statement:

Poverty and food insecurity are significant needs in the community served by ABC Food Pantry, Hartford Evangelical Church’s basic needs program. Nearly one-third of Hartford residents live in poverty and nearly 40% receive food stamps. Historically, Hartford residents have ranked as being at the highest risk of food insecurity compared to residents of all other cities and towns in the state. Local community-based surveys suggest that poverty and food insecurity are even more severe among families living in the North End neighborhoods surrounding Hartford Evangelical Church. Housing insecurity, lack of education, unemployment, and poor health contribute to and perpetuate these conditions. To address these needs and help the people served gain greater life stability, ABC Food Pantry offers client choice, case management services, and skill building opportunities in a dignifying and respectful environment.

Goals and Objectives

Once a problem statement has been developed, an organization is ready to create goals and objectives. Sometimes funders also ask for outcomes, outputs, and measures of success.

- **Goals:** what the program aspires to achieve
- **Objectives:** clarifies what changes are expected as a result of the organization's work
- **Outcomes:** what will change as a result of the organization's work during the course of the grant (sometimes interchangeable with objectives)
- **Outputs:** materials or other products the grant seeker's program will produce, such as a training curriculum
- **Measure(s) of Success:** how the organization will know it reached its objectives (sometimes called bench marks)

Goals and objectives should be straightforward and directly linked to the need statement. An organization may have more than one goal and each goal may have more than one objective. Goals are the things the organization is attempting to achieve that demonstrate to the funder that they have a vision for addressing the problem.

It is a best practice to make sure each goal is a SMART goal (specific, measurable, achievable, relevant, and time-bound). Objectives describe benchmarks that let you know you are achieving your goal. It is best to use verbs such as increase, decrease, improve, or enhance.

Sample Goals and Objectives:

*The **goals** for this effort are to decrease food insecurity and support the life stability and advancement of ABC Food Pantry's clients by continuing to offer high quality case management and other supportive services in a food pantry setting. By working towards this goal, ABC Food Pantry hopes to better meet community needs and address underlying challenges that cause families to depend on food pantries and other crisis relief programs.*

*The **objectives** of this project are to provide case management services to 30 food pantry clients over the course of one year, and measure improvements in food security, self-efficacy, and self-sufficiency among these individuals.*



Strategies and Activities

Next, the organization will need to select the strategies they will use to achieve the goals and objectives. That is, exactly what the organization plans to do and how, when, and who will carry it out. This involves thinking through program activities in quite a bit of detail and putting the plan into a narrative.

It is important to answer the following questions:

1. What activities will be carried out to achieve the goals and objectives?
2. What are the starting and ending dates of the activities? Are there other important dates to include as part of a timeline? Often funders want timelines that describe which activities will be carried out each quarter during the grant period.
3. Who is responsible for completing the activities? What are their credentials?
4. How will the people receiving services be identified? It is important to demonstrate that they have a need and will benefit from the services.
5. How were the strategies and activities determined to be the best ways to address the problem and achieve the goals and objectives?

When selecting strategies, it is important to research what similar organizations have done. Evidence-based strategies are those that have scientific evidence to support their effectiveness. Generally, it means other programs have used the strategy and collected data demonstrating its positive impact on people's lives. Whenever possible, it is best to use strategies that have data to support them as these proposals have a higher likelihood of receiving grant funding.

Suggestions for Describing Strategies:

- Make sure the strategies align with the need statement, goals, and objectives.
- Build a strong case for the strategies that were selected. Whenever possible, find research, expert opinion, community surveys, etc. to support the effectiveness of the strategy and include citations.
- Make a strong connection between the ways funds will be used and the activities that will be carried out.
- Describe the facilities and equipment that will be available for programming.



Outcomes, Data Collection, and Evaluation

Impact refers to the change a program creates as a result of its programming. It is important to consider how you will measure the degree to which goals, objectives, and outcomes were achieved. Evaluation is a process that measures the degree to which process and outcome goals are achieved. Outcome goals are goals associated with positive changes in people's lives. Process goals are related to the degree to which program activities were carried out as intended and people were satisfied with the program.

While evaluation is an important part of the grant process and will strengthen any grant proposal, it also provides invaluable information to program leaders. It can be used to help them better understand what is and is not working related to programming so programming can be strengthened. To learn more about program evaluation, read "Urban Alliance's 5-C Framework: Core Services" booklet.

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Data Collection Considerations:

- 1. What is being measured?** Programs might measure change (e.g. in knowledge, skills, or behaviors), programming activities (e.g. number of classes offered, mentoring sessions, people served), or experiences receiving services (e.g. satisfaction, relationship with staff).
- 2. What is being used to capture data?** Questionnaires, focus groups, or interviews can be used to capture impact and experiences. Some questionnaires are well-researched and standardized. These have been tested in similar settings. In some cases, programs choose to write their own questions.
- 3. What is the evaluation design?** Sometimes surveys are administered before and after programming and responses are compared to determine change. Surveys can also be collected after the program has been completed to measure perceived change or satisfaction. Interviews or focus groups can be held after receiving programming to learn about client's experiences.
- 4. How will the data be analyzed and reported?** In some cases, statistics are needed to analyze data. Program staff should consider how data will be reported (e.g. grant reports, a formal program evaluation summary, case for support, communications materials).

Budget

All grant proposals require a budget. A budget describes all of the costs of the project and is different from the organizational budget because it describes expenses associated with a particular program or project, rather than all programs operated within an organization. The purpose of the grant budget is to:

- Detail the costs of the program or project you're proposing
- Show the funder exactly what their money will pay for
- List other sources of income for costs not covered by the grant being requested

Generally, a budget is formatted in a table and organized by expense. Each line of the table describes an expense and its associated costs. Often a narrative is also included to describe each item in the budget and how it will be used for the program. In many cases, the total cost of the program is greater than the grant award. When this is the case, it is important to note which items in the budget will be covered using the grant funds being requested.

Tips for a Strong Budget:

- Follow the budget categories provided by the funder.
- Think through the budget and make sure what you are asking for is necessary and reasonable. Also make sure all requests are directly related to the project and its success.
- Use a table to organize the budget. Tables make the budget look more presentable and they help the reviewer have a bigger picture of your project.
- Round off your numbers. They do not need to be accurate to the dollar.
- If you are writing grants for a larger organization, get help from the Finance Office to make sure you get the most accurate information on personnel and fringe costs.
- See below for a sample budget.

Category	Item Description	Total
Salary and Wages	Community Resource Coach: 25% of annual salary (\$45,000)	\$11,250.00
	Program Coordinator: 2 hours per week @ \$15.00 per hour	\$1,500.00
Materials and Supplies	25 curriculum workbooks @ \$50.00 each	\$1,250.00
	Participation incentive @ \$100.00 per person	\$2,500.00
	Handouts and case files for coaching	\$500.00
Total		\$17,500

If the grant award was less than \$17,500, the budget narrative would need to specify which items would be covered through the grant. For example, if the grant was for \$5,000.00 the proposal might specify that grant funds would be used to cover the cost of materials and supplies.

Further, the budget should be justified with a narrative describing how each item will be used towards the project. The narrative should make it clear to the funder how their funds will be used and contribute to the project's success and impact on people's lives.

Attachments to Include in Grant Applications

While all funders do not ask for it, it is often helpful to include attachments to support an application. In general, it is a best practice to gather these documents in preparation for the grant writing process. Then they are available to include as attachments when appropriate.

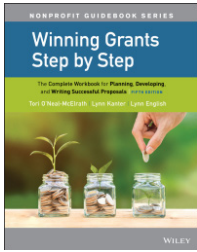
Essential Attachments:

- **501(c)(3) Letter:** Virtually every foundation will require a copy of this letter from the IRS confirming that your organization is tax-exempt.
- **Organizational Budget:** Even if you are requesting project support, most foundations will want to see a one-page overview of your entire organizational budget.
- **Project Budget:** If you are proposing a specific project, you will be required to submit a budget for it. This should be a one-page document that includes both anticipated revenues and expenditures. Often this is part of the grant application.
- **Board List:** Most foundations will ask for a list of your board members, with current affiliations.

Other Attachments:

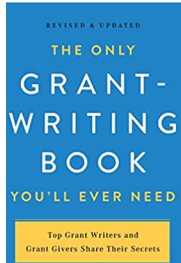
- **Bios of Key Staff:** Many foundations will ask for short biographical descriptions of key staff for your organization or proposed project. It is best to include the most senior staff as well as any staff members directly involved in coordinating the proposed project.
- **Audited Financial Statement:** Some foundations will want to see your organization's most recent audited financial statement.
- **Newspaper clippings, testimonials:** Carefully selecting one or two recent newspaper clippings or testimonials related to the project can provide valuable support for the proposal.
- **Letters of Support:** Some foundations request letters of support for your proposed project, especially if it involves a collaboration.
- **Strategic Plan:** A foundation will not usually ask to see your strategic plan, but sometimes it's appropriate to submit the plan in summary or in its entirety to a foundation as an attachment.
- **Diversity Policy:** Occasionally, foundations will want to see a copy of your organization's diversity policy, if you have one. More often, foundations will simply ask you to address diversity issues in the proposal narrative.

Helpful Resources



Winning Grants Step by Step Tori O'Neal-McElrath

From small startups to established national organizations, nonprofits large and small depend on grant funding to survive and thrive. *Winning Grants Step by Step: The Complete Workbook for Planning, Developing, and Writing Successful Proposals* has long been the go-to resource for individuals and organizations looking for a clear, easy-to-follow approach to tackling the grant-writing process and winning funds. Now, in this revised Fifth Edition, changes and developments in the not-for-profit sector are integrated into the time-tested grant-writing formula that has proven effective time and again.



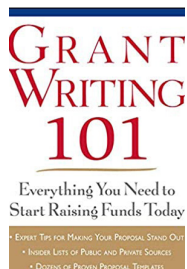
The Only Grant-Writing Book You'll Ever Need Ellen Karsh

Written by two expert authors who have won secured millions of dollars in government and foundation grants, *The Only Grant-Writing Book You'll Ever Need* is the classic book on grant seeking, providing a comprehensive, step-by-step guide for government, nonprofit, and individual grant seekers. Drawing on decades of experience in grant writing and professional development, Ellen Karsh and Arlen Sue Fox demystify the process of securing grants while offering indispensable advice from funders and recipients.



Grant Writing DeMYSTiFied Mary Ann Payne

Need money for your charity or project but do not know the first thing about writing a grant? Let this DeMYSTiFied book unravel the secrets of this process. It will take you step-by-step through the fundamentals--from writing a letter of inquiry to outlining and drafting the proposal. Each chapter concludes with a self-test that allows you to track your progress, and a comprehensive final exam at the end of the book gives you instant feedback on your new skills. Work at your own pace, and soon you will be able to craft a grant and win the precious resources you need.



Grant Writing 101: Everything You Need to Start Raising Funds Victoria Johnson

Grant Writing 101 offers quick and easy tactics for getting the funding you need—right now! Written to enable beginners with little or no experience to hit the ground running, it covers:

- Ten tactics for writing a compelling proposal
- Tips for finding the best grantor for your needs
- Important components of various types of grants
- Next steps for when you're approved

Sample Grant Proposal

Offering Comprehensive Case Management Services at ABC Food Pantry

1. Please describe the needs addressed by your proposed project.

Poverty and food insecurity are significant needs in the community served by ABC Food Pantry, Hartford Evangelical Church's basic needs program. Nearly one-third of Hartford residents live in poverty and nearly 40% receive food stamps. Historically, Hartford residents have ranked as being at the highest risk of food insecurity compared to residents of all other cities and towns in the state. Local community-based surveys suggest that poverty and food insecurity are even more severe among families living in the North End neighborhoods surrounding Hartford Evangelical Church. Housing insecurity, lack of education, unemployment, and poor health contribute to and perpetuate these conditions. To address these needs and help the people served gain greater life stability, ABC Food Pantry offers client choice, case management services, and skill building opportunities in a dignifying and respectful environment.

2. Please describe your proposed project that will address the needs stated above.

Over time, and with support from Urban Alliance, Hartford Evangelical Church has grown ABC Food Pantry into a program that offers case management services, client choice, a community resource center, and additional skill building opportunities. Grant funding will allow Hartford Evangelical Church to continue offering high quality case management services by paying trained community resource coaches \$15/hour to meet one-on-one with clients. Clients meet with a community resource coach bi-weekly for the first four months and monthly for the remainder of the time they receive case management services. Community resource coaches maintain a client load of 10-15 individuals, and document sessions with clients using standardized case files, forms, and surveys. Community resource coaches also attend monthly reflective supervision meetings, which provide a confidential space to discuss challenging situations and an opportunity for continued learning. By offering case management and other supportive services, ABC Food Pantry has been able to move beyond the crisis need of hunger to increasing the life stability of those we serve.

3. What are your goals for the project?

The goals for this effort are to decrease food insecurity and support the life stability and advancement of ABC Food Pantry's clients by continuing to offer high quality case management and other supportive services in a food pantry setting. By working towards this goal, ABC Food Pantry hopes to better meet community needs and address underlying challenges that cause families to depend on food pantries and other crisis relief programs. The objectives of this project are to provide case management services to 30 food pantry clients over the course of one year, and measure improvements in food security, self-efficacy, and self-sufficiency among these individuals.

4. What do you expect the project to cost? Please list and justify all expenses.

The majority of grant funds will be used to compensate community resource coaches for their time offering case management services and attending reflective supervision meetings at a rate of \$15 per hour. A smaller portion of grant funds will be used to support the continued use of technology and services that are essential for offering high-quality and efficient case management services (e.g. phone line, wireless internet connection, printer etc.)

Item (Quantity)	Project Cost	Grant Request
1. Hourly compensation for community resource coaches	\$ 9,000.00	\$ 9,000.00
2. Supportive technology and services	\$ 1,000.00	\$ 1,000.00
TOTAL	\$ 10,000.00	\$ 10,000.00

5. How will you measure success?

ABC Food Pantry tracks the number of people served and documents goal completion, referrals, and other achievements using an established and standardized case management protocol. The program also administers surveys to measure outcomes among clients. Outcomes measured include food security, social support, self-efficacy, diet quality, and a comprehensive set of variables related to self-sufficiency. Preliminary analyses suggest that clients who participate in case management services at ABC Food Pantry demonstrate increased food security and self-sufficiency as measured by the evaluation tools.

Sample Grant Proposal

Enhanced Strategies to Increase Awareness and Utilization of Hartford's Summer Meals Program

1. Please describe the needs addressed by your proposed project.

There are many families in Hartford that struggle to make ends meet and rely on public assistance programs to address their basic needs. It is estimated that 28.3% of Hartford residents were living in poverty at some time in 2015 and of those under 18 years old, 38.3% were living in poverty. More than 43% of households receive benefits through the Supplemental Nutrition Assistance Program to buy food each month.¹

There are efforts in the city to alleviate these hardships, especially for vulnerable populations like children and youth. For example, through the Community Eligibility Provision, all Hartford Public Schools provide breakfast and lunch to students at no cost. When school is out during the summer, the Summer Meals Program (SMP) helps continue this assistance by providing free meals to children 18 years old or younger. To make these meals accessible, schools, libraries, parks, community programs and faith-based organizations across the city serve as summer meals sites where free breakfast, lunch or snacks are available. Meals provided through these assistance programs meet federal nutrition guidelines and are therefore both nutritious and balanced.

Although approximately 18,000 students consume free meals provided during the school year, only one-third of these students participated in the SMP in 2015.² This means that most students are not utilizing the free, nutritious meals available during the summer and are less likely to return to school physically and intellectually prepared for the upcoming academic year.

2. Please describe your proposed project that will address the needs stated above.

In preparation for the 2017 SMP season, Urban Alliance (UA) is seeking funds to build upon work from previous years by working closely with five SMP sites to increase child and youth engagement. More specifically, Urban Alliance will use grant funds to expand the programming at each site to include additional efforts to raise awareness about the site among community residents and nearby organizations, offer activities related to health and nutrition for children during mealtimes to increase their connection to the site, and offer nutritious snacks for caregivers accompanying children to create a welcoming environment. Funds from this grant will be allocated to each of the sites and used in the following ways:

- Support a 40-hour Summer Meals Assistant, who will be dedicated to community outreach to increase awareness about the program and preparing health- and nutrition-related activities for children during summer meals times
- Cover the cost of any outreach supplies and program promotion materials, such as signs and flyers

¹ U.S. Census Bureau, 2015 American Community Survey 1-Year Estimates

² The City of Hartford Advisory Commission on Food Policy Annual Report and Policy Recommendations for 2016

- Covering the cost of providing snacks and water to adult caregivers of SMP participants
- Cover the cost of health- and nutrition-related curriculum and activities as well as materials needed to engage children in activities (e.g. crayons, handouts, balls, stickers, coloring pages)

These strategies will address the lack of community awareness about the SMP and the inability of adult caregivers to receive any food through the program, both of which have been identified as potential barriers to participation. In addition, the activities offered at each site provide children with an opportunity to make a meaningful connection with site staff and learn more about health and nutrition. In combination, these site enhancements will remove barriers to participation, enhance the quality of families’ experiences receiving meals, and result in increased participation at each site.

UA will also facilitate a training for site leaders to learn best practices for engaging families and provide tool kits with materials for educational children’s activities. Grant funds will also allow sites to purchase promotional materials that best serve the unique needs of their site.

3. What are your goals for the project?

The objectives of this project are to increase awareness of the SMP in communities across Hartford, to promote consistent program participation by building relationships with participating children, and to help program sites become more welcoming to adult caregivers by offering snacks and water. These objectives support the overall goal of increasing SMP participation, which further promotes proper nutrition, healthy development, and academic achievement among youth.

4. What do you expect the project to cost? Please list and justify all expenses.

The total cost of the project will be \$4,650 (see itemized budget below). This includes the costs associated with implementing enhancements at five sites and purchasing food for the training offered by Urban Alliance. The cost of compensating a Summer Meals Assistant, purchasing outreach supplies, promotional materials, engagement materials, and snacks and water for adult caregivers will vary by site based on the number of days a site is open and program participation, however, it is estimated that \$900 will provide adequate funds to implement each enhanced SMP site based on the details and goals described above. A tool kit containing health and nutrition-related curriculum and materials for engaging children in activities will be put together by Urban Alliance staff and provided to each site at the training. Urban Alliance staff time for this project will be provided in-kind.

Item	Cost
Summer Meals Assistant Stipend	\$500
Food for Adult Caregivers	\$200
Promotional Materials (flyers, banners, lawn signs, etc.)	\$100
Tool Kit to Engage Children in Activities	\$100
Total Cost per Site	\$900
Cost for Five Sites	\$4,500
Food for Training	\$150
Total Funds Requested	\$4,650

5. How will you measure success?

Quantitative measures of success will include the number of meals served per day of operation for each site, change in the number of meals served per day across sites and by site if meals were served at the site in the previous year, and the total number of adult caregivers of SMP participants who receive a snack or water from the site. UA also surveys Summer Meals Assistants to gather feedback and qualitative data about program participation and participant satisfaction, successful program promotion strategies, and adult caregiver engagement. These measures will provide valuable information and insight into whether inclusion of adult caregivers increases program participation as well as what outreach strategies are best for engaging the community.

Sample Letter of Intent

Your Organization Letterhead

Date

Urban Alliance
Attn: Grant Review Team
62 Village Street
East Hartford, CT 06108

Dear Urban Alliance Grant Review Team:

The (Your Organization) seeks a grant of \$X,XXX from Urban Alliance for support of our (special project). We think this project is very much aligned with Urban Alliance's goals in (specific initiative).

Our organization, established in YYYY, is serving the (geographical) community with the following services: (list services).

Urban Alliance support will enable us to (describe project, include what will happen and and who will carry it out, this section may be 1-2 paragraphs).

The project for which we request funds will make a difference in the lives of (such and such people) in the following way (describe anticipated outcomes).

This project will enhance the (quality and/or scope of services offered) by (describe how the quality and/or scope of services will be impacted).

(Note additional support from other foundations or organizations as well as existing partnerships that will support the project.)

We will be glad to submit a full proposal with additional information for your further review.

Sincerely,

(Sign)

Contact information

Name, Title

Address, Phone Number and E-mail Address