

Grant Handbook

Table of Contents

Promise and History	2
Types of Grants Offered by the North Jersey Affiliate	3
Types of Programs that Receive Grants	4
Grant Training	5
Eligibility and General Restrictions	5
Understanding the Grantmaking Process	6
A Brief Overview of the North Jersey Affiliate’s Grantmaking Process	7
General Tips for Preparing a Strong Grant Application	8
Key Points on Content and Program Design	9
Preparing the Grant Application	10
Concept Development	11
The Statement of Need	13
Developing Goals and Objectives	14
Timetable and Comparable Programs	15
Preparing the Budget, Budget Justification and Biographical Information	16
Before and After Submitting the Grant Application	17
After Receiving a Grant	17
Frequently Asked Questions	18
Appendices	
Appendix A – 2012 Grant Cycle Calendar	21
Appendix B – Community Profile Report Priorities	22
Appendix C – Grant Management Policies	23

All of the information necessary to prepare a grant application for the North Jersey Affiliate or to manage a grant awarded by the North Jersey Affiliate is contained in this Grant Handbook. Please be sure to review the full Grant Handbook prior to submitting a grant application to ensure that you are aware of the North Jersey Affiliate’s expectations for its grantees.

For all forms to prepare a grant application please go to the “*How to Apply for Funding*” tab in the Grants section on our website: www.komennorthjersey.org

Please contact the Grants Manager with any questions or send an email to: grants@komennorthjersey.org

First, thank you for your interest in applying for a grant from the North Jersey Affiliate of Susan G. Komen for the Cure®. Our grantees are our partners in achieving our promise, and we look forward to the opportunity to work with your organization.

A few key points about our grantmaking:

- The North Jersey Affiliate is like any other organization in that we make grants to nonprofit organizations through a defined process.
- The North Jersey Affiliate is not an endowed organization. This means that our giving can fluctuate more from year to year than endowed organizations.
- The North Jersey Affiliate only funds breast health and breast cancer related programs for the medically underserved.

Promise

The North Jersey Affiliate carries out the promise of Susan G. Komen for the Cure® “... *to save lives and end breast cancer forever by empowering people, ensuring quality care for all, and energizing science to find the cures*”.

History

The North Jersey Affiliate was founded in 1997 on a promise “to make a difference” to a 10 year-old girl who lost her mother to breast cancer. The Affiliate Board of Trustees, the Medical Advisory Council, staff and over 1500 volunteers fulfill that promise every day by delivering the life-saving message of early detection throughout our Service Area which includes Bergen, Essex, Hudson, Morris, Passaic, Somerset, Sussex, Union and Warren counties.

Nationally, Susan G. Komen for the Cure® was founded in 1982 by Nancy Brinker to honor the memory of her sister, Susan G. Komen, who died of breast cancer at the age of 36. Today, Komen has become the global leader in the fight against breast cancer through its support of innovative research and community-based programs.

Types of Grants Offered by the North Jersey Affiliate

COMMUNITY GRANTS – The North Jersey Affiliate Grant Program is responsible for the distribution of net funds raised from Race for the Cure® and a variety of special events and fundraising programs. These dollars are directed to community-based organizations in Northern New Jersey that provide initiatives to enhance the quality of breast health and breast cancer services available to the medically underserved population. **COMMUNITY GRANTS** are one (1) year grants for programs providing breast cancer outreach and education, screening services, and treatment support services to the **medically underserved**. The North Jersey Affiliate will consider both emerging and established programs for funding.

In addition, the North Jersey Affiliate accepts requests for **SMALL GRANTS** and **TRAVEL SCHOLARSHIP GRANTS** throughout the year.

Small Grants, up to \$5000, are available for one-time programs and unexpected needs. Your nonprofit organization can apply for a Small Grant by completing the Small Grant Application which can be found on the “*How to Apply for Funding*” tab in the Grants section at: www.komennorthjersey.org.

Travel Scholarship Grants are available to provide travel assistance to grantees, health care professionals and advocates to attend, participate in or present at meetings, conferences, or symposia that would increase the community knowledge of breast health and breast cancer as well as facilitate the exchange of ideas and communication between the scientific community and lay public.

Only funding requests which meet the following criteria will be considered for a travel scholarship:

- Conference is relevant to breast cancer as demonstrated by agenda, etc.
- Funding request is less than \$1,000 domestic or \$2,000 international (to include registration, coach airfare/train/mileage, moderate hotel [room and taxes only], meals, cab fare and tips).
- Applicant is able to quantify participation and benefit to community.
- Applicant must attend majority of conference or apply for the continuing education credits offered.
- Application, which can be found on the “*How to Apply for Funding*” tab in the Grants section on our website: www.komennorthjersey.org, should include two letters of recommendation, including one from the employer if applicable.
- Written report or presentation should be made to the Affiliate after the Conference

The Deadline For Filing A Community Grant Application Can Be Found In Appendix A

TYPES OF PROGRAMS THAT RECEIVE GRANTS

What could be considered an education program?

- distributing breast health materials
- hosting an educational event, like a conference or health fair
- teaching women about breast health
- educating women about breast self-awareness together with getting regular mammograms
- educating women with a strong history of breast cancer about being proactive with their breast health
- educating providers

What may not be appropriate?

- providing educational services that are already available within the community
- providing educational services that are not breast cancer related

What could be considered a screening program?

- providing clinical breast exams and mammograms for the medically underserved
- navigating women through the screening and diagnostic process
- providing transportation to and from screening appointments

Some important considerations:

- screening grantees should only use Komen funding after all other funding options are exhausted
- screening grantees must have a plan for treating patients who present positive

What could be considered a treatment support program?

- medical or financial assistance to breast cancer patients
- supplemental services for breast cancer patients
- complementary and alternative therapies, such as exercise programs and nutrition counseling to breast cancer patients
- navigation services for women undergoing breast cancer treatment
- wigs, prostheses and lymphedema services and products

What may not be appropriate?

- treatment support services that do not target the medically underserved

Grant Training

It is strongly encouraged that each applicant sends one (1) representative to Grant Training before applying for a grant from the North Jersey Affiliate. The date and location for Grant Training can be found in Appendix A. Grant Training is strongly suggested.

In addition, an online webinar will be available. The date and link for the webinar will be released in an e-mail and listed on our website: www.komennorthjersey.org.

Eligibility and General Restrictions

SERVICE AREA

Our Service Area includes the following nine counties:

Bergen	Morris	Sussex
Essex	Passaic	Union
Hudson	Somerset	Warren

QUALIFYING ORGANIZATIONS

Any nonprofit, federally tax exempt 501(c)(3) organization may apply for a grant from the North Jersey Affiliate, assuming that the applicant meets all other requirements as stated in the Guidelines section of the Community Grants Announcement. Eligible organizations include nonprofit organizations, nonprofit hospitals and hospital systems, government entities, and nonprofit educational institutions. Proof of nonprofit status must accompany an application.

GENERAL RESTRICTIONS

- The North Jersey Affiliate **will only fund programs that focus EXCLUSIVELY on breast health and/or breast cancer.** For example, if a program focuses on both breast and cervical cancers, the request for funding can only include the breast cancer part of the program.
- Restrictions for salary support, equipment costs, public relations and professional fees vary among grant types.
- The North Jersey Affiliate funds Community Grants for a one (1) year period. This period coincides with the North Jersey Affiliate's fiscal year, April 1st through March 31st.
- The North Jersey Affiliate does not fund "for profit" entities – **NO EXCEPTIONS!**

IMPORTANT NOTE

No applicant is ever guaranteed funding, and organizations should not expect to receive continued funding from year to year.

Understanding the Grantmaking Process

The North Jersey Affiliate's grantmaking process is competitive and rigorous. It is important for all grant applicants to understand the grantmaking process, as understanding the process will most likely help your organization develop a stronger grant proposal.

To begin the grantmaking process you will need to know a few important terms:

Community Profile Report: The Community Profile Report provides the North Jersey Affiliate with a comprehensive assessment of breast health programs and service needs in its Service Area. It is a key data source for establishing community intervention priorities and policies. The Community Profile Report provides guidelines for creating future programs.

PLEASE REFER TO APPENDIX B FOR CURRENT PRIORITIES

Grant Review Panel: The Grant Review Panel is an independent panel whose members are invited by the North Jersey Affiliate to review all incoming Community Grant applications. The Grant Review Panel is comprised of health care professionals, breast cancer survivors, educators, advocates, community members, representatives from other nonprofits, and other professionals. Because of the volume of applications received by the North Jersey Affiliate, the Grant Review Panel is divided into three to four teams with each team reviewing a number of the applications. Each Grant Review Panel member is required to abide by the Code of Ethics for Affiliates of Susan G. Komen for the Cure® and sign a "Conflict of Interest and Confidentiality Policy and Disclosure Statement" to advise of any and all potential conflicts of interest. Any Grant Review Panel member who reports a conflict of interest will not be involved in reviewing, discussing, or voting on approval of the application(s) from the organization(s) with whom the conflict(s) exists.

Grants Committee: The Grants Committee is made up of members of the community. The Grants Committee publishes the grant funding announcements, reviews applications for compliance, provides the final funding recommendations to the North Jersey Affiliate's Board of Trustees, sets grant-related policies, and provides oversight after grants have been awarded. Members of the Grants Committee must also abide by the Code of Ethics for Affiliates of Susan G. Komen for the Cure® and sign a "Conflict of Interest and Confidentiality Policy and Disclosure Statement" to advise of any and all potential conflicts of interest.

"Approved" Grants versus "Funded" Grants: The Grant Review Panel scores grant applications and the Affiliate prepares the slate of grants which is presented to the North Jersey Affiliate's Board of Trustees for approval. "Approved" simply means that the Grant Review Panel has voted to approve the application for funding – it **DOES NOT** mean that the approved application will be "funded." "Funded" means that the grant has been "Approved" by the Grant Review Panel and has been voted on by the North Jersey Affiliate's Board of Trustees. It is important to note that some "Approved" applications are not "Funded" because the North Jersey Affiliate has limited funding available.

A Brief Overview of the North Jersey Affiliate's Grantmaking Process

The North Jersey Affiliate will accept grant applications for programs providing breast health and breast cancer related services to the medically underserved. Potential grantees must submit an original signed application and ten (10) hard copies, as well as one (1) electronic copy via email. The deadline for submitting applications can be found in [Appendix A](#).

Compliance Review

After an application is received, the Grants Committee reviews it to verify that it is in compliance with the Guidelines section of the Community Grants Announcement and that the governance, management, and financial position of the applicant organization are solid. At this time the Grants Committee also discusses and assesses the historical information (including any and all information about previous awards and past compliance with reporting requirements) of each application. Applications that have minor deficiencies may be returned to the preparer to correct the deficiencies in a prescribed timeframe. Applications that do not meet the published Guidelines found in the Community Grant Announcement are deemed "Declined".

Grant Review Panel

Applications that are in compliance are then assigned to the independent Grant Review Panel for review and scoring. After the review period, the Grants Manager receives the scores from the Grant Review Panel and prepares a report detailing the scores and reviewer comments. All applications are then categorized as "Approved" or "Not Approved".

Allocation of Funding

The Affiliate then prepares the slate of grants which are reviewed by the Grants Committee and then presented to the North Jersey Affiliate's Board of Trustees. The Board of Trustees then approves or rejects the entire slate of grants.

Post-Award Process

After the Board of Trustees has approved the slate of grants, each funded organization is notified and receives a Grant Contract. When the Grant Contract is fully executed, the North Jersey Affiliate issues the first payment of the award, unless otherwise noted. Each grantee receives a second payment, if warranted, after the six-month Progress Report is received and accepted. A Final Report is due within thirty (30) days of the completion of the Grant Cycle. Each grantee may receive a site visit during the grant cycle.

**It is important to note that complying with all requirements is imperative.
Non-compliance with requirements can affect eligibility for future funding.**

For more information about the requirements for organizations receiving a grant from the North Jersey Affiliate, please refer to your Grant Contract and the "After Receiving a Grant" and "Grant Management Policies" sections of this Grant Handbook.

General Tips for Preparing a Strong Grant Application

- **Submit a complete application**

The North Jersey Affiliate reviews each application for compliance with the Guidelines found in the Community Grant Announcement before distributing it to the Grant Review Panel. Applications that are not in compliance with the Guidelines due to major compliance issues or not correcting minor compliance issues in the prescribed timeframe will be removed from consideration and deemed “Declined”.

- **Respect the North Jersey Affiliate’s Grant Review Panel’s time!**

The North Jersey Affiliate invites a variety of volunteer community members to independently review and score all grant applications found to be in compliance. The Grant Review Panel members each review between 10 to 15 applications, so clarity and brevity are appreciated!

- **Follow the Guidelines closely**

The Guidelines are very specific and should be followed very closely. All of the information requested is necessary for reviewing each application.

It is very important for applicants to follow page limits, word limits, and formatting guidelines. Applications that do not comply with these requirements will be returned to the preparer to correct the issue in a prescribed timeframe or removed from consideration, depending on the level of noncompliance.

- **Assume that the Grant Review Panel is not familiar with your organization**

Although the members of the Grant Review Panel are active, well-informed members of our community, do not assume that they are familiar with your organization. Clearly explain the elements of your program, define acronyms, and avoid using jargon.

- **DO NOT include extra information with your application**

We have requested all of the information that we need to make our funding decisions. Extra information will be discarded immediately.

- **Remember that funding is never guaranteed**

The North Jersey Affiliate makes its funding decisions to address the most urgent needs within our Service Area and will most likely receive requests for funding that exceed the amount of funding available. Therefore, it is possible that some worthy programs may not be funded in full or may not be funded at all during this Grant Cycle. Understanding this ahead of time is very important.

Key Points on Content and Program Design

Key Point #1: Appropriate program, appropriate request

Make sure your application targets the medically underserved and is exclusively focused on breast health and breast cancer.

Key Point #2: Expertise

Be sure that your application conveys expertise and an understanding of the environment in which your program will operate.

Key Point #3: Convey organizational success

Use your application to share your organization's relevant successes.

Example: Your organization has just received a prestigious, multiple year grant to address health disparities within your community. Highlighting this award in your grant application can help establish credibility for your grant request.

Key Point #4: Strong budget

Budgets are important! Some reviewers will flip to the budget and calculate per client costs before even reading the application. While many of the services nonprofit organizations provide are justifiably expensive, your application needs to explain and justify the contents of the budget.

Example: Your organization's salaries are more in line with "for profit" salaries than with non-profit salaries. Although this may be appropriate, your grant application never explains the reasons for high salaries and your application is rejected. Using the budget justification section to your advantage could help save your application, if items in the budget seem questionable.

Key Point #5: Comprehensive proposal

Your organization's proposed program should be comprehensive in its approach to solving the particular problem identified in the application. Simply, your program should provide a logical continuum of care and should identify other organizations to continue services should you be unable to provide a continuum of care.

Example: Your organization plans to provide education about breast health to a medically underserved population by teaching breast self-awareness in conjunction with encouraging women to get mammograms.

Preparing the Grant Application

Getting Started...

- When preparing your application, please be sure that you are using the **correct application!** The North Jersey Affiliate currently offers three (3) types of grants – all of which have very different applications that look fairly similar.
- Be sure to download the “Community Grants Announcement” which contains the Guidelines, as well as the “Community Grant Application” from our website: www.komennorthjersey.org.
- Please review the information about the North Jersey Affiliate’s grantmaking process prior to preparing an application.
- We have tried to include all of the information you will need to prepare an application in this Grant Handbook and on our website: www.komennorthjersey.org. If after reviewing this Grant Handbook and the information on our website you still have questions, please feel free to call the North Jersey Affiliate’s Grants Manager or send an e-mail to: grants@komennorthjersey.org.

The Community Grant Application includes:

- Cover Sheet
- Abstract
- Statement of Need, Purpose of Grant and Evaluation
- Budget and Budget Justification
- Biographical Information

***** IMPORTANT *****

Please remember that all grant applications need to be submitted exactly as described in the Guidelines section of the Community Grants Announcement. Not following these Guidelines can result in the return or rejection of your application.

Concept Development

The first step in preparing your grant application is to develop a concept for your program. While many applicants will already have defined breast health and/or breast cancer programs, new and emerging programs will also be considered for funding.

Here are some important questions to ask in developing the concept:

- How does this program fit with the mission and philosophies of Susan G. Komen for the Cure®?
- Does this program address one of the “Priorities” identified in the current Community Profile Report?
- What does your organization want to accomplish through this program? Is this in line with community needs?
- Does your organization have the capacity to implement and manage this program?
- Is this program unique or does it duplicate the efforts of other organizations? If your program is not unique, please explain why this program is needed within your community.
- Should your organization include partners?
- Does this program fit with your organization’s mission?

Important Note

The North Jersey Affiliate encourages organizations to submit applications for innovative and creative programs, including those based on emerging or promising practices.

Preparing the Application

- **You must use the form provided**, which can found on the “*How to Apply for Funding*” tab in the Grants section on our website: www.komennorthjersey.org.
- **You must use a twelve-point font size and one-inch margins**
- Your program title will appear on all of our public materials advertising the programs we fund. Therefore, please choose a program title that is descriptive yet **concise**.

The Abstract – The First Impression

The Abstract is an important component of your application. For funded programs, the Abstract is used for the following purposes:

- The North Jersey Affiliate provides the Abstract to Susan G. Komen for the Cure®, which includes the Abstract in a file summarizing all of the programs funded by Komen Affiliates and posts the Abstract on its website.
- The North Jersey Affiliate posts the Abstract on its website and publishes all or any part of it in a variety of materials, all of which are available to the community.

It is essential to develop a succinct, interesting Abstract because the content of your Abstract will be used by individuals looking for breast health and breast cancer programs. It will also serve as an important resource for providers within the North Jersey Affiliate's Service Area. Specifically, your Abstract should include a short description of your program, the service(s) you plan to provide, your target population, your geographic focus, and any other relevant information.

The Abstract should not exceed 1200 characters and should be written in lay terms.

A good Abstract will state the problem or need that will be addressed and then discuss how your organization plans to address the problem or need. A sample Abstract follows:

Our culturally sensitive program is designed to remove barriers to care for our targeted population, underserved, underinsured/uninsured Afro American women. The program promotes free breast exams, provided on a monthly basis, at various community-based locations. In addition, education is provided by health educators about breast self awareness and the importance of early detection. Through a two-pronged approach, including case finding and education, facilitating entry into the health care system for screening, diagnosis and treatment, we are improving access to care for women living in our Service Area.

NOTE: This is just a sample – please develop an Abstract that is specific to your program.

The Statement of Need

The Statement of Need is the place where your organization can share the essence of the program. Here are a few important points to keep in mind for all programs.

- **Use of statistics:**

The Grant Review Panel and Grants Committee are up to date on current breast cancer statistics (both national and local). Therefore, **do not use** precious space in your Statement of Need explaining, for example, that one in eight women will be diagnosed with breast cancer within her lifetime. *However, the use of statistics gathered by your organization can help substantiate the need for your program and are therefore important to include when relevant.*

- **Use of research:**

When appropriate, you should consider using research to bolster your approach to addressing the problem identified in your application, especially if you are basing your approach on emerging, promising, or best practices within your field.

- **Answer all questions:**

If a question does not apply to your organization, please state “not applicable.” Not answering a question will be a red flag.

- **Keep the following words in mind when developing your proposal:**

Brief, clear, honest, realistic, understandable, and consistent

- **Discuss the Big Picture:**

When preparing the Statement of Need, help the Grant Review Panel understand where this program fits within your organization and within your larger community.

Tip

When using outside sources or internal research, be sure to include appropriate citations. Claims and quotes without citations can reduce the credibility of your organization.

Important Note

Does your organization receive funding from another Komen Affiliate or Komen National?

If yes – mention this in your application! This will help define the “big picture”.

Tips on Completing the Statement of Need

Remember: not all sections appear in all three applications, so some of these tips may not be relevant to your application.

Discussing the Need(s) the Program Will Address

When answering the question about the needs or problems that your program will address, your application should demonstrate that your organization has a broad understanding of the situation, and should present specific evidence to support your organization’s view of the need/problem and how it will be addressed. This section is a good place to use local statistics or those gathered by your organization to substantiate the need for your program.

Defining the Program's Constituency

The Grant Review Panel is instructed to score applications based on the program's targeted constituency. In a general sense, the term "medically underserved" may refer to people who are uninsured, underinsured, have a lack of access to medical care, or are at-risk. However, the North Jersey Affiliate has chosen to leave the term "medically underserved" undefined because different communities will need to define the term in different ways, according to the needs within that specific community.

When preparing the application, be sure to specifically define your program's target constituency and include relevant numbers and statistics when appropriate.

The KEY Points to Remember!

Your program must:

- Serve the medically underserved
- Focus exclusively on breast health and breast cancer

Developing Goals and Objectives

Because the North Jersey Affiliate is committed to measuring the impact of its funding and the North Jersey Affiliate wants your organization to be able to measure its success, we place emphasis on a program's goals and objectives during the grant review process. Therefore, we encourage all grant applicants to spend time developing solid goals and objectives for their programs.

Remember, choose just a few key goals and objectives. This will help reviewers understand your program – instead of confusing them with unnecessary complexity. Your goals and objectives should be:

- Clear and concise
- Measurable
- Focused and realistic for the Grant Cycle

Goals are the changes that you are going to produce through your program.

Objectives are the steps you are going to take to reach each goal.

These goals and objectives will form the basis of your six (6) month Progress Report and Final Report.

The Difference between *Objectives* and *Outcomes*:

Objectives are how the goal will be obtained for the program

For example: Provide screening mammograms to 150 medically underserved women.

Outcomes are the actual results of a program

For example: 155 medically underserved women received free screening mammograms.

Grant recipients will be required to report the “outcomes” (actual results of a program) to the North Jersey Affiliate as part of the Final Report.

Timetable

When preparing the timetable for the application, include important milestones for the program. Consider the Grant Review Panel’s perspective when deciding which items to include in the timetable, “Will including this item in the timetable help in evaluating this grant application?” Also, be sure that your timetable is realistic and corresponds with the program’s goals and objectives.

Definition of Success – Evaluating the Program

In a general sense, the North Jersey Affiliate evaluates the success of its grantees in the following ways:

- Did the grantee achieve its goals and objectives, measured through the outcomes?
- Did the grantee spend the funding in accordance with the approved grant proposal during the Grant Cycle?
- Did the grantee achieve success according to the terms described in the approved grant proposal?

Comparable Programs

When developing this section of your application, it is very important to include an honest assessment of other similar programs within the North Jersey Affiliate’s Service Area. Ideally, the North Jersey Affiliate would prefer not to fund duplicative services, but we realize that some duplication will exist. When duplication does exist between your program and others, honestly discussing the duplication and how your program is different will help the North Jersey Affiliate fairly evaluate your application. If your organization does not identify and discuss other similar programs, the Grant Review Panel might conclude that your organization is not knowledgeable about the other programs that exist and therefore is not the best organization to receive a grant.

Preparing the Budget

The budget is one of the key pieces of the grant application. When preparing the budget form, it is very important to make sure that the line items are very clearly explained, both on the budget form and within the budget justification. Also, be sure to place a budget line item under the logical subheading – not doing so will only confuse the Grant Review Panel.

Overall, most of the Grant Review Panel's questions about applications refer to the information contained in the budget. When preparing your budget, it is important to remember that your organization will be expected to spend the funding in accordance with the budget if the grant is awarded. Therefore, spend the time necessary to develop a clear, strong, and realistic budget for your program.

Budget Justification

The Budget Justification is one of the key pieces of the grant application – and many grant applicants do not use it. Including a well-written Budget Justification will help minimize questions about your organization's budget request and can therefore result in a higher score. The Budget Justification is limited to two (2) pages.

Biographical Information

Biographical Information should be submitted for the Program Director and personnel only included in Budget. Please use a separate form for each person and include a list, in chronological order beginning with present position, previous employment, experience and honors, not to exceed two (2) additional pages per person.

Before Submitting the Grant Application

- Make sure that everyone involved in the program has a chance to review the grant application.
- Have a good editor review the grant application to check for correct grammar and syntax, as well as clarity, consistency, and flow.
- Be sure all forms are completely filled out and all questions are answered.
- Allow adequate time for signatures, copying, and delivery.
- Remember: applications (an original and ten (10) hard copies as well as one (1) electronic copy via email) must be **RECEIVED** by the deadline specified in Appendix A, **with no exceptions**.

After Submitting the Grant Application

- **Please do not call** the North Jersey Affiliate to check on the status of your application. You will receive email confirmation upon receipt.
- If a minor deficiency is found in your application, it may be returned to the preparer to correct the deficiency in a prescribed timeframe.
- If you are found to not be in compliance, you will be notified when that determination is made.
- Your organization will receive a final decision on your application in the Spring following your submission of an application. Again, please do not contact the North Jersey Affiliate to inquire about your application prior to this time.

After Receiving a Grant

If your organization is selected to receive a grant from the North Jersey Affiliate, your organization will be required to comply with the North Jersey Affiliate's Grant Management Policies found in Appendix C. Over the course of the Grant Cycle, your organization will be required to:

- File a six (6) month Progress Report, an original and an electronic copy, detailing your organization's progress on the program funded by the North Jersey Affiliate. After the Progress Report is received and approved, the North Jersey Affiliate will send your organization the second portion of the grant award, if warranted.
- File a Final Report, an original and an electronic copy, within thirty (30) days of the completion of the Grant or Grant Cycle, whichever is sooner.
- Comply with all other terms set forth in the Grant Contract.

Templates of the required reports can be found in the "*For Current Grantees*" tab in the Grants section on our website: www.komennorthjersey.org.

Frequently Asked Questions

Does the North Jersey Affiliate provide ongoing funding for its grantees?

No, all grantees must reapply for funding each year. Funding from the North Jersey Affiliate is never guaranteed and should not be expected by any previous or potential applicants. Although many of our grantees have received a grant award for more than one grant cycle, these organizations are never guaranteed continued funding. Continued funding of a proposal is based on the proposal's merit.

Is it true that the North Jersey Affiliate makes its funding decisions based on how well a member of the Board of Trustees likes an applicant?

No, the North Jersey Affiliate's grantmaking process is independent, rigorous, and competitive. An independent Grant Review Panel evaluates all applications, and grant awards are made in accordance with a pre-determined process that takes many factors into consideration. The Board of Trustees only votes on grants as a complete slate of grants, never individually. While the Board of Trustees may know applicants, our independent and rigorous grantmaking process removes any opinions from the North Jersey Affiliate's funding decisions. Further, all members of the Board of Trustees must indicate if they have a conflict of interest relative to a particular applicant and will abstain from any discussions regarding the applicant.

Can our organization appeal a grant decision?

No, all grantmaking decisions are final. After being denied, all applicant organizations are welcome to reapply for a grant during the following year's grantmaking cycle.

Our organization is paying a consultant \$1,500 to write our grant application, can this cost be included in our budget?

No, the North Jersey Affiliate will only consider costs related to the execution of a breast health and/or breast cancer program.

Do we really need to follow the page limits for the application?

Absolutely! Applications which exceed stated page limits will be deemed to have a minor compliance issue and will be returned to the preparer to correct the issue in a prescribed timeframe.

Our organization could do a lot with a smaller amount of money, but the Community Grants application is just too cumbersome to fill out for this small amount. Is there another option?

When funding is available, nonprofit organizations can apply for a Small Grant, up to \$5,000.00, for a one-time program and unforeseen need. There are no application deadlines for a Small Grant. Please visit www.komennorthjersey.org for more information and an application for a Small Grant.

An unforeseen situation has developed. Can we change our program or our budget?

Yes, the North Jersey Affiliate understands that organizations sometimes need to change their programs, e.g., personnel, budget.

If an organization would like to request a change for the program, the organization must submit the appropriate forms in a timely manner and receive approval for a change request before the change is made. Templates of these forms can be found on the "*For Current Grantees*" tab in the Grants

section on our website: www.komennorthjersey.org. If your program encounters significant problems, please send an e-mail to: grants@komennorthjersey.org.

It is the end of the Grant Cycle and we have not spent all of our funding. Can we roll it over to the next year?

No, the North Jersey Affiliate's promise to save lives and end breast cancer forever is a very serious and urgent promise and there is a tremendous need for breast health and/or breast cancer services within our Service Area. **Therefore, we strongly encourage organizations to spend their funding in accordance with the approved grant proposal within the Grant Cycle. If an organization finds itself with remaining funds at the end of the Grant Cycle, an organization must return the unused grant funds.**

Appendices

TO THE GRANT HANDBOOK

2012 Grant Cycle Calendar

Community Grant Announcement and Application available on line	September 15, 2011
Grant Training	October 3, 2011, 10:00 am The NJ Sharing Network 691 Central Avenue New Providence, NJ
Community Grant Application due to the North Jersey Affiliate	November 18, 2011, 5pm
Grant Recipients Notified	Mid March, 2012
Progress Report Due	October 15, 2012
Final Report Due	April 30, 2013

Community Profile Report Priorities

Priority I: Increase capacity of breast cancer resources for those uninsured, underinsured and underserved, both through building capacity and by making information about resources more accessible.

Goal: To support local community partners and resources to help build capacity of programs and services which address the screening and treatment needs of the uninsured and underserved.

Example: Programs that provide screenings, diagnostic mammograms and access to transportation for appointments and treatment.

Programs that provide financial assistance, emergency funds, patient navigation, childcare, wigs and prostheses, as well as resource guides.

Priority II: Increase the education of women regarding the importance of mammography and breast self-awareness.

Goal: Partner with community-based outreach/health organizations to effectively promote awareness of breast health.

Example: Education and outreach programs that educate women about breast self awareness together with getting regular mammograms.

Grant Management Policies

The North Jersey Affiliate cannot achieve its promise without its grantees. Therefore, the North Jersey Affiliate is committed to working with grant applicants and grant recipients honestly, fairly, and ethically. These policies have been developed to clearly set out the expectations for both the grant applicants and grant recipients, as well as, the North Jersey Affiliate throughout the grantmaking and grant management process. Any questions regarding these policies should be directed to the North Jersey Affiliate's Grants Manager.

I. Application Process

- A. The North Jersey Affiliate will issue its Community Grant Announcement in the Fall. The deadline for filing applications, an original and ten (10) hard copies as well as one (1) electronic copy via email can be found on the Grant Cycle Calendar in Appendix A.
- B. The North Jersey Affiliate will host a Grant Training – it is strongly suggested that potential applicants send a representative to this training. Please refer to the Grant Cycle Calendar in Appendix A for the date, time and location.
- C. The North Jersey Affiliate will accept a grant application from any qualified organization (as defined in the Community Grant Announcement).
- D. All applicants should be aware that funding from the North Jersey Affiliate is not guaranteed and should not be expected from year to year.

II. Compliance Review

The North Jersey Affiliate will review all grant applications for compliance prior to distributing the applications to the Grant Review Panel.

III. Grants Committee and the Grant Review Panel

A. Grants Committee

1. The Grants Committee membership will include the Grants Manager and members of the community.
 - All Grants Committee members will be required to sign a “Conflict of Interest and Confidentiality Policy and Disclosure Statement”. All committee members with conflicts of interest will be required to excuse themselves from discussing any application with which they have a conflict.
2. The Grants Committee will be responsible for:
 - Issuing the grant applications and announcement.
 - Reviewing the applications for compliance before distributing to the Grant Review Panel.
 - Reviewing the slate of grants to be presented to the North Jersey Affiliate's Board of Trustees.
 - Providing oversight and leadership during the grantmaking and grants management process.
 - Review and render a disposition for all Small Grant applications
 - Attend site visits at Grantees locations/events
 - Approve Progress and Final Reports

B. Grant Review Panel

1. The North Jersey Affiliate's Grants Committee and Grants Manager, will establish an independent Grant Review Panel that will be responsible for reviewing and scoring grant applications.
2. All Grant Review Panel members will be required to sign a "Conflict of Interest and Confidentiality Policy and Disclosure Statement". All Grant Review Panel members with conflicts of interest will be required to excuse themselves from the scoring, discussing, or voting on any application with which they have a conflict.
3. The North Jersey Affiliate will use its best effort to develop a Community Review Panel that is free from conflicts of interest to maintain a rigorous, ethical, and fair grant review process.
4. The membership of the Grant Review Panel will remain confidential.

IV. Funding Formula

The North Jersey Affiliate has developed a funding formula, which is a mechanism for granting funds. This funding formula guides the distribution of funding across the areas of education, screening, and treatment.

V. Grant Awards and Contracts

- A. All grant applicants will be notified of the North Jersey Affiliate's decisions in writing in the Spring following the submission of an application.
- B. Grant Contracts will be issued to all grant recipients. When the Grant Contract is fully executed, the North Jersey Affiliate will issue the first payment of the grant award, unless otherwise warranted.
- C. The Grant Contract will serve as the guide between the North Jersey Affiliate and each of its grantees. **The North Jersey Affiliate expects each grantee to read and understand the provisions explained in the Grant Contract.**

VI. Progress and Final Reports Requirements

A. All Grantees

Each grant recipient must file an original and an electronic copy of the six (6) month Progress Report by the date provided in Appendix A detailing the organization's progress on its grant program. The report must be filed on the correct form, or it will not be accepted. After the Progress Report is received and accepted, the North Jersey Affiliate will send the organization the second payment of the grant award, if warranted. If this report does not show significant progress toward program goals, the North Jersey Affiliate can hold all or part of the second payment of the grant award until sufficient progress has been made.

Each grant recipient will also be required to file an original and an electronic copy of the Final Report within thirty (30) days of the completion of the grant but not later than the date provided in Appendix A. The report must be filed on the correct form, or it will not be accepted.

Templates for all reports can be found on the "*For Current Grantees*" tab in the Grants section on our website: www.komennorthjersey.org

B. Non-compliance with Reporting Requirements

Organizations that do not comply with the North Jersey Affiliate's Progress Report requirement will not receive the second payment of their grant award. Additionally, noncompliance with the North Jersey Affiliate's reporting requirements can affect an organization's eligibility for future funding.

VII. Other Grant Management Issues

A. Program/Personnel Changes

The North Jersey Affiliate understands that grantees may need to change their program and/or personnel during the Grant Cycle. The North Jersey Affiliate requires that **all program/personnel changes be approved in advance and in writing using the correct forms** which can be found on the "For Current Grantees" tab in the Grants section on our website: www.komennorthjersey.org. Failure to report changes in a timely manner can result in forfeiture of monies granted or to be granted.

B. Budget Changes

Please note: budget changes must be reported when funding is moving from one category to another category or when the budget change will impact the program's progress or achievement of the original objectives.

For those organizations requesting a budget change across line items or more than five percent (5%) in any given line item, the "Budget Change Request Form" must be submitted. **The form, which can be found on the "For Current Grantees" tab in the Grants section on our website: www.komennorthjersey.org, must be approved before any budget change is made.** The North Jersey Affiliate will notify the grantee of its decision regarding the requested change.

C. Other Requirements

The North Jersey Affiliate has a few other expectations for its grantees, most of which are clearly spelled out in the Grant Contract, which include:

- Promptly responding to requests for information.
- Hosting a site visit during the Grant Cycle.
- Submitting at least one success story during the Grant Cycle.
- Attend the Race for the Cure®
- Attend Grantee networking events sponsored by the North Jersey Affiliate

VIII. Post-Grant Issues

A. Unspent Funding

As clearly stated in the Grant Contract, the Grant Cycle is from April 1st through March 31st. This means that each grantee should endeavor to spend all of its funding in compliance with the approved application by the end of the Grant Cycle.

1. **If a grantee has not made significant progress toward its goals and does not want to proceed with the program or does not have the capacity to proceed with the program** - The North Jersey Affiliate will request that the grantee return all unspent funds within fifteen (15) business days. In this case, the organization may be told that it is ineligible to apply for future funding without significant modification to the organization or the proposed program.

2. **If a grantee that has not spent its funding in its entirety for more than one Grant Cycle** - The North Jersey Affiliate will request that the grantee return all unspent funding within fifteen (15) business days. In this case, the organization may be told that it is ineligible to apply for future funding.

B. Misspent Funding

The North Jersey Affiliate can request to be reimbursed if an organization misspends its funding from the North Jersey Affiliate. In this case, the organization may be told that it is ineligible to apply for future funding.

C. Eligibility for Future Funding

In almost all cases, former grantees may be considered for future funding. However, organizations that have misused funding from the North Jersey Affiliate in the past, have not complied with reporting requirements, or have performed in a way that is not in keeping with the standards of Susan G. Komen for the Cure® can be classified as “ineligible” for future funding (either on a temporary or permanent basis). This option will always be considered the last resort and the North Jersey Affiliate will work to resolve all issues with grantees before a situation escalates to this point.

IX. Conclusions

The North Jersey Affiliate will make every effort to comply with these policies during the grantmaking and grant management process. In all situations, the North Jersey Affiliate will work to ensure a fair and prompt resolution for situations that are not discussed within these policies.