NEDARC
Developing
Your
EMSC
State Partnership
Grant
South Carolina
July 10-11, 2012

DoubleTree—Historic District
Charleston, SC 29401
Tips for Writing Your Proposal

Lenora Olson
Workshop Objectives:

1) Give you the **Tools** to be able to outline an EMSC State Partnership grant application

2) Help you understand the **Elements** of an EMSC State Partnership grant application

3) For you to create an outline for the **Narrative** sections of the grant application

- **TOOLS**
  - Familiar w/ EMSC Priorities
  - Writing Skills
  - FOA

- **ELEMENTS**
  - Project Narrative
  - Budget
  - Forms
  - Abstract

- **NARRATIVE OUTLINE**
  - Introduction
  - Needs Assessment
  - Methodology
  - Work Plan
  - Resolution of Challenges
  - Evaluation & Technical Support Capacity
  - Organizational Information
Common Terms:

**Grant Application**: is the entire package submitted to receive a grant

**Proposal**: is one of the several parts that make up the grant application *(i.e., project narrative)*

**Grant**: is the actual award in the form of a sum of money given by an organization for a particular purpose

EMSC State Partnership
Grant Application

We want you on the road to success
What is a Grant Application?

Document(s) that provides information so that others can make a decision or take action

– Gives you and your agency funding to carry out your plan

– Deny funding to carry out your plan

Successful Application

• Convince the EMSC Program that:
  – A significant problem exists
  – The applicants/institution have the ability to address the problem/meet the need

• This requires:
  – Good ideas for achieving each PM
  – Qualified personnel
  – **Narrative well-written**
  – Submitted to the right place at the right time
So, How Do We Get There?

Learn from Each Other!!

What will be your role in regards to writing this year's EMSC State Partnership grant?

- I will be the primary author: 84%
- I will assist someone else in the writing: 11%
- I will not write any section: 5%
How would you classify your experience with writing EMSC State Partnership?

- Beginner: 21%
- Intermediate Beginner: 21%
- Advanced Beginner: 5%
- Intermediate: 21%
- Advanced: 32%

How Would You Rate Your General Writing Skills?

- Very Comfortable: 26%
- Comfortable: 53%
- UN comfortable: 16%
- Very UN comfortable: 5%
So, How Do We Get There?

Pay attention to preparing your entire application especially the narrative section

The Goal of a Narrative

Paint a picture in the reviewers’ mind of how you intend to change the world for the better
The EMSC SP FOA Narrative

How you intend to improve the care of children and their families through work on the Performance Measures

Strategies

- Read the FOA
- Organize and prepare
- Set aside a block of uninterrupted time
- Outline the major sections
- Do not cut and paste from previous applications
- Write an initial draft without worrying about grammar
Strategies

• Use the active voice
• Rewrite at least four to six drafts
• Critically evaluate your draft
• Ask a colleague or consultant to critically evaluate the draft
• Consider developing an EMSC grant writing team

Active Voice

• Use the active rather than passive voice
  – Active voice is more direct and vigorous
  “I will always remember my first grant writing workshop.”
  vs.
  “My first grant writing workshop will always be remembered by me.”
You already do this!!!

- Check for spelling errors (e.g., spellcheck tool): 100%
- Conduct a grammar check (i.e., sentence fragments, run-on sentences): 95%
- Revise & edit the draft: 84%
- Write a 1st draft: 79%
- Research & gather information about the topic: 79%
- Ask a colleague to read your draft: 68%
- Allow enough time in the writing process for review & revisions of the document: 42%
- Develop an outline: 37%

Building Block of Clear Writing

The Paragraph!!
Paragraph

- **Topic Sentence**
  - First sentence which introduces main idea of the paragraph and indicates to the reader what your paragraph will be about

- **Supporting Sentences**
  - The body of the paragraph giving details to develop and support the main idea with supporting facts, details and examples

- **Closing Sentence**
  - Last sentence in the paragraph and restates the main idea of paragraph using different words

Example
There are three reasons why Canada is one of the best countries in the world.

First, Canada has an excellent health care system. All Canadians have access to medical services at a reasonable price. Second, Canada has a high standard of education. Students are taught by well trained teachers and are encouraged to continue studying at a university. Finally, Canada’s cities are clean and efficiently managed. Canadian cities have many parks and lots of space for people to live.
Closing Sentence

As a result, Canada is a desirable place to live.

How do I do it?
Some Steps

• Think carefully on what you are going to write
  – What question am I going to answer with this paragraph?
• List things you know—use short words or phrases
• Use your list of short words to create sentences
• Put the sentences in order
• Create a good topic and closing sentence

Example for NEDARC
Established 1995
Funded by HRSA
Provide support for national program
Assist grantees—technical assistance
Training, workshops
Statistics survey design
Established 1995

The National EMSC Data Analysis Resource Center (NEDARC) was established in 1995.

Training, workshops

NEDARC also provides formal workshops and instruction in EMSC-related topics including statistics, data collection, survey design, quality improvement and data acquisition.
Put the sentences into a paragraph

Think about what comes first after the topic sentence, then second, third, and then the closing sentence.

Example

<table>
<thead>
<tr>
<th>Topic Sentence</th>
<th>EMSC program was begun in 1985 to…</th>
</tr>
</thead>
<tbody>
<tr>
<td>Detail Sentence</td>
<td>NEDARC is funded by</td>
</tr>
<tr>
<td>Detail Sentence</td>
<td>Primary purpose</td>
</tr>
<tr>
<td>Detail Sentence</td>
<td>Provides technical assistance</td>
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<tr>
<td>Detail Sentence</td>
<td>Provides formal workshops</td>
</tr>
<tr>
<td>Closing Sentence</td>
<td>This proposal describes…</td>
</tr>
</tbody>
</table>
Topic Sentence

The National EMSC Data Analysis Resource Center (NEDARC) was established in 1995.

Supporting Sentences

NEDARC is funded by the Health Resources and Services Administration’s Bureau of Maternal and Child Health (HRSA/MCHB) to provide support for the national Emergency Medical Services for Children (EMSC) program. The primary purpose of NEDARC is to assist grantees of the EMSC program.
Supporting Sentences

NEDARC provides technical assistance by telephone, email and in person. NEDARC also provides formal workshops and instruction in EMSC-related topics including statistics, data collection, survey design, quality improvement and data acquisition.

Closing Sentence

This proposal describes how NEDARC will support States/Territories in the collection, analysis and utilization of data for EMSC State Partnership Performance Measures to advance the delivery of quality pediatric emergency care.
Let’s try it

*Use the handout in your notebook or on the jumpdrive*

<table>
<thead>
<tr>
<th>Topic Sentence</th>
<th>The [your state] EMSC Program has faced challenges and experienced opportunities in the implementation of the EMSC Performance Measures.</th>
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</table>
Think about your state and the EMSC State Partnership Program

Resolution of Challenges
– Discuss challenges that are likely to be encountered in designing and implementing the activities described in the Work Plan and approaches that will be used to resolve such challenges.

Topic Sentence

Supporting Sentence

Supporting Sentence

Supporting Sentence

Supporting Sentence

Supporting Sentence

Closing Sentence

The [your state] EMSC Program has faced challenges and experienced opportunities in the implementation of the EMSC Performance Measures.
Write 5 things about your state using 2-3 words using the following topic sentence (or a sentence of your choice)

*The [your state] EMSC Program has faced challenges and experienced opportunities in the implementation of the EMSC Performance Measures.*

Thinking of that topic sentence

- Rural
- Fragmented EMS system
- No oversight authority
- Cumbersome legislative process
- No tertiary hospital
- Limited personnel
- Travel limitations
- New EMSC manager
- Scheduling Advisory Committee
Stretch the words in your list to make 5 sentences

EXAMPLE
Scheduling Advisory Committee

We were unable to hold four in-person EMSC Advisory Committee meetings due to scheduling conflicts and a limited travel budget.
Put the sentences into a paragraph

Think about what comes first after the topic sentence, then second, third, fourth and fifth

Add a closing sentence-example

Despite these challenges [our state] has continued to make progress toward achieving the performance measure targets. In the following paragraphs we will explain our plan to overcome the identified challenges.
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You have a potential paragraph for your proposal

Congratulations!!!
Remember

• Read and follow the program FOA

• Make the Performance Measures the #1 priority in your narrative

Remember

• Do not cut and paste from previous applications
• Write clearly and succinctly
• Give yourself and your team time to write several drafts
• Submit a complete and professional application
Resources


• Strunk and White (2000). *The Elements of Style*. Longman Publishing

• The FOA

• Handouts

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Reading & Understanding the FOA

*Reading and understanding the Funding Opportunity Announcement (FOA) for the EMSC State Partnership Competing Grant Process*
Recipe

Dish: EMSC FOA
Serves: 55 - 59 grantees

The FOA is your Recipe for Success!!!

• Purpose
• Definitions
• Application Procedures
• Evaluation Criteria

Read the FOA!

Read the FOA again!

Write your proposal to the FOA
FOA:
Award Information (pg 2-3)
Eligibility Information (pg 3-4)

Award Info: Funding Categories

• **Category I: State Planning** *(New)*

• **Category II: State Implementation** *(New)*

• **Category III: State Partnership** *(Competing Continuation)*
Eligible Applicants

III. Eligibility Information

1. Eligible Applicants

State governments and accredited schools of medicine in states are the only eligible applicants for funding under the EMSC Program.

The Emergency Medical Services for Children statute establishes a program for States through a State-designated agency, or to accredited medical schools within States, to support a program of demonstration projects for the expansion and improvement of emergency medical services for children who need treatment for trauma or critical care (Section 1910 of the PHS Act). For purposes of this grant program, the term "State" includes the 50 States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, the Northern Mariana Islands, Guam, American Samoa, the Republic of Palau, the Republic of the Marshall Islands, and the Federated States of Micronesia. The term "school of medicine" is defined as having the same meaning as set forth in Section 799B of the PHS Act (42 U.S.C. 295p(1)(A)). "Accredited" in this context has the same meaning as set forth in section 799B (1)(E) of the PHS Act (42 U.S.C. 295p(1)(E)).

FOA:
Project Narrative (pg 21-27)
EMSC Priorities . . .

**PERFORMANCE MEASURES**

= 

**#1 PRIORITY**

Budget Priorities

EMSC Performance Measures are 90% + of your activities ~ $117,000+

Other activities can be up to 10% of your activities ≤ $13,000

Yearly EMSC SP Grant is $130,000
What’s the Project Narrative?

- Comprehensive framework and description of all aspects of proposed program
- Succinct, self-explanatory and well organized
- Evaluated based on Review Criteria

Project Narrative Section Headers

1. Introduction
2. Needs Assessment
3. Methodology
4. Work Plan
5. Resolution of Challenges
6. Evaluation & Technical Support Capacity
7. Organizational Information
Review Criteria & Scoring

Understanding how your application is reviewed and scored

Review Criteria

• What is it?
• Where do you find it?
• Why is it important?
Review Criteria

• What is it?
  – EMSC State Partnership Program has 6 Review Criteria
    1. NEED
    2. RESPONSE
    3. EVALUATIVE MEASURES
    4. IMPACT
    5. RESOURCES/CAPABILITIES
    6. SUPPORT REQUESTED

Review Criteria

• What is it?
  – Procedures for assessing the technical merit of the application
  – Used to review and rank applications
  – Critical indicators to assist the applicant in presenting pertinent information
Review Criteria

• Where do you find it?
  – Under section V. Application Review Information (page 32)

<table>
<thead>
<tr>
<th>No.</th>
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<th>Points</th>
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<tr>
<td>1</td>
<td>Need</td>
<td>Introduction and Needs Assessment</td>
<td>10</td>
</tr>
<tr>
<td>2</td>
<td>Response</td>
<td>Methodology, Work Plan &amp; Resolution of Challenges</td>
<td>30</td>
</tr>
<tr>
<td>3</td>
<td>Evaluative Measures</td>
<td>Evaluation &amp; Technical Support Capacity</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Impact</td>
<td>Work Plan</td>
<td>20</td>
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<tr>
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<td>Resources/Capabilities</td>
<td>Organizational Information</td>
<td>10</td>
</tr>
<tr>
<td>6</td>
<td>Support Requested</td>
<td>Budget Narrative</td>
<td>5</td>
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</table>

**TOTAL POSSIBLE POINTS:** 100

Review Criteria

• Why is it important?
  – Assist applicant in understanding the standards against which each application will be judged
  – Provide reviewer with a standard for evaluation
  – Provide for an objective review of applications
Review Criteria Point Breakdown

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TOTAL POSSIBLE POINTS: 100

How do the points translate from the 6 review criteria to the 7 project narrative sections and the budget narrative?
### Review Criteria Point Breakdown

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<td>Methodology</td>
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### Project Narrative Section Points

<table>
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<tr>
<td>Introduction</td>
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NEDARC 2012 Developing Your EMSC State Partnership Grant workshop - Charleston, SC
The Review

Learn about your reviewer and listen to previous reviewers’ comments

Reviewers

• Applications receive an objective and independent review
• Review panel seated by HRSA’s Division of Independent Review
• A committee of experts qualified by training and experience related to the program being reviewed
From Past EMSC SP Reviewers

- Lots of typos
- Poor grammar and spelling
- No organizational chart found
- No amount budgeted for annual meeting
- No supporting documentation—letters of support or agreements showing collaborations
- No real detail for anything
- Only discusses one PM
- Focuses on NEMSIS not PM
- Lots of talk with little relevance to PM
- Writing very floral but no information or defined purpose given

Keep in Mind . . .

- Read and follow the Review Criteria
- The Work Plan is worth the most points
- BUT! **ALL** of the sections add up and are therefore **ALL** important
- Your audience— the Reviewers
Keep in Mind . . .

“Applications that are significantly deficient in a number of areas of the review criteria may not be awarded funding.”

Other Considerations

Things to keep in mind when writing and assembling your EMSC State Partnership Competing grant application
Competition with Who??

- You are **not** in competition with the MCHB EMSC program
- The EMSC program’s best interest is to encourage the submission and approval of as many **good** proposals as possible
- Your success is the program’s success

Keep in mind . . .

The FOA changes each year

Don’t copy and paste
Other Eligibility Items

**Notify State Single Point of Contact (aka SPOC) of your intent to apply for EMSC State Partnership grant**

http://www.thecre.com/fedlaw/legal16/ispcs.htm

**Timeline**

- FOA released (June 27, 2012)
- HRSA notifies grantees via email
- Download & read, re-read, & re-read, the FOA & application materials from Grants.gov
- Notify SPOC of intent to apply
- State AOR receives grant
- Grant due at Grants.gov (Sept 26, 2012)
- Write grant proposal
- Obtain feedback
- Revise grant proposal
- Register at Grants.gov
Submission Requirements

• Grant Deadline: **8 pm EST**, Wednesday, Sept 26, 2012 (pg iii)

• Electronic submission via Grants.gov (pg 4)

Submission Requirements

• **80 page limit** (Forms, Attachments, Project Narrative)

• **1 inch margins**

• **Fonts**: Times Roman, Arial, Courier, or CG Times –12-point

* “for charts, graphs, ... and budget tables, applicants may use a different size font but not less than 10....”
Submission Requirements

• 1.0 line spacing *(single)*

EMSC Grant Application

*Save & upload as a PDF*
EMSC State Partnership Grant

80 Pages total for grant application
- 14 12-18 pages for Attachments
- 16 ~ 16 pages for Forms

50 42-60 pages for Project Narrative

EMSC State Partnership Grant

+ 3 1-3 pages for Introduction
+ 3 2-4 pages for Needs Assessment
+ 5 4-6 pages for Methodology
+21 20-25 pages for Work Plan
+ 5 4-6 pages for Resolution of Challenges
+ 8 7-10 pages for Evaluation & Technical Support Capacity
+ 5 4-6 pages for Organizational Information

50 42-60 pages for Project Narrative
Q: Who to contact with grant application questions?

A: Your HRSA project officer
   – Yolanda Baker
   – Jocelyn Hulbert
   – Theresa Morrison-Quinata

What are your conclusions?

• Read the FOA several times
• The FOA is the guideline for writing grant proposal
• EMSC performance measures are the #1 focus
• Contact HRSA project officer with questions about writing & submitting grant application
The Project Narrative

1. Introduction
2. Needs Assessment
3. Methodology
4. Work Plan
5. Resolution of Challenges
6. Evaluation & Technical Support Capacity
7. Organizational Information

Section 1: Introduction

• Review Criteria: (1) Need
• Potential Points: 5 points
• Recommended # of Pages: 1 – 3 pages
• Associated Attachments: (if applicable)
  – N/A
Section 1: Introduction

**NEED** = “extent to which the application demonstrates the problem and associated contributing factors to the problem... the needs of the State”

*pg. 33*

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Section 1: Introduction

- Briefly **DESCRIBE** the State’s healthcare system and the **PURPOSE** of the project
- Include other information to describe the healthcare system and the **prevalence of pediatric illness and injury**

*pg. 23*
THINK

• How does what I write relate to EMSC and my application?

• How does the information I share affect the care of children?

http://bretz-news.bloxode.com/page,16.html

Suggested Outline

• Brief Introductory Paragraph
• Sub-Heading “EMS System”
• Sub-Heading “Hospital System”
• Sub-Heading “Pediatric Illness and Injury”
• Transition Paragraph to Next Section
Introductory Paragraph

Introduction: a formal personal presentation of one person to another or others.

Go straight to the point.

1. When was your program established and Why
2. Your purpose/need in applying for the grant
3. Mention Performance Measures
4. Include your state’s pediatric population
Example – Opening Statement

In 1991, the Emergency Medical Services for Children (EMSC) Program was established in Utopia in order to institutionalize pediatric emergency care. In the last decade, our program has focused on implementing EMSC performance measures. Utopia is dedicated to continually improving the emergency care for children to ensure that proper medical care is given for this unique population.
Example – Opening Statement

Utopia has a pediatric population of 340,000 who rely upon the state’s EMS and hospital system for medical and traumatic pediatric emergencies:

EMS System

Q. What did the Paramedic say to the stroke patient with left side paralysis?

A. You’re going to be all right!
Briefly DESCRIBE the EMS System

SUGGESTED STATS:
• # of EMS Agencies
• # of EMS patient transports
  – How many were for pediatric patients (0-18 years)?

Resources
• State EMS Data Manager
• 2010-11 Performance Measure Data
• EMS Bureau / Lead Agency
• State Level NEMSIS Data
Example – EMS System

The EMS System is administered by the Bureau of EMS located at the Department of Health. There are currently 170 EMS agencies located throughout the state of Utopia. Of those agencies, 70 are basic life support (BLS) and 100 are advanced life support (ALS). On average, EMS transports 575,000 patients every year. Last year, 57,000 transports, were for pediatric patients (ages 0-18 years).

Example – EMS System

Online medical direction for these agencies is provided on a local level as each agency has its own medical director. Statewide pediatric protocols have been distributed to all agencies in order to ensure consistent and evidence-based care. For the most part Utopia’s EMS System is prepared to care for children; however, some deficiencies have been identified and will be discussed in the next section.
Hospital System

Briefly DESCRIBE Hospital System

SUGGESTED STATS:

• # of Hospitals (including CAH)

• # of Emergency Department (ED) visits
  – How many for pediatric (0-18 years)?

pg. 23
Resources

- State/National Hospital Association
- State EMS Data Manager
- State Level NEMSIS Data
- statehealthfacts.org – Emergency Room Visits by State

Example – Hospital System

There are 47 hospitals in Utopia, two of which are critical access facilities located in highly rural areas. According to Utopia hospital data from 2009, approximately 2.1 million individuals visited an Emergency Department; of those 7% (147,000) were children (ages 0-18 years of age). Utopia has two children's hospitals that are recognized to treat traumatic or medical emergencies involving a child.
Example – Hospital System

If a child needs a higher level of care, providers are strongly encouraged to transfer patients to these highly specialized hospitals. Most of the hospitals in our state have inter-facility transfer agreements in place but are lacking some critical transfer guidelines unique to children (see assessment in next section). The other 45 hospitals will be assessed as to their current state of pediatric readiness in 2013.

Pediatric Illness and Injury

There is a lot of this going around...
Briefly DESCRIBE Illness and Injury

**Suggested Stats:** for ages (0-18 years), in your State, what are the 5 most common types of...

- Severe Injury
- Acute Illnesses

*pg. 23*

---

**Resources**

- State EMS Data Manager
- Level 1 Trauma Center
- State Health Department
  - Violence & Injury Prevention Program
- Vital Statistics
- State Level NEMSIS Data
- statehealthfacts.org – demographic data
- childhealthdata.org – state snapshots
Example – Illness and Injury

In Utopia, the five most common causes of severe injury in children (ages 0-18 years) over the last 3 years have been: 1) Motor Vehicle Traffic, 2) Falls, 3) Struck by Blunt Object, 4) Off-Road (ATV), and 5) Pedestrian Accident (according to Utopia DOH Data). Many statewide programs have been established to help prevent these injuries and the EMSC Family Advisory Network established in Utopia in 2001 has been invaluable in sharing prevention tips and data with the community.

Example – Illness and Injury

Approximately 58% of EMS runs involving children, are due to acute illness every year (see NEMSIS data). The most common causes of acute illness in Utopia are: 1) Seizure, 2) Asthma, 3) Psychiatric Disorder, 4) Abdominal Pain, and 5) Altered Level of Consciousness. The EMSC program has developed relationships with Utopia’s children’s hospitals in order to help spread awareness of seasonal flu and respiratory illness including asthma. One of our children’s hospitals currently has a targeted issue grant thru the EMSC Program to study the high incidence of asthma in our urban city centers.
Transition

Transition: movement, passage, or change from one position...to another;

In order to understand our EMS and hospital systems further, especially for children, our state participated in a needs assessment to identify areas for improvement. The next section will provide you with the results of the needs assessment.
Writing Tips:

• Don’t ramble! The information must be pertinent to the EMSC program and the purpose of the FOA!!

• BE BRIEF and to the POINT.

Work Time!!!

It’s Your Turn (30-40 minutes)

• Try to make an OUTLINE of the important parts of this section for your state
  – Write the topic sentence for each of the main paragraphs
  – Write down the key phrases under every topic
  – Write a closing sentence for every paragraph
  – Consider using the writing worksheet
ONE SECTION DOWN!

Even the president has moments of relief...


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**The Project Narrative**

1. Introduction
2. Needs Assessment
3. Methodology
4. Work Plan
5. Resolution of Challenges
6. Evaluation & Technical Support Capacity
7. Organizational Information
Section 2: Needs Assessment

**NEEDS ASSESSMENT**

This section outlines the healthcare needs of the State, as well as the needs related to the EMSC State Partnership Performance Measure Standards. This section should help reviewers understand the gaps in care identified by the EMSC performance measures, the current state of your system and any relevant barriers in the service areas that the project hopes to overcome.

**Category I and II Applicants** include the current needs of your pre-hospital and hospital healthcare system, such as whether or not pediatric medical direction is accessible when needed, pediatric equipment is carried on the ambulances, EMS and hospital healthcare professionals receive pediatric-focused training frequently or the lack thereof, hospitals are prepared to treat pediatric medical emergencies and trauma, and hospitals have agreements and guidelines that assure the immediate transfer of a child when medically necessary. If this information is not known at this time, please include details that are available to help describe the healthcare needs of your State.

**Category III Applicants** include the current needs of your pre-hospital and hospital healthcare system. When discussing the gaps in care related to the EMSC State Partnership Performance Measure Standards, please make

---

Section 2: Needs Assessment

- **Brief** status → ~ paragraph per PM
- Sets up your needs for Methodology & Work Plan sections
  - No detail about what you plan to do → Work Plan
- If have “other activities” → show need
Section 2: Needs Assessment

- Review Criteria: (1) Need
- Potential Points: 5
- Recommended # of Pages: 2 - 4
- Associated Attachments: (if applicable)
  - Attachment 5: Summary Progress Report
  - Attachment 8: EMSC Performance Report 2011 (pg 24)
Section 2: Needs Assessment Outline

- **71** Online Pediatric Medical Direction
- **72** Offline Pediatric Medical Direction
- **73** Pediatric Equipment
- **74** Statewide Hospital System for Pediatric Medical Emergencies
- **75** Statewide Hospital System for Pediatric Trauma Emergencies
- **76** Inter-facility Transfer Guidelines w/ EMSC Components
- **77** Inter-facility Transfer Agreements
- **78** Pediatric Emergency Education Requirements for Recertification
- **79** Established Permanence of EMSC in the State EMS System
- **80** Integrating EMSC Priorities into statues/regulations

Section 2: Needs Assessment

- Don’t use the word “survey”
- Instead of survey, use “needs assessment” when talking about the past & future data collection for performance measures
Example: Survey v. Needs Assessment

**Incorrect:**
We conducted a survey with the 140 hospitals with emergency departments in our state during 2010.

**Correct:**
We conducted a needs assessment with the 140 hospitals with emergency departments in our state during 2010.

Section 2: Needs Assessment

- No “optional” measures this cycle
  - All grantees will work on &/or collect data for **ALL** Performance Measures
Section 2: Needs Assessment

Next performance measure data collection period . . . ?
2013-2014 EMSC Grant Year
2016-2017 EMSC Grant Year

Section 2: Needs Assessment

• Need to address **ALL** Performance Measures even ones that have 90%+
  State Status
  – Response Rate
  – Numerator
  – Denominator
  – State Status
Example: Data Measure

Performance Measure 77: The percentage of hospitals in the State/Territory that have written inter-facility transfer agreements that cover pediatric patients.

In 2010, we did not conduct a needs assessment concerning the presence of inter-facility transfer agreements at hospitals with emergency departments. However, during the 2007 needs assessment, 53 (54%) of the 98 hospitals in [STATE] had inter-facility transfer agreements. For the 2013-14 grant year, we plan to conduct a needs assessment with all 98 hospitals concerning inter-facility transfer agreements.

Example: Data Measure

Performance Measure 71: The percent of pre-hospital provider agencies in the State/Territory that have on-line pediatric medical direction available from dispatch through patient transport to a definitive care facility.

We conducted a needs assessment with our 200 EMS agencies during 2010 and had an 83% response rate within 3 months. There were a total of 61 of the 99 BLS agencies (93%) and 64 of 67 ALS agencies (96%) that have online medical direction available when treating a pediatric patient. As a result we have achieved performance measure 71 (see attachment 8) and plan to maintain the current availability of online medical direction for EMS agencies when treating a pediatric patient.
Example: Non-Data Measure

Performance Measure 78: The adoption of requirements by the State/Territory for pediatric emergency education for the license/certification renewal of basic life support (BLS) and advanced life support (ALS) providers.

[State] has a mandate that requires pediatric education for the renewal of BLS and ALS EMS provider certifications. The statewide mandate specifies a minimum of 6 hours of pediatric emergency education required for BLS provider certifications and 12 hours for ALS provider certifications (see attachment 8) and we plan to maintain the current required pediatric emergency education hours for EMS providers certification.

Section 2: Needs Assessment

- Write introductory paragraph for this section
- Write wrap-up for this section
  - Synthesize
  - Set up the needs for the Methodology and Work Plan
  - Set up challenges
Work Time

Outline your Needs Assessment section of your project narrative

Section 2: Needs Assessment Summary

• Recommended # of Pages: 2 - 4
• Use “needs assessment” instead of “survey”
• Work on &/or collect data for ALL Performance Measures
• 2013-2014 EMSC Grant Year = next needs assessment (i.e., data collection) period for performance measures
The Project Narrative

1. Introduction
2. Needs Assessment
3. Methodology
4. Work Plan
5. Resolution of Challenges
6. Evaluation & Technical Support Capacity
7. Organizational Information

Section 3: Methodology

• Review Criteria: (2) Response
• Potential Points: 10
• Recommended # of Pages: 4 - 6
• Associated Attachments: (if applicable)
  – N/A
Methodology

Goals and Objectives

Goal

• A general, programmatic direction. It is often lofty in intent and consequently may not be measurable by itself.

  – What does your EMSC program want to achieve?
  – What is the end result?
Objective

• Defines specifically what will be accomplished and by when; a means of reaching a goal or future state.

• An objective must be:
  – Measureable
  – Usually starts with an infinitive (“To...”)
  – Includes quantifiable terms and timelines

Methodology

• Propose methods that will be used to address stated needs and meet program requirements and expectations in the FOA

• Detailed steps of how to reach goals and objectives follow in the Work Plan section
Methodology

• Include development of effective tools and strategies with involvement of patients, FAN reps and communities of diverse backgrounds

• Propose methods that will be used to complete the next Performance Measure Needs Assessment

Organization

Three suggestions and examples
First Suggestion

Introductory paragraph

Goal: Overarching

PM 71: The percent of pre-hospital provider agencies in the State that have on-line pediatric medical direction...

Objective 1:
Objective 2:

PM 72: The percent of pre-hospital provider agencies in the State that have off-line pediatric medical direction...

Objective 1:
Objective 2:

Other activities:

Objective 1:
Objective 2:

First Suggestion Example

In this section, we organize [State's] EMSC Program goal and objectives by the Performance Measures and activities that they address.

Goal: Improve health care for children and families by expanding and improving [State's] capacity to reduce and ameliorate pediatric emergencies by establishing all of the components of the EMSC State Partnership Performance Measure Standards.
First Suggestion Example

PM 72: The percent of pre-hospital provider agencies in the State that have off-line pediatric medical direction...

**Objective 1:** To conduct a reassessment in 2013-2014 to evaluate the degree to which [State] has established off-line pediatric medical direction for pre-hospital provider agencies.

**Objective 2:**

Second Suggestion

Introductory paragraph

PM 71: The percent of pre-hospital provider agencies in the State that have on-line pediatric medical direction...

**Goal:** Specific to the PM

- **Objective 1:**
- **Objective 2:**

PM 72: The percent of pre-hospital provider agencies in the State that have off-line pediatric medical direction...

**Goal:** Specific to the PM

- **Objective 1:**
- **Objective 2:**

Other Activities:

**Goal:** Specific to other activity

- **Objective 1:**
Second Suggestion Example

In this section, [State's] goals for EMSC Performance Measures and other activities are outlined with objectives that contribute to each of these goals.

PM 71: The percent of pre-hospital provider agencies in the State that have on-line pediatric medical direction...

**Goal:** All pre-hospital providers have access to on-line pediatric medical direction to assure that pediatric patients are transported to the right definitive care hospital.

**Objective 1:** To conduct a re-assessment of pre-hospital provider agencies in 2013-2014 to evaluate progress toward this standard.

**Objective 2:**

---

Third Suggestion

**Introductory paragraph**

**Goal:** Not specific to a PM but may group PMs by:

- Data collection versus no data collection
- EMS (PM 71, 72, 73 & 78), hospital related (PM 74, 75, 76 & 77) and permanence (PM 79 & 80)

**Objective 1:**
Other Suggestions for Organization?

Pediatric Readiness Discussion

Note: Pediatric Education, Pediatric Emergency Department Readiness and Pediatric Regionalization project activities are directly related to PM 74, 75, and 78 and are not considered Other Activities.

• Results: include in PM 74 & 75

• Collection: include in PM 76 & 77
Keep in Mind…

• FOA calls for active engagement of a FAN representative
• Peds Readiness Assessment will relate to PM 74 & 75 and PM 76 & 77
• Include ONLY the Methods (Goals and Objectives)
• Detailed steps of how to reach goals and objectives follow in the Work Plan section.

Work Time

Outline your Methodology section of your project narrative
The Project Narrative

1. Introduction
2. Needs Assessment
3. Methodology
4. Work Plan
5. Resolution of Challenges
6. Evaluation & Technical Support Capacity
7. Organizational Information

Section 4: Work Plan

- Review Criteria: (4) Impact & (2) Response
- Potential Points: 40
- Recommended # of Pages: 20 - 25
- Associated Attachments:
  - Attachment 5: Progress Summary Report
Work Plan

What it is you’re actually going to DO!
Work Plan

• Follow the map you developed in your Methodology section!
  – Goals
  – Objectives

WORK PLAN
Describe the activities or steps that will be used to achieve the EMSC State Partnership Performance Measure Standards and any other activities proposed during the entire project period in the Methodology section. Use a timeline that includes each activity and identifies responsible staff. As appropriate, identify meaningful support and collaboration with the EMSC Advisory Committee, FAN representatives and other key stakeholders in planning, designing and implementing all activities, including development of the application and, further, the extent to which these contributors reflect the cultural, racial, linguistic and geographic diversity of the populations and communities served. MCHB and the EMSC Program value the involvement of FAN representatives and strongly encourage their active engagement in State and FAN national activities. The national activities assure their inclusion in the development of family- and patient-centered, as well as cultural competence EMSC projects. In the Work Plan, please delineate the degree to which FAN representatives will be engaged in project activities.

Include activities planned to complete the Needs Assessment and Strategic Plan (for Category I Applicants); Needs Assessment (Category II Applicants), or the Reassessment (Category III Applicants). Also include a data dissemination plan to assure the results of the Assessments and Reassessment reach a variety of key audiences. The data dissemination plan should include activities related to the Peds Ready Survey and the EMSC Performance Measure Surveys, and may include other sources related to improving pediatric care in the State.
Work Plan

• Activities
  – Distributing protocols
  – Purchasing/distributing equipment
  – Promoting Peds Readiness Assessment
  – Attending NEDARC workshops
  – Advisory Committee meetings
  – Expanding # of PEPP offerings
  – etc, etc, etc...

Work Plan

• PM Reassessment
  – Plan for EMS PMs
  – 76/77 part of Peds Readiness Assessment
  – Role of FAN, Advisory Committee
  – Anticipated time frame
Work Plan

• Data Dissemination Plan
  – PM results
  – Peds Readiness results
  – Describe media
  – Broad dispersal
    • beyond Advisory Committee

Work Plan

• Time line
  – The above described activity will occur in the second and third quarters of FY 2013

<table>
<thead>
<tr>
<th></th>
<th>FY 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
</tr>
<tr>
<td>Planned Activity</td>
<td>X</td>
</tr>
</tbody>
</table>
Work Plan

• **Responsible staff**
  – Project personnel
  – FAN
  – Advisory Committee
  – Other stakeholders

Methodology Example: PM 71

• **Goal:** All pre-hospital providers have access to on-line pediatric medical direction to assure that pediatric patients are transported to the right definitive care hospital.
  – **Objective 1:** To conduct a re-assessment of pre-hospital provider agencies in 2013-2014 to evaluate progress toward this standard
Methodology Example: PM 71

• Activities
  – Contact NEDARC rep
  – Update EMS agency contact lists
  – Contact state EMT provider association
  – Send assessment invitations
  – Etc, etc...

Methodology Example: PM 71

• Responsible Staff
  – The program manager will...
  – The project director...
  – The FAN representative will...
Methodology Example: PM 71

- **Time line**
  - Contact NEDARC rep: May 2013
  - Update EMS agency contact lists: May 2013
  - Contact EMT provider association: June 2013

<table>
<thead>
<tr>
<th>Activity</th>
<th>May</th>
<th>June</th>
<th>July</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact NEDARC Rep</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Update EMS List</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Contact Provider Association</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
Work Time

Outline the Work Plan section of your project narrative

The Project Narrative

1. Introduction
2. Needs Assessment
3. Methodology
4. Work Plan
5. Resolution of Challenges
6. Evaluation & Technical Support Capacity
7. Organization Information
Section 5: Resolution of Challenges

**RESOLUTION OF CHALLENGES**
Discuss challenges that are likely to be encountered in designing and implementing the activities described in the Work Plan, and approaches that will be used to resolve such challenges. Include anticipated delays due to local legislative processes; limited EMS authority; change in Advisory members; delivery systems of care that are primarily volunteer or privately-run; no pediatric specialty hospitals in the State or a specific region; lack of resources to support pediatric educational opportunities; lack of funding for pediatric equipment; and next steps/plans to overcome the challenges.

Everyone has challenges.
That doesn’t mean you won’t get a grant.
It means you need to have a plan to deal with those challenges.
Section 5: Resolution of Challenges

- Review Criteria: (2) Response
- Potential Points: 10
- Recommended # of Pages: 4 - 6
- Associated Attachments: (if applicable)
  - N/A

Possible challenges according to the FOA

- Limited EMS authority
- Change in Advisory members
- No pediatric specialty hospitals
- Lack of pediatric educational opportunities
Team Up!

With the help of a partner discuss specific Challenges you may be facing. Partner, help with a resolution.

Outlining Challenges Section

Your challenges section is based on your Methodology and Work Plan. You could organize it several ways:

– By goals and objectives
– By Performance Measure
– Bulleted list
Work Time

Outline your Resolution of Challenges section of your project narrative
Budget Section

• Review Criteria: (6) Support Requested
• Potential Points: 5
• Recommended # of Pages: 4 - 8
• Associated Attachments: (if applicable)
  – SF 424A

Parts of the Budget

1) Form SF 424A
2) Budget Narrative
3) Budget Spreadsheets
### BUDGET INFORMATION - Non-Construction Programs

#### SECTION A - BUDGET SUMMARY

<table>
<thead>
<tr>
<th>Catalog of Federal Domestic Assistance Number (a)</th>
<th>Estimated (Unobligated) Funds (b)</th>
<th>New or Revised Budget (c)</th>
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<tbody>
<tr>
<td>93:127</td>
<td>Federal (d)</td>
<td>Non-Federal (e)</td>
</tr>
<tr>
<td>1. EMSC (Year 1)</td>
<td>93:127</td>
<td>$130,000.00</td>
</tr>
<tr>
<td>2. EMSC (Year 2)</td>
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<td>3. EMSC (Year 3)</td>
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<td>5. Totals</td>
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#### SECTION B - BUDGET CATEGORIES

<table>
<thead>
<tr>
<th>Object Class Categories</th>
<th>GRANT PROGRAM FUNCTION OR ACTIVITY</th>
<th>Total</th>
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<tbody>
<tr>
<td>a. Personnel</td>
<td>$70,574.00</td>
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<td>b. Fringe Benefits</td>
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<td>c. Travel</td>
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<td>d. Equipment</td>
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<td>e. Supplies</td>
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<td>f. Contractual</td>
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<tr>
<td>g. Construction</td>
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<td>$0.00</td>
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<td>h. Other</td>
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<td>i. Total Direct Charges</td>
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<td>j. Indirect Charges</td>
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<td>k. TOTALS (sum of i and j)</td>
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#### SECTION C - NON-FEDERAL RESOURCES

<table>
<thead>
<tr>
<th>(a) Grant Program</th>
<th>(b) Applicant</th>
<th>(c) State</th>
<th>(d) Other Sources</th>
<th>(e) TOTALS</th>
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#### SECTION D - FORECASTED CASH NEEDS

<table>
<thead>
<tr>
<th></th>
<th>Total for 1st Year</th>
<th>1st Quarter</th>
<th>2nd Quarter</th>
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<td>14. Non-Federal</td>
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<td>15. TOTAL (sum of 13 and 14)</td>
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#### SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT

<table>
<thead>
<tr>
<th>(a) Grant Program</th>
<th>FUTURE FUNDING PERIODS (Years)</th>
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<tbody>
<tr>
<td>16. EMSC</td>
<td>Future</td>
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<tr>
<td>17</td>
<td>Future</td>
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<td>18</td>
<td>Future</td>
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<tr>
<td>19</td>
<td>Future</td>
</tr>
<tr>
<td>20. TOTAL (sum of 16-19)</td>
<td>$130,000.00</td>
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</table>

#### SECTION F - OTHER BUDGET INFORMATION

| (a) Direct Charges  | $110,000.00 |
| (b) Indirect Charges| $10,000.00  |
Parts of the Budget

1) Form SF 424A

2) Budget Narrative

3) Budget Spreadsheets

Budget Narrative

• Describes and justifies all projects costs by the categories on form 424A

• Required attachment!
  – Instructions in FOA

• Does count towards 80 page limit!
Budget Narrative Categories

- Personnel
- Fringe Benefits
- Travel
- Equipment
- Supplies
- Contractual
- Other
- Indirect Costs

Budget Narrative Categories

- **Personnel**
  - All personnel paid on the project
  - Name, title, grant responsibilities, % time, $ requested
  - Briefly describe In-kind support (donated time)
Budget Narrative Categories

- **Fringe Benefits**
  - Retirement
  - Insurance/Social Security
  - Leave

- Can use individual or average rate for your institution

---

Budget Narrative Categories

- **Travel**
  - Describe purpose of travel and estimates of costs both locally and out of state (transportation, registration, lodging, per diem, etc)
    - Program Manager’s Meeting
    - EMSC Program Meeting
    - NEDARC Workshops
    - EMSC Advisory Board meetings
    - NASEMSO PEC Council
Budget Narrative Categories

• **Equipment**
  – Tangible property that:
    • Costs $5,000 or more per unit
    • Has a useful life > 1 year
  – **Must be a legitimate project need!**

Budget Narrative Categories

• **Supplies**
  – Tangible items that aren’t equipment
  
  – Office supplies, electronics, printed materials, books/educational materials
Budget Narrative Categories

• **Contractual**
  – Agreement with third party to perform specified grant activities
    • Meeting services, training, data collection/entry
  – Clearly describe need/purpose and make SURE this is not a pass-through of grant responsibility

Budget Narrative Categories

• **Other**
  – Usually intangible expenses
  – Phone/communications, conference costs, software licenses
Budget Narrative Categories

• **Indirect Costs**
  – Percent that goes to your institution for having administrative support, office space, light, heat, etc.
  – Check your institution’s rate
Dr. Jane Doe, MD, Project Director: $15,000
Mr. Jonathan Smith, EMSC Program Manager: $42,000

Total Year One Salaries: $57,000

Note: A general 3% cost of living increase has been applied to project salaries for Year Two and Year Three of this proposal, resulting in salary totals of $58,710 and $60,471 respectively.

Fringe benefits are calculated at a rate of 27 1/2% and include the costs of employee insurance, retirement, and leave and holiday pay:

Dr. Jane Doe, MD, Project Director: $4,050
Mr. Jonathan Smith, EMSC Program Manager: $11,340

Total Year One: $15,390

Note: Based on increased salaries, fringe benefit totals for Years Two and Three of this proposal are $15,852 and $16,327 respectively.

Parts of the Budget

1) Form SF 424A
2) Budget Narrative
3) Budget Spreadsheets
Budget Spreadsheets

Include a Budget Spreadsheet and Narrative organized by the following budget categories: Personnel Costs, Fringe Benefits, Travel, Equipment, Supplies, Contractual, Other, and Indirect Costs.

- Counts towards 80 page limit

### Budget Spreadsheet Example

#### Personnel

<table>
<thead>
<tr>
<th>Name of Individual</th>
<th>Position</th>
<th>Percent FTE on Project</th>
<th>Annual Salary</th>
<th>Project Salary</th>
<th>Fringe Benefits Rate</th>
<th>Benefits Amount</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>William Smith, MD</td>
<td>Principal Investigator</td>
<td>20%</td>
<td>$185,000</td>
<td>$27,600</td>
<td>23%</td>
<td>$6,210</td>
<td>$35,210</td>
</tr>
<tr>
<td>Sam West, PhD</td>
<td>Co-Investigator</td>
<td>15%</td>
<td>$88,000</td>
<td>$12,900</td>
<td>23%</td>
<td>$2,987</td>
<td>$15,887</td>
</tr>
<tr>
<td>Betty Jones, BA</td>
<td>Project Director</td>
<td>100%</td>
<td>$58,000</td>
<td>$58,000</td>
<td>23%</td>
<td>$13,340</td>
<td>$71,340</td>
</tr>
<tr>
<td>Elizabeth Finch, M.D.</td>
<td>Statistician</td>
<td>20%</td>
<td>$47,000</td>
<td>$14,100</td>
<td>23%</td>
<td>$3,240</td>
<td>$17,543</td>
</tr>
<tr>
<td>Bert Garcia, BS</td>
<td>Computer Administrator</td>
<td>25%</td>
<td>$56,000</td>
<td>$14,000</td>
<td>23%</td>
<td>$3,220</td>
<td>$17,220</td>
</tr>
<tr>
<td><strong>TOTAL PERSONNEL</strong></td>
<td></td>
<td></td>
<td><strong>$126,000</strong></td>
<td><strong>$28,980</strong></td>
<td></td>
<td><strong>$154,980</strong></td>
<td></td>
</tr>
</tbody>
</table>

#### Travel

<table>
<thead>
<tr>
<th>Destination</th>
<th>Purpose</th>
<th>Expense Item</th>
<th>Unit Amount</th>
<th>% of People</th>
<th>Destination</th>
<th>Purpose</th>
<th>Expense Item</th>
<th>Unit Amount</th>
<th>% of People</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Washington, DC</td>
<td>Annual Grantee Meeting</td>
<td>Airfare</td>
<td>$650</td>
<td>2</td>
<td>Chicago, Ill</td>
<td>Provider Training</td>
<td>Mileage</td>
<td>$6.36</td>
<td>50%</td>
<td>$3,180</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hotel/Per Diem</td>
<td>$210</td>
<td>2 (x 3 nights)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$1,260</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Registration Fee</td>
<td>$175</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$350</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mileage/Transport</td>
<td>$75</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$150</td>
</tr>
<tr>
<td>Chicago, Ill</td>
<td>Provider Training</td>
<td>Mileage</td>
<td>$6.36</td>
<td>75%</td>
<td>Springfield, Ill</td>
<td>Advisory Board Meeting</td>
<td>Mileage</td>
<td>$6.36</td>
<td>18%</td>
<td>$518</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lunch</td>
<td>$6</td>
<td>75%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$250</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lodging</td>
<td>$65</td>
<td>20% (1 night)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$125</td>
</tr>
<tr>
<td>Springfield, Ill</td>
<td>Advisory Board Meeting</td>
<td>Mileage</td>
<td>$6.36</td>
<td>18%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$518</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lunch</td>
<td>$6</td>
<td>15%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$150</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lodging</td>
<td>$65</td>
<td>12% (2 nights)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$1,560</td>
</tr>
<tr>
<td><strong>TOTAL TRAVEL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>$11,212</strong></td>
</tr>
</tbody>
</table>

#### Supplies

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Cost</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Supplies</td>
<td>Paper, folders, binders, etc.</td>
<td>$800</td>
<td>$800</td>
</tr>
<tr>
<td>Printing/Binding</td>
<td>Training manuals</td>
<td>$4 (x 300 manuals)</td>
<td>$1,200</td>
</tr>
<tr>
<td>Printing/Photocopying</td>
<td>Advisory Board Materials</td>
<td>$400</td>
<td>$400</td>
</tr>
<tr>
<td>Postage</td>
<td>Training manuals, meeting announcements, newsletters</td>
<td>$750</td>
<td>$750</td>
</tr>
<tr>
<td><strong>TOTAL SUPPLIES</strong></td>
<td></td>
<td></td>
<td><strong>$3,150</strong></td>
</tr>
</tbody>
</table>
Attaching Spreadsheet and Narrative:

- Attach as separate documents
  - Narrative
  - Spreadsheets

OR

- Insert relevant budget tables directly into the narrative

I.

Budget Narrative

Personnel:

Dr. Jane Doe, professor of pediatric emergency medicine, is the Project Director and provides broad administrative and financial oversight to this project. Mr. Jonathan Smith, NREMT-P, serves as the Program Manager and is responsible for daily project operations and activities. Together, Dr. Doe and Mr. Smith will be responsible for ensuring that all activities described in the project narrative are appropriately executed. (See Attachment 1 for further experience and duties of project personnel.)

Fringe Benefits:

The fringe benefits include health insurance, payroll taxes, unemployment insurance, life insurance, and retirement plan contributions. The overall fringe benefit expenses for the personnel in this project are 27% of total salary.

Details of all personnel costs are shown in the table below. Salaries have been adjusted in years 2-4 to represent a 2.5% increase.

<table>
<thead>
<tr>
<th>Personnel</th>
<th>Project Annual Salary</th>
<th>Project Benefits</th>
<th>Year One Total</th>
<th>Year Two Total</th>
<th>Year Three Total</th>
<th>Year Four Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jane Doe, MD</td>
<td>$150,000</td>
<td>$16,000</td>
<td>$19,050</td>
<td>$19,050</td>
<td>$20,014</td>
<td>$20,014</td>
</tr>
<tr>
<td>Jonathan Smith, NREMT-P</td>
<td>$42,000</td>
<td>$4,000</td>
<td>$4,540</td>
<td>$5,340</td>
<td>$5,940</td>
<td>$6,414</td>
</tr>
<tr>
<td>Totals</td>
<td>$192,000</td>
<td>$20,000</td>
<td>$23,590</td>
<td>$24,390</td>
<td>$26,954</td>
<td>$26,954</td>
</tr>
</tbody>
</table>
Other Budget Considerations

- Food/Meals for meetings—Do not list separately; include in meeting room rental or as per diem, or pay from separate funds

- Medical Equipment—Purchase of pediatric equipment in support of PMs is allowed, but must be explained in detail in budget and is subject to approval

Other Budget Considerations

- Marketing—Use of EMSC $ for marketing or advertising firms to promote the program is NOT allowed

- Promotional items—use of EMSC $ for mouse pads, t-shirts, and other giveaways is NOT allowed

- No more than 10% of budget for non-PM activities!
Don’t Let This Happen to You!

• **Review comment:**
  – “The budget section does not contain sufficient detail to explain project expenses.”

• **Review comment:**
  – “The amounts (listed) for some expenses are questionable.”

Summary

• Read the FOA (and when you think you understand it, read it again)!

• Provide good detail in budget narrative!

• Be sure that all budget items support project activities as described in the grant narrative (no frivolous expenses)!

• Double check all numbers in narrative and forms/spreadsheets and make sure they match!
The Project Narrative

1. Introduction
2. Needs Assessment
3. Methodology
4. Work Plan
5. Resolution of Challenges
6. Evaluation & Technical Support Capacity
7. Organizational Information
Section 6: Evaluation & Technical Support Capacity

- **EVALUATION AND TECHNICAL SUPPORT CAPACITY**
  This section of the project narrative serves to illustrate the applicant’s process for evaluating the project’s current status. This section must include a carefully designed and well-planned evaluation plan capable of demonstrating and documenting measurable progress toward reaching the project’s stated goals through achievement of the project’s measurable objectives. Details in this section should include current experience, skills, and knowledge, including individuals on staff, materials published, and previous work with the key stakeholders: an Evaluation Plan that describes the data collection strategy to be used to collect, analyze and track data, measure process and impact/outcomes with key stakeholders, and explain how the data will be used to inform program development and service delivery (to include data collection related to the EMSC Performance Measures and the Emergency Department Readiness Survey*); and a clear process that will be followed to consistently monitor the progress of the project as it moves toward completion.

Section 6: Evaluation & Technical Support Capacity

- **Review Criteria:** *(3) Evaluative Measures & (5) Resources/Capabilities*

- **Potential Points:** **15**

- **Recommended # of Pages:** **7 - 10**

- **Associated Attachments:** *(if applicable)*
  - **N/A**
6. Evaluation

Section 6: Evaluation & Technical Support Capacity

Evaluation Plan is dependent on the activities you proposed in the Methodology and Work Plan sections.

Evaluate each goal
Section 6: Evaluation & Technical Support Capacity

“Your evaluation plan must be capable of demonstrating and documenting measurable progress toward reaching your goals through achievement of objectives”

Section 6: Evaluation & Technical Support Capacity

• Details to include (see FOA):
  – Current experience, skills, and knowledge of key personnel
  – Materials published
  – Previous work with key stakeholders
  – Data collection strategy
  – Process to monitor progress of project
Section 6: Evaluation & Technical Support Capacity

• Data collection strategy
  – EMSC Performance Measures
  – Peds Readiness Assessment

Technical Support Capacity: Example

Goal & Objective Example from Methodology Section

PM 71: The percent of pre-hospital provider agencies in the State that have on-line pediatric medical direction...

  Goal: All pre-hospital providers have access to on-line pediatric medical direction to assure that pediatric patients are transported to the right definitive care hospital.

  Objective 1: To conduct a re-assessment of pre-hospital provider agencies in 2013-2014 to evaluate progress toward this standard.

Goal Evaluation: As [State]’s goal is for all pre-hospital providers to have access to on-line pediatric medical direction, the long term goal is that the medical direction be available at least 90% of the time and the medical direction provided is of the highest quality. Process measures that lead to this goal is to assess how often it was available to providers when needed and the type of medical professional providing the medical direction. We plan to evaluate these measures by conducting a needs assessment during the 2013-14 grant year.
Section 6: Evaluation & Technical Support Capacity

Technical support capacity = technical support of the evaluation methods
Section 6: Evaluation & Technical Support Capacity

Possible Technical Support Capacity Resources

– IT / Data
  • IT staff
  • Data manager
  • Statistician / Epidemiologist
– HRSA
– NEDARC
– NRC

Technical Support Capacity: Example

Goal & Objective Example from Methodology Section

PM 71: The percent of pre-hospital provider agencies in the State that have on-line pediatric medical direction...

Goal: All pre-hospital providers have access to on-line pediatric medical direction to assure that pediatric patients are transported to the right definitive care hospital.
Objective 1: To conduct a re-assessment of pre-hospital provider agencies in 2013-2014 to evaluate progress toward this standard.

Goal Evaluation: As [State]’s goal is for all pre-hospital providers to have access to on-line pediatric medical direction, the long term goal is that the medical direction be available at least 90% of the time and the medical direction provided is of the highest quality. Process measures that lead to this goal is to assess how often it was available to providers when needed and the type of medical professional providing the medical direction. We plan to evaluate these measures by conducting a needs assessment during the 2013-14 grant year.

The National EMSC Data Analysis Resource Center (NEDARC) is a national resource center to assist state EMSC programs to develop capabilities to collect, analyze, and utilize EMS data. We plan to host our 2013-14 needs assessment for the performance measures using NEDARC’s online assessment tools.
Work Time

Outline your Evaluation & Technical Support Capacity section of your project narrative

The Project Narrative

1. Introduction
2. Needs Assessment
3. Methodology
4. Work Plan
5. Resolution of Challenges
6. Evaluation & Technical Support Capacity
7. Organizational Information
Section 7: Organizational Information

• Review Criteria: (5) Resources/Capabilities
• Potential Points: 10 points
• Recommended # of Pages: 4 - 6 pages
• Associated Attachments (pg. 28):
  – Attachment 1: Staffing Plan & Job Descriptions for Key Personnel (not more than 1 page per description)
  – Attachment 2: Biographical Sketches of Key Personnel (not more than 2 pages per individual)
  – Attachment 4: Project Organization Chart – include subcontractors and other significant contributors (1 page)

Attachment 1:
EXAMPLE ONLY

Michael Ely MHRM, Project Director, 100% FTE. Mr. Ely has been director of NEDARC since April 2000. Mr. Ely oversees all day-to-day management and operations for NEDARC including supervision of staff, assuring that technical assistance is provided and project timelines are met. Mr. Ely also has established relationships with all state partnership and numerous other EMSC grantees and personnel in state EMS offices to discuss specific projects and provide assistance as needed. He reports to Dr. Olson.
Section 7: Organizational Information

Resources/Capabilities:

1. Demonstrates an assurance of project management oversight through the placement of a full-time program manager and inclusion of a FAN representative.

2. Describes the qualifications and expertise of project personnel by training and/or experience to implement and carry out the project (Attachment 1 & Attachment 2)

Attachment 2:
A link to this document is in the FOA and provided in NEDARC materials.
Section 7: Organizational Information

Resources/Capabilities:

3. **Demonstrates** the organization’s capabilities, the quality and availability of facilities and personnel to fulfill the **needs and requirements** of the project.

*pg. 35*
Suggested Outline

• Introduce Your Staff First
• Paragraph(s) – Mission and Capabilities of Supporting Organization
• Paragraph(s) – Organizational Support for EMSC and Institutionalization
• Paragraph(s) – Facilities and Services Provided to EMSC from Said Organization

Attachments

You can refer to the following; however, do not misuse “see attachment”:
• Staff Planning & Job Descriptions
• Biographical Sketches of Key Personnel
• Project Organizational Chart
Key Phrases from FOA

• Assurance of Project Management

• Describe how key stakeholders, to include the EMSC Advisory Committee, contribute to the ability of the organization to conduct the program requirements and meet program expectations

pg. 27 & 35
Key Phrases from FOA

A program manager and FAN representative **MUST** be named and a description of the person’s background must be provided.

*pg. 27*

Introduce Yourself

**Key Players to Mention Right Away:**

1. Project Director
2. Full-time EMSC Program Manager
3. FAN Representative
4. EMSC Advisory Committee
Introduce Yourself

Dr. John Smith is the Project Director for this application. Dr. Smith is the Medical Director of the Bureau of EMS and Preparedness. Mary Jane Doe, RN is the full-time EMSC Program Manager and reports to Dr. John Smith. The Family Advocate Network (FAN) is run by Patricia Jones under the oversight of Mary Jane Doe.

Introduce Yourself

Utopia EMSC receives guidance and support for implementing performance measures and associated activities from its EMSC Advisory Committee which includes representatives from...
Introduce Yourself

These individuals contribute expertise and insight that are invaluable to our EMSC program. For example, during the development of our pediatric offline protocols...

The EMSC Advisory Committee meets quarterly and regular minutes are kept and... We review performance measure progress during each meeting.

Mission & Capabilities

“Burnout was our greatest challenge until we changed our mission statement.”
Key Phrases from FOA

- Applicant Organization’s Current Mission and Structure
- Scope of Current Activities
- An Organization Chart

Mission & Capabilities

Ideas to Mention – Sponsor Organization:

1. What is the organization that houses EMSC? Where is that organization located?
2. What are the responsibilities of the applicant organization?
3. What are their strategic partnerships that benefit EMSC?
Mission & Capabilities

Utopia’s EMSC Program has been housed within the... for over 10 years and is fully integrated into all aspects of emergency care (see organization chart, Attachment 4). The Bureau’s mission is to...

Mission & Capabilities

The Bureau is responsible for the licensure of all EMS providers based on legislative authority,... The Bureau has been fostering new partnerships with...
Organizational Chart

"Who was put in charge of making the new organizational chart?"

Recommended Organizational Chart

PROJECT FOCUSED!
Sample Organizational Chart

Use the name and official departmental title. If EMSC Program Manager has a different department title, clarify in parenthesis that this is the Program Manager.

Support for EMSC

Support: to maintain (a person, family, establishment, institution, etc.) by supplying with things necessary to existence;
Key Phrases from FOA

• Provide information on program’s resources and capabilities to support provision of culturally and linguistically competent and health literate services

• Describe how the unique needs of the target populations of the communities served are routinely assessed and improved

Support for EMSC

The Bureau has been supportive of many EMSC initiatives and has partnered with the EMSC Program to provide grants for pediatric equipment... The Bureau Director meets with the EMSC Manager once a quarter to assess how... Recently, the Bureau has provided EMSC access to linguistic support to translate EMSC materials into Spanish – a joint project started by...
Support for EMSC

EMSC attends all the Bureau’s strategic planning meetings and in fact, their strategic plan includes support for EMSC performance measures and... The Deputy Bureau Director also participates on the State EMS Council which ensures that EMSC is represented.

Facilities & Services
Ideas to Mention

- Facilities Available
- Support Staff
  - IT Support
  - Admin Support
  - National Resource Centers

Facilities & Services

The Bureau provides office space and conference rooms for all EMSC Program activities. Through the Bureau, the EMSC Program has access to full-time IT staff as well as administrative staff and is provided with ...
Facilities & Services

Our EMSC Program does not have its own data manager and thus relies upon the technical assistance of the National EMSC Data Analysis Resource Center for the collection of data and...

Work Time
Outlining the Project Abstract

Refer to the FOA

- Find the page where the information on the Project Abstract is located (section viii, pg 20)
Project Abstract: What is it?

• A **summary** of your entire EMSC State Partnership Grant Application
• **Self-contained**, short, powerful statement that describes your project narrative
• Written **after** project narrative is complete

**Project Abstract Format**

• **Single-spaced** (follow font type, size, & margin guidelines)
• Limited to **one page** length (included in 80 page limit)
• Must include
  – Brief description of the project
  – Needs to be addressed & proposed services
  – Population groups to be served
Why the Abstract is Important

• Often, the **first and only** section of grant documentation grant reviewers read

• Distributed to the public and Congress to provide information

• Published on the HRSA website
### Project Abstract Format - Identifying Information (top of abstract)

- **Project Title**
- **Applicant Organization Name**
- **Address**
- **Project Director Name**
- **Contact Phone Numbers**
- **Email Address**
- **Website Address, if applicable**

### Abstract Content

<table>
<thead>
<tr>
<th>Project Abstract</th>
<th>Where to Find the Information in your Project Narrative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problem</td>
<td>Needs Assessment Section</td>
</tr>
<tr>
<td>Goals &amp; Objectives</td>
<td>Methodology Section</td>
</tr>
<tr>
<td>Methodology</td>
<td>Work Plan Section</td>
</tr>
<tr>
<td>Coordination</td>
<td>Organization Information Section</td>
</tr>
<tr>
<td>Evaluation</td>
<td>Evaluation &amp; Technical Support Capacity Section</td>
</tr>
<tr>
<td>Annotation</td>
<td>Summary Drawn From All Sections</td>
</tr>
</tbody>
</table>
Abstract Content - Problem

Briefly (one paragraph) state the principal needs and problems which are addressed by the project.

Abstract Content – Goals & Objectives

• Identify the major goal(s) and objectives for the project period.

• The goals & objectives are presented in a numbered list.
Abstract Content – Methodology

• Describe the programs and activities used to attain the objectives

• Comment on innovation, cost, and other characteristics of the methodology

Abstract Content - Coordination

Describe the planned coordination with appropriate national, regional, state, and/or local health agencies
Abstract Content - Evaluation

• Briefly describe the evaluation methods used to assess program outcomes

• Describe the effectiveness & efficiency of the project in attaining goals and objectives

Abstract Content - Annotation

• 3 to 5 sentence description of your project

• Identifies project’s purpose, needs/problems, goals/objectives, activities, materials to be developed
Annotation (example)

Annotation: The overarching purpose of this project is to improve the quality of EMS for children by improving the ability of EMSC grantees and EMS agencies to acquire and utilize data that describe EMSC. The current lack of sufficient data has made it difficult to identify deficiencies in the system, and to evaluate the benefit, if any, of improvement efforts. The project describes efforts to continuously support EMSC grantees, and state EMS agencies, to improve their abilities in this important area to achieve the ultimate goal of improved care. The specific activities to be conducted include providing assistance in carrying out the EMSC PMs, providing instruction in data analysis and quality improvement methodology, and providing support for research activities in EMSC.
Project Abstract Tips

• Clear and concise
• Explanatory
• Smooth, stand-alone prose
• Take time to write it; plan on several revisions (3+)
• In 1st draft, note key facts, statistics that you want to include
• Have someone else review it
HANDOUTS
Write 5 things about your state using short words and the topic sentence below (or a topic sentence of your own choosing)

The (your state) EMSC Program has experienced opportunities and faced challenges in the implementation of the EMSC Performance Measures.

1.

2.

3.

4.

5.

Create 5 sentences from your short words

1.

2.

3.

4.

5.
Put the five sentences in order and then create a closing sentence

<table>
<thead>
<tr>
<th>Topic Sentence</th>
<th>The (your state) EMSC Program has experienced opportunities and faced challenges in the implementation of the EMSC Performance Measures.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supporting Sentence</td>
<td></td>
</tr>
<tr>
<td>Supporting Sentence</td>
<td></td>
</tr>
<tr>
<td>Supporting Sentence</td>
<td></td>
</tr>
<tr>
<td>Supporting Sentence</td>
<td></td>
</tr>
<tr>
<td>Supporting Sentence</td>
<td></td>
</tr>
<tr>
<td>Closing Sentence</td>
<td></td>
</tr>
</tbody>
</table>
## COMMON EXPRESSIONS WITH SUPERFLUOUS WORDS

<table>
<thead>
<tr>
<th>Superfluous wording</th>
<th>Suggested substitute</th>
</tr>
</thead>
<tbody>
<tr>
<td>The purpose of this study was to test the hypothesis</td>
<td>I hypothesized</td>
</tr>
<tr>
<td>In this study we assessed</td>
<td>I assessed</td>
</tr>
<tr>
<td>We demonstrated that there was a direct</td>
<td>I demonstrated a direct</td>
</tr>
<tr>
<td>were responsible for</td>
<td>caused</td>
</tr>
<tr>
<td>played the role of</td>
<td>were</td>
</tr>
<tr>
<td>On the basis of evidence available to date</td>
<td>Consequently,</td>
</tr>
<tr>
<td>in order to provide a basis for comparing</td>
<td>to compare</td>
</tr>
<tr>
<td>as a result of</td>
<td>through, by</td>
</tr>
<tr>
<td>for the following reasons</td>
<td>because</td>
</tr>
<tr>
<td>during the course of this experiment</td>
<td>during the experiment</td>
</tr>
<tr>
<td>during the process of</td>
<td>during</td>
</tr>
<tr>
<td>during periods when</td>
<td>when</td>
</tr>
<tr>
<td>for the duration of the study</td>
<td>during the study</td>
</tr>
<tr>
<td>the nature of</td>
<td>(omit by rearrangement)</td>
</tr>
<tr>
<td>a large (or small or limited) number of</td>
<td>many (or few)</td>
</tr>
<tr>
<td>conspicuous numbers of</td>
<td>many</td>
</tr>
<tr>
<td>substantial quantities</td>
<td>much</td>
</tr>
<tr>
<td>a majority</td>
<td>most</td>
</tr>
<tr>
<td>a single</td>
<td>one</td>
</tr>
<tr>
<td>an individual taxon</td>
<td>a taxon</td>
</tr>
<tr>
<td>seedlings, irrespective of species</td>
<td>all seedlings</td>
</tr>
<tr>
<td>all of the species</td>
<td>all species</td>
</tr>
<tr>
<td>various lines of evidence</td>
<td>evidence</td>
</tr>
<tr>
<td>they do not themselves possess</td>
<td>they lack</td>
</tr>
<tr>
<td>were still present</td>
<td>persisted, survived</td>
</tr>
<tr>
<td>the analysis presented in this paper</td>
<td>our analysis</td>
</tr>
<tr>
<td>indicating the presence of</td>
<td>indicating</td>
</tr>
<tr>
<td>despite the presence of</td>
<td>despite</td>
</tr>
<tr>
<td>checked for the presence of</td>
<td>checked for</td>
</tr>
<tr>
<td>in the absence of</td>
<td>without</td>
</tr>
<tr>
<td>a series of observations</td>
<td>observations</td>
</tr>
<tr>
<td>may be the mechanism responsible for</td>
<td>may have caused</td>
</tr>
<tr>
<td>It is reasonable to assume that where light is not limiting</td>
<td>with light not limiting</td>
</tr>
<tr>
<td>in a single period for a few hours</td>
<td>in a few hours</td>
</tr>
<tr>
<td>occur in areas of North America</td>
<td>are in North America</td>
</tr>
<tr>
<td>in the vicinity</td>
<td>nearby</td>
</tr>
<tr>
<td>separated by a maximum distance of 10 m and a minimum distance of 3 m</td>
<td>3 to 10 m apart</td>
</tr>
<tr>
<td>the present-day population</td>
<td>the current population, the population</td>
</tr>
<tr>
<td>their subsequent fate</td>
<td>their fate</td>
</tr>
<tr>
<td>summer months</td>
<td>summer</td>
</tr>
<tr>
<td>are not uncommon</td>
<td>may be</td>
</tr>
<tr>
<td>due to the fact that</td>
<td>(Omit by rearrangement)</td>
</tr>
<tr>
<td>showed a tendency towards higher survival</td>
<td>had higher survival</td>
</tr>
<tr>
<td>devastated with drought-induced desiccation</td>
<td>killed by drought</td>
</tr>
</tbody>
</table>
WORDS THAT COMMONLY NEED CORRECTION

<table>
<thead>
<tr>
<th>Word</th>
<th>Proper usage</th>
</tr>
</thead>
<tbody>
<tr>
<td>accuracy (see precision)</td>
<td>extent of correctness of a measurement or statement</td>
</tr>
<tr>
<td>affect (see effect)</td>
<td>verb, to cause a change or an effect; to influence</td>
</tr>
<tr>
<td>among (see between)</td>
<td>use in comparing more than two things</td>
</tr>
<tr>
<td>between (see among)</td>
<td>use in comparing only two things</td>
</tr>
<tr>
<td>continual</td>
<td>going on in time with no, or with brief, interruption</td>
</tr>
<tr>
<td>continuous</td>
<td>going on in time or space without interruption</td>
</tr>
<tr>
<td>effect (see affect)</td>
<td>usually a noun, the result of an action; as an adverb (rare), to bring about or cause to exist, or to perform</td>
</tr>
<tr>
<td>e.g. (see i.e.)</td>
<td>for example</td>
</tr>
<tr>
<td>enable (see permit)</td>
<td>to render able, make possible</td>
</tr>
<tr>
<td>ensure (see insure)</td>
<td>to make certain to guarantee</td>
</tr>
<tr>
<td>farther</td>
<td>more distant in space, time, or relationships</td>
</tr>
<tr>
<td>further</td>
<td>going beyond what exits, to move forward</td>
</tr>
<tr>
<td>i.e. (see e.g.)</td>
<td>that is</td>
</tr>
<tr>
<td>incidence (see prevalence)</td>
<td>number of cases developing per unit of population per unit of time</td>
</tr>
<tr>
<td>insure (see ensure)</td>
<td>to assure against loss</td>
</tr>
<tr>
<td>logistic</td>
<td>symbolic logic</td>
</tr>
<tr>
<td>logistics</td>
<td>details of an operation</td>
</tr>
<tr>
<td>percent</td>
<td>adjective, adverb, or noun; spell out only when the value is spelled out or when used as an adjective; use “%” with numerals</td>
</tr>
<tr>
<td>percentage</td>
<td>noun, part of a whole expressed in hundredths; often misused as an adjective, e.g., percent error, not percentage error</td>
</tr>
<tr>
<td>permit (see enable)</td>
<td>to allow, to give formal consent</td>
</tr>
<tr>
<td>precision (see accuracy)</td>
<td>degree of refinement with which a measurement is made or stated; e.g., the number 3.43 shows more precision than 3.4 but it not necessarily more accurate</td>
</tr>
<tr>
<td>prevalence (see incidence)</td>
<td>number of cases existing per unit of population at a given time</td>
</tr>
</tbody>
</table>
WORDS THAT COMMONLY NEED CORRECTION

<table>
<thead>
<tr>
<th>Word</th>
<th>Proper usage</th>
</tr>
</thead>
<tbody>
<tr>
<td>since¹</td>
<td>from some past time until present; not a synonym for “because” or “as”</td>
</tr>
<tr>
<td>presently</td>
<td>in the future, not synonymous with “at present” or “currently”</td>
</tr>
<tr>
<td>that (see which)</td>
<td>pronoun introducing a restrictive clause (seldom immediately preceded by comma)</td>
</tr>
<tr>
<td>usage</td>
<td>firmly established and generally accepted practice or procedure</td>
</tr>
<tr>
<td>utilization, utilize</td>
<td>avoid by using “use” instead</td>
</tr>
<tr>
<td>various</td>
<td>of different types</td>
</tr>
<tr>
<td>varying</td>
<td>changing or causing to change; do not use for different</td>
</tr>
<tr>
<td>very</td>
<td>a vague qualitative term; avoid in scientific writing</td>
</tr>
<tr>
<td>which (see that)</td>
<td>pronoun introducing a nonrestrictive clause often preceded by a comma or preposition [for, in, or of which]; the word most often misused in manuscripts</td>
</tr>
<tr>
<td>while²</td>
<td>during the time that; use for time relationships but not as synonym for “whereas”, “although,” and similarly, which do not imply time</td>
</tr>
</tbody>
</table>

¹ Some style authorities accept the use of while and since when they do not refer strictly to time: however, words like these, with more than one meaning, can cause confusion. Because precision and clarity are the standards in scientific writing, restricting the use of while and since to their temporal meanings is helpful. Use while to link events occurring simultaneously; use although, whereas, and, or but in place of while.

² See footnote 1.
MORE VERBS

Argued
Asserted
Cited
Claimed
Concluded
Concurred
Contended
Declared
Described
Examined
Expressed
Explained
Indicated
Measured
Noted
Posited
Proposed
Recounted
Related
Reported
Revealed
Suggested
Review Criteria

This handout is meant to be a quick reference for the Review Criteria. Please refer to the FOA for a full description of each criterion.

**Criterion 1: NEED (10 points)**
The extent to which the application demonstrates the problem and associated contributing factors to the problem through describing the State’s current healthcare system and demonstrating the needs of the State. Includes specific details related to the EMSC Performance Measures and references the required EMSC Program Performance Report for 2011, Attachment 8 (Category III Applicants only).

**Criterion 2: RESPONSE (30 points)**
The extent to which the application responds to the “Purpose” included in the program description. The strength of proposed activities, methods, goals and objectives and their relationship to the EMSC Performance Measures. Describes and demonstrates clear involvement of key stakeholders, a FAN representative, the EMSC Advisory Committee and other key partners. Includes a thorough data dissemination plan. Describes barriers and plan to overcome them.

**Criterion 3: EVALUATIVE MEASURES (15 points)**
The strength and effectiveness of the method proposed to monitor and evaluate the project results. Evidence that the evaluative measures will be able to assess:

1) effectiveness of proposed strategies, and
2) measureable progress toward reaching stated goals and objectives.

Describes experience and skill of key stakeholders and staff to facilitate achievement of stated goals and objectives. Description of data collection, analysis and dissemination to target audiences.
Criterion 4: IMPACT (30 points)
The extent to which the applicant has discussed how they intend to engage multiple audiences and how project activities will yield materials, resources and other benefits. Explains the significance of the project and how its products and results will have State-level and national scope and applicability. Describes plan to reach multiple audiences and mobilize them to learn from and use the materials, products and resources developed through the project. Strength of plan to achieve EMSC Performance Measures and demonstration of previous progress toward achievement.

Criterion 5: RESOURCES/CAPABILITIES (10 points)
The extent to which the applicant has demonstrated the assurance of project management oversight through the placement of a full-time program manager and inclusion of a FAN representative. Project personnel are qualified by training and/or experience to implement and carry out the project. The capabilities of the applicant organization and the quality and availability of facilities and personnel to fulfill the needs and requirements of the proposed project.

Criterion 6: SUPPORT REQUESTED (5 points)
The reasonableness of the proposed budget for each year of the project period. The extent to which the applicant has accounted for and allocated costs, as outlined in the budget narrative section, that are reasonable given the scope of work. Demonstrates that funds have been allocated within budget categories for the required items, as outlined in the FOA, and that key personnel have adequate time devoted to the project to achieve stated goals and objectives.
USEFUL LINKS

General
- Tips for writing a strong application: http://dhhs.gov/asfr/ogapa/grantinformation/apptips.html
- State Single Points of Contact: http://www.thecre.com/fedlaw/legal16/ispocs.htm
- DUNS number information: http://fedgov.dnb.com/webform
- Common Grant Terminology: http://www.nedarc.org/writingGrants/whatIsAGrant/commonGrantTerminology.html
- 10 Critical Tips for Writing a Grant: http://www.nedarc.org/writingGrants/tenCriticalTips.html

Grants.gov
- Tutorial for registering as an organization with grants.gov: http://www07.grants.gov/assets/Organization_Registration_Overview.html
- Searching Grants.gov: http://www.grants.gov/search/basic.do
- Grants.gov help desk: support@grants.gov

HRSA / EMSC Program
- Sample Biographical Sketch: http://www.childrensnational.org/EMSC/ForGrantees/GrantsManagement/Grant-Writing-Resources.aspx
- Template Key Personnel Form: http://www.childrensnational.org/EMSC/ForGrantees/GrantsManagement/Grant-Writing-Resources.aspx
This electronic grants application is intended to be used to apply for the specific Federal funding opportunity referenced here.

If the Federal funding opportunity listed is not the opportunity for which you want to apply, close this application package by clicking on the “Cancel” button at the top of this screen. You will then need to locate the correct Federal funding opportunity, download its application and then apply.

This opportunity is only open to organizations, applicants who are submitting grant applications on behalf of a company, state, local or tribal government, academia, or other type of organization.

* Application Filing Name:

Mandatory Documents

Move Form to Complete
Move Form to Delete

Project/Performance Site Location(s)
Application for Federal Assistance (SF-424)
Grants.gov Lobbying Form
Assurances for Non-Construction Programs (SF-42

Optional Documents

Move Form to Submission List
Move Form to Delete

Attachments
Disclosure of Lobbying Activities (SF-LLL)

Instructions

1. Enter a name for the application in the Application Filing Name field.
   - This application can be completed in its entirety offline; however, you will need to login to the Grants.gov website during the submission process.
   - You can save your application at any time by clicking the “Save” button at the top of your screen.
   - The “Save & Submit” button will not be functional until all required data fields in the application are completed and you clicked on the “Check Package for Errors” button and confirmed all data required data fields are completed.

2. Open and complete all of the documents listed in the “Mandatory Documents” box. Complete the SF-424 form first.
   - It is recommended that the SF-424 form be the first form completed for the application package. Data entered on the SF-424 will populate data fields in other mandatory and optional forms and the user cannot enter data in these fields.
   - The forms listed in the “Mandatory Documents” box and “Optional Documents” may be predefined forms, such as SF-424, forms where a document needs to be attached, such as the Project Narrative or a combination of both. “Mandatory Documents” are required for this application. “Optional Documents” can be used to provide additional support for this application or may be required for specific types of grant activity. Reference the application package instructions for more information regarding “Optional Documents”.
   - To open and complete a form, simply click on the form’s name to select the item and then click on the => button. This will move the document to the appropriate “Documents for Submission” box and the form will be automatically added to your application package. To view the form, scroll down the screen or select the form name and click on the “Open Form” button to begin completing the required data fields. To remove a form/document from the “Documents for Submission” box, click the document name to select it, and then click the <= button. This will return the form/document to the “Mandatory Documents” or “Optional Documents” box.
   - All documents listed in the “Mandatory Documents” box must be moved to the “Mandatory Documents for Submission” box. When you open a required form, the fields which must be completed are highlighted in yellow with a red border. Optional fields and completed fields are displayed in white. If you enter invalid or incomplete information in a field, you will receive an error message.

3. Click the “Save & Submit” button to submit your application to Grants.gov.
   - Once you have properly completed all required documents and attached any required or optional documentation, save the completed application by clicking on the “Save” button.
   - Click on the “Check Package for Errors” button to ensure that you have completed all required data fields. Correct any errors or if none are found, save the application package.
   - The “Save & Submit” button will become active; click on the “Save & Submit” button to begin the application submission process.
   - You will be taken to the applicant login page to enter your Grants.gov username and password. Follow all onscreen instructions for submission.

- This opportunity is only open to organizations, applicants who are submitting grant applications on behalf of a company, state, local or tribal government, academia, or other type of organization.

- You can save your application at any time by clicking the “Save” button at the top of your screen.
- The “Save & Submit” button will not be functional until all required data fields in the application are completed and you clicked on the “Check Package for Errors” button and confirmed all data required data fields are completed.

- Project/Performance Site Location(s)
- Application for Federal Assistance (SF-424)
- Grants.gov Lobbying Form
- Assurances for Non-Construction Programs (SF-42

- Attachments
- Disclosure of Lobbying Activities (SF-LLL)
**Application for Federal Assistance SF-424**

<table>
<thead>
<tr>
<th>* 1. Type of Submission:</th>
<th>* 2. Type of Application:</th>
<th>* If Revision, select appropriate letter(s):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preapplication</td>
<td>New</td>
<td></td>
</tr>
<tr>
<td>Application</td>
<td>Continuation</td>
<td>* Other (Specify):</td>
</tr>
<tr>
<td>Changed/Corrected Application</td>
<td>Revision</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>* 3. Date Received:</th>
<th>4. Applicant Identifier:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed by Grants.gov upon submission:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5a. Federal Entity Identifier:</th>
<th>5b. Federal Award Identifier:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**State Use Only:**

<table>
<thead>
<tr>
<th>6. Date Received by State:</th>
<th>7. State Application Identifier:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**8. APPLICANT INFORMATION:**

<table>
<thead>
<tr>
<th>* a. Legal Name:</th>
<th>* b. Employer/Taxpayer Identification Number (EIN/TIN):</th>
<th>* c. Organizational DUNS:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

d. **Address:**

<table>
<thead>
<tr>
<th>* Street1:</th>
<th>Street2:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>* City:</td>
<td></td>
</tr>
<tr>
<td>County/Parish:</td>
<td></td>
</tr>
<tr>
<td>* State:</td>
<td></td>
</tr>
<tr>
<td>Province:</td>
<td></td>
</tr>
<tr>
<td>* Country:</td>
<td>USA: UNITED STATES</td>
</tr>
<tr>
<td>* Zip / Postal Code:</td>
<td></td>
</tr>
</tbody>
</table>

e. **Organizational Unit:**

<table>
<thead>
<tr>
<th>Department Name:</th>
<th>Division Name:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
f. **Name and contact information of person to be contacted on matters involving this application:**

<table>
<thead>
<tr>
<th>Prefix:</th>
<th>* First Name:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Middle Name:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>* Last Name:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Suffix:</td>
<td></td>
</tr>
<tr>
<td>Title:</td>
<td></td>
</tr>
<tr>
<td>Organizational Affiliation:</td>
<td></td>
</tr>
<tr>
<td>* Telephone Number:</td>
<td>Fax Number:</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>* Email:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Application for Federal Assistance SF-424

**9. Type of Applicant 1: Select Applicant Type:**
- [ ] A: State Government

**Type of Applicant 2: Select Applicant Type:**

**Type of Applicant 3: Select Applicant Type:**

**Other (specify):**

**10. Name of Federal Agency:**

Health Resources & Services Administration

**11. Catalog of Federal Domestic Assistance Number:**

93.224

**CFDA Title:**
Consolidated Health Centers (Community Health Centers, Migrant Health Centers, Health Care for the Homeless, Public Hous

**12. Funding Opportunity Number:**

HRSA-13-224

**Title:**
Service Area Competition

**13. Competition Identification Number:**

5500

**Title:**

**14. Areas Affected by Project (Cities, Counties, States, etc.):**

**15. Descriptive Title of Applicant's Project:**

Attach supporting documents as specified in agency instructions.
### Application for Federal Assistance SF-424

#### 16. Congressional Districts Of:
- **a. Applicant**
- **b. Program/Project**

Attach an additional list of Program/Project Congressional Districts if needed.

#### 17. Proposed Project:
- **a. Start Date:**
- **b. End Date:**

#### 18. Estimated Funding ($):
- **a. Federal**
- **b. Applicant**
- **c. State**
- **d. Local**
- **e. Other**
- **f. Program Income**
- **g. TOTAL**

#### 19. Is Application Subject to Review By State Under Executive Order 12372 Process?
- **a. This application was made available to the State under the Executive Order 12372 Process for review on**
- **b. Program is subject to E.O. 12372 but has not been selected by the State for review.**
- **c. Program is not covered by E.O. 12372.**

#### 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)
- **Yes**
- **No**

If "Yes", provide explanation and attach

#### 21. By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)

** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

### Authorized Representative:

- **Prefix:**
- **First Name:**
- **Middle Name:**
- **Last Name:**
- **Suffix:**

- **Title:**
- **Telephone Number:**
- **Fax Number:**
- **Email:**

** Signature of Authorized Representative: Completed by Grants.gov upon submission.**

** Date Signed: Completed by Grants.gov upon submission.**
<table>
<thead>
<tr>
<th>Project/Performance Site Primary Location</th>
<th>I am submitting an application as an individual, and not on behalf of a company, state, local or tribal government, academia, or other type of organization.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization Name:</td>
<td></td>
</tr>
<tr>
<td>DUNS Number:</td>
<td></td>
</tr>
<tr>
<td>* Street1:</td>
<td></td>
</tr>
<tr>
<td>Street2:</td>
<td></td>
</tr>
<tr>
<td>* City:</td>
<td></td>
</tr>
<tr>
<td>* State:</td>
<td></td>
</tr>
<tr>
<td>Province:</td>
<td></td>
</tr>
<tr>
<td>* Country: USA: UNITED STATES</td>
<td></td>
</tr>
<tr>
<td>* ZIP / Postal Code:</td>
<td>* Project/ Performance Site Congressional District:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Additional Location(s)</th>
<th>Add Attachment</th>
<th>Delete Attachment</th>
<th>View Attachment</th>
</tr>
</thead>
</table>
CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

* APPLICANT'S ORGANIZATION

* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix:  * First Name:  Middle Name:  
* Last Name:  Suffix:  
* Title:  

* SIGNATURE: Completed on submission to Grants.gov  * DATE: Completed on submission to Grants.gov
ASSURANCES - NON-CONSTRUCTION PROGRAMS

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

NOTE: Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.

2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.

3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.

4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.

5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).

6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee-3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.

7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.

8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.
9. Will comply, as applicable, with the provisions of the Davis-
Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act
(40 U.S.C. §276c and 18 U.S.C. §874), and the Contract
Work Hours and Safety Standards Act (40 U.S.C. §§327-
333), regarding labor standards for federally-assisted
construction subagreements.

10. Will comply, if applicable, with flood insurance purchase
requirements of Section 102(a) of the Flood Disaster
Protection Act of 1973 (P.L. 93-234) which requires
recipients in a special flood hazard area to participate in the
program and to purchase flood insurance if the total cost of
insurable construction and acquisition is $10,000 or more.

11. Will comply with environmental standards which may be
prescribed pursuant to the following: (a) institution of
environmental quality control measures under the National
Environmental Policy Act of 1969 (P.L. 91-190) and
Executive Order (EO) 11514; (b) notification of violating
facilities pursuant to EO 11738; (c) protection of wetlands
pursuant to EO 11990; (d) evaluation of flood hazards in
floodplains in accordance with EO 11988; (e) assurance of
project consistency with the approved State management
program developed under the Coastal Zone Management
Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of
Federal actions to State (Clean Air) Implementation Plans
under Section 176(c) of the Clean Air Act of 1955, as
amended (42 U.S.C. §§7401 et seq.); (g) protection of
underground sources of drinking water under the Safe
Drinking Water Act of 1974, as amended (P.L. 93-523); and,
h) protection of endangered species under the
Endangered Species Act of 1973, as amended (P.L. 93-
205).

12. Will comply with the Wild and Scenic Rivers Act of
1968 (16 U.S.C. §§1271 et seq.) related to protecting
components or potential components of the national
wild and scenic rivers system.

13. Will assist the awarding agency in assuring compliance
with Section 106 of the National Historic Preservation
(identification and protection of historic properties), and
the Archaeological and Historic Preservation Act of
1974 (16 U.S.C. §§469a-1 et seq.).

14. Will comply with P.L. 93-348 regarding the protection of
human subjects involved in research, development, and
related activities supported by this award of assistance.

15. Will comply with the Laboratory Animal Welfare Act of
1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 et
seq.) pertaining to the care, handling, and treatment of
warm blooded animals held for research, teaching, or
other activities supported by this award of assistance.

16. Will comply with the Lead-Based Paint Poisoning
Prevention Act (42 U.S.C. §§4801 et seq.) which
prohibits the use of lead-based paint in construction or
rehabilitation of residence structures.

17. Will cause to be performed the required financial and
compliance audits in accordance with the Single Audit
Act Amendments of 1996 and OMB Circular No. A-133,
"Audits of States, Local Governments, and Non-Profit
Organizations."

18. Will comply with all applicable requirements of all other
Federal laws, executive orders, regulations, and policies
governing this program.

* SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL

[Completed on submission to Grants.gov]

* TITLE

[Redacted]

* APPLICANT ORGANIZATION

[Redacted]

* DATE SUBMITTED

[Completed on submission to Grants.gov]

Standard Form 424B (Rev. 7-97) Back
Instructions: On this form, you will attach the various files that make up your grant application. Please consult with the appropriate Agency Guidelines for more information about each needed file. Please remember that any files you attach must be in the document format and named as specified in the Guidelines.

Important: Please attach your files in the proper sequence. See the appropriate Agency Guidelines for details.

1) Please attach Attachment 1
2) Please attach Attachment 2
3) Please attach Attachment 3
4) Please attach Attachment 4
5) Please attach Attachment 5
6) Please attach Attachment 6
7) Please attach Attachment 7
8) Please attach Attachment 8
9) Please attach Attachment 9
10) Please attach Attachment 10
11) Please attach Attachment 11
12) Please attach Attachment 12
13) Please attach Attachment 13
14) Please attach Attachment 14
15) Please attach Attachment 15
### DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C.1352

Approved by OMB 0348-0046

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>a. contract</td>
<td>a. bid/offer/application</td>
<td>a. initial filing</td>
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<tr>
<td>b. grant</td>
<td>b. initial award</td>
<td>b. material change</td>
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<tr>
<td>c. cooperative agreement</td>
<td>c. post-award</td>
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<td>d. loan</td>
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<td>e. loan guarantee</td>
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<tr>
<td>f. loan insurance</td>
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<tr>
<th>4. Name and Address of Reporting Entity:</th>
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<tbody>
<tr>
<td><strong>Prime</strong></td>
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<tr>
<td><strong>Sub-Awardee</strong></td>
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</tbody>
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<thead>
<tr>
<th>* Name * Street 1 * Street 2 * City * State * Zip</th>
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* Congressional District, if known:

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<tr>
<th>5. If Reporting Entity in No.4 is Subawardee, Enter Name and Address of Prime:</th>
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<th>* Name * Street 1 * Street 2 * City * State * Zip</th>
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<th>6. * Federal Department/Agency: 7. * Federal Program Name/Description:</th>
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<tr>
<td>Consolidated Health Centers (Community Health Centers, Migrant Health Centers, Health Care for the Homeless, Public Health Services)</td>
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<tr>
<th>CFDA Number, if applicable:</th>
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<tbody>
<tr>
<td>93.224</td>
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<tr>
<th>8. Federal Action Number, if known: 9. Award Amount, if known:</th>
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| $ |

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<tr>
<th>10. a. Name and Address of Lobbying Registrant: b. Individual Performing Services (including address if different from No. 10a)</th>
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<th>Prefix * First Name * Middle Name * Last Name * Street 1 * Street 2 * City * State * Zip</th>
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| 11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure. |

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<th>* Signature:</th>
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<tr>
<th>* Name: * Prefix * First Name * Middle Name * Last Name * Suffix</th>
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<th>Title: Telephone No.: Date:</th>
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**NEDARC 2012 Developing Your EMSC State Partnership Grant workshop handout - Charleston, SC**

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Grants.gov is a central storehouse for information on over 1,000 grant programs and provides access to approximately $400 billion in annual awards.
### List of EMSC Performance Measures

The 10 performance measures are as follows:

<table>
<thead>
<tr>
<th>Measure</th>
<th>Description</th>
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</table>
| PM #71 | The percent of pre-hospital provider agencies in the State/Territory that have on-line pediatric medical direction available from dispatch through patient transport to a definitive care facility.  
By 2011:  
- 90% of basic life support (BLS) pre-hospital provider agencies in the State/Territory have on-line pediatric medical direction available from dispatch through patient transport to a definitive care facility.  
- 90% of advanced life support (ALS) pre-hospital provider agencies in the State/Territory have on-line pediatric medical direction available from dispatch through patient transport to a definitive care facility. |
| PM #72 | The percent of pre-hospital provider agencies in the State/Territory that have pediatric off-line medical direction available from dispatch through patient transport to a definitive care facility.  
By 2011:  
- 90% of basic life support (BLS) pre-hospital provider agencies in the State/Territory have on-line pediatric medical direction available from dispatch through patient transport to a definitive care facility.  
- 90% of advanced life support (ALS) pre-hospital provider agencies in the State/Territory have on-line pediatric medical direction available from dispatch through patient transport to a definitive care facility. |
| PM #73 | The percent of patient care units in the Stat/Territory that have the essential pediatric equipment and supplies as outlined in national guidelines.  
By 2011:  
- 90% of basic life support (BLS) patient care units in the State/Territory have the essential pediatric equipment and supplies, as outlined in national guidelines for pediatric equipment and supplies for basic life support ambulances.  
- 90% of advanced life support (ALS) patient care units in the State/Territory have the essential pediatric equipment and supplies, as outlined in national guidelines for pediatric equipment and supplies for advanced life support ambulances. |
| PM #74 | The percent of hospitals recognized through a statewide territorial or regional standardized system that are able to stabilize and/or manage pediatric medical emergencies.  
By 2017:  
- 25% of hospitals are recognized as part of a statewide, territorial, or regional standardized system that are able to stabilize and/or manage pediatric medical emergencies. |
| PM #75 | The percent of hospitals recognized through a statewide territorial or regional standardized system that are able to stabilize and/or manage pediatric traumatic emergencies.  
By 2017:  
- 50% of hospitals are recognized as part of a statewide, territorial, or regional standardized system that recognizes hospitals that are able to stabilize and/or manage pediatric trauma. |
| PM #76 | The percentage of hospitals in the State/Territory that have written inter-facility transfer guidelines that cover pediatric patients and that include the following components of transfer.  
- Defined process for initiation of transfer, including the roles and responsibilities of the referring facility and referral center (including responsibilities for requesting transfer and communication).  
- Process for selecting the appropriate care facility.  
- Process for selecting the appropriately staffed transport service to match the patient’s acuity level (level of care required by patient, equipment needed in transport, etc.). |
### List of EMSC Performance Measures

The 10 performance measures are as follows:

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<tr>
<th>Measure</th>
<th>Description</th>
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| PM #76 (cont.) | • Process for patient transfer (including obtaining informed consent).  
• Plan for transfer of patient medical record.  
• Plan for transfer of copy of signed transport consent.  
• Plan for transfer of personal belongings of the patient.  
• Plan for provision of directions and referral institution information to family.  
By 2011:  
• 90% of hospitals in the State/Territory have written inter-facility transfer guidelines that cover pediatric patients and that include specific components of transfer. |
| PM #77 | The percentage of hospitals in the State/Territory that have written inter-facility transfer agreements that cover pediatric patients.  
By 2011:  
• 90% of hospitals in the State/Territory have written inter-facility transfer agreements that cover pediatric patients. |
| PM #78 | The adoption of requirements by the State/Territory for pediatric emergency education for the license/certification renewal of basic life support (BLS) and advanced life support (ALS) providers.  
By 2011:  
• The State/Territory has adopted requirements for pediatric emergency education for the recertification of BLS and ALS providers. |
| PM #79 | The degree to which States/Territories have established permanence of EMSC in the State/Territorial EMS system.  
GOAL:  
To increase the number of States/Territories that have established permanence of EMSC in the State/Territory EMS system as follows:  
Details:  
Each year:  
• The State/Territory EMSC Advisory Committee is comprised of the required members as per the Implementation Manual; and  
• The EMSC Advisory Committee met at least four times.  
By 2011:  
• Pediatric representation is incorporated on the State/Territorial EMS Board;  
• The State/Territory mandates pediatric representation on the EMS Board; and  
• One full time EMSC Manager is dedicated solely to the EMSC Program. |
| PM #80 | The degree to which the State/Territory has established permanence of EMSC in the State/Territorial EMS system by integrating EMSC priorities into statues/regulations.  
By 2011:  
• EMSC priorities will have been integrated into existing EMS or hospital/healthcare facility statues/regulations. |