

## APHA Affiliate Capacity-Building Initiative Grant Application Template – Part II

**Instructions for completing the proposal template:** Applicants must complete the following matrices. Each matrix includes a goal, measurable objectives, key action steps/activities and objective, expected outcome, budget resources required, and a timeline. Required objectives are listed. If your Affiliate has completed an objective, verify that in the “Timeline” column. In each priority area, there are blank sections to list additional objectives. You may add objectives or extend the area to describe each. Completed template may not exceed 10 pages.

<b>GOAL: Participate in Get Ready Campaign</b>				
<b>Measurable Objective</b>	<b>Key Action Steps / Activities</b>	<b>Expected Outcome</b>	<b>Budget Resources Required</b>	<b>Timeline for Completion</b> (Verify if completed)
<p><i>Participate in APHA’s Get Ready campaign to create a national movement to enable all Americans to protect themselves, their families and their communities from preventable, serious health threats. Affiliates must participate in at least 10 Get Ready activities.</i></p>	<p><b>1. Board leadership</b> – The UPHA board currently has two members who are leaders in public health preparedness, who work at the state and local health departments respectively. These board members will recruit members to coordinate the Get Ready Campaign.</p>	<p><b>Empower Members</b> - Members will have greater awareness of personal and public health preparedness issues.</p>	NA	Oct 2007 – Dec 2007
	<p><b>2. Vulnerable population advocacy</b> - Conduct research on existing plans, resources, best practices, and challenges and advocate for Utah’s vulnerable populations who would be adversely affected by a disaster or major disease outbreak. This is a complex issue and has been identified as a major gap in Utah’s disaster plans, both state and local.</p>	<p><b>Engage Members</b> - Members will be more engaged in preparedness education and advocacy and will strengthen Utah’s ability to address the needs of vulnerable populations. As a result, Utah’s vulnerable populations will have a strong advocate to assure priority preparedness issues are addressed.</p>	NA	Oct 2007 – Dec 2007
	<p><b>3. Convene a Vulnerable Populations Workgroup</b>– that aims to address preparedness issues of Utah’s vulnerable populations who will bear a disproportionate burden during a disaster. Through this committee, reach out and involve other partners who serve vulnerable populations to participate, including the Red Cross, other volunteer agencies active in disasters, TB and Refugee health, mental health, healthcare providers, Utah’s Center for Multicultural Health, WIC, and others who can contribute to developing and implementing strategies.</p>	<p><b>Entrust Members</b> - UPHA members will have a presence and a voice at the preparedness planning table.</p>	NA	Oct 2007 – Dec 2007
	<p><b>4. Educate Members and Community on Preparedness</b> - Identify continuing education opportunities, such as the Get Ready podcasts and the numerous webcasts from Centers for Public Health Preparedness, CDC, and other public health organizations and inform UPHA members. Partner with the UDOH Training &amp; Education Center’s distance learning coordinator to coordinate these activities. Complete a train the trainer session on pandemic flu offered by UDOH and then serve on the Pandemic Flu speakers bureau. Provide talks to members and community groups.</p>		\$500	Jan 2008 – Dec 2008

**GOAL: Participate in Get Ready Campaign**

<b>Measurable Objective</b>	<b>Key Action Steps / Activities</b>	<b>Expected Outcome</b>	<b>Budget Resources Required</b>	<b>Timeline for Completion</b> (Verify if completed)
<p><i>Participate in APHA's Get Ready campaign to create a national movement to enable all Americans to protect themselves, their families and their communities from preventable, serious health threats. Affiliates must participate in at least 10 Get Ready activities.</i></p>	<p><b>5. Cross pollinate websites</b> - Add the Get Ready links to the following websites: UPHA, UDOH – Public Health Preparedness Program, Utah’s pandemic flu website, the Utah Division of Homeland Security’s “Be Ready Utah” campaign, local health department sites, and others as identified.</p> <p><b>6. Get the word out</b> - Write UPHA newsletter articles on public health preparedness planning to inform members of the issues and to promote personal preparedness. Develop a UPHA blog on public health preparedness. Write blog entries for the Get Ready Campaign. Host a Booth with Get Ready information at UPHA and community health fairs.</p> <p><b>7. Participate</b> - Participate in state panflu summits, meetings, and exercises. Participate in mass vaccination exercises in coordination with local health departments. Represent UPHA at State Pandemic Flu Workgroup and Public Health Preparedness Program meetings and other relevant public health preparedness meetings to assure that UPHA coordinates the Get Ready Campaign with the statewide strategy to address public health preparedness.</p> <p><b>8. Avian Influenza</b> – Due to Utah’s large poultry farms in rural parts of the state, partner with the Utah Department of Agriculture and Food to educate farm-workers and surrounding community members about avian influenza safety measures. Also assure education in Spanish for the farm workers who predominantly speak Spanish.</p> <p><b>9. Sustainability</b> – Research and apply for additional preparedness funding. Look to federal, state, local, community, and private partners who could provide grants, sponsor events or single projects, and/or provide in-kind time and material resources</p>		<p>\$250</p> <p>\$250</p> <p>NA</p> <p>NA</p> <p>NA</p>	<p>Jan 2008 – Dec 2008</p> <p>Jan 2008 – Dec 2008</p> <p>Jan 2008 – Dec 2008</p> <p>Jan 2008 – Dec 2008</p> <p>June 2008</p>

**GOAL: Organizational Development**

<b>Measurable Objective</b>	<b>Key Action Steps/Activities</b>	<b>Expected Outcomes</b>	<b>Budget Resources Required</b>	<b>Timeline for Completion (Verify if Completed)</b>
<i>Incorporate as a non-profit</i>	UPHA is already incorporated as a non-profit.	Not applicable	Not Applicable	Completed
<i>Appoint one individual to oversee the implementation of the grant and required activities.</i>	A board member will be appointed to oversee the grant.  UPHA will be assessing the possibilities and options of paid staff or a management contract.	Appoint an individual to initially oversee the grant activities. Appoint permanent individual to provide undistracted leadership and continuity to efforts over the grant period.	NA  \$52,324	Oct 2007  June 2008 – Feb 2011

**GOAL: Organizational Development**

<b>Measurable Objective</b>	<b>Key Action Steps / Activities</b>	<b>Expected Outcome</b>	<b>Budget Resources Required</b>	<b>Timeline for Completion</b> (Verify if completed)
<p><i>Establish a communications process for members and target audiences (e.g. media lists, list serves, web boards, newsletters)</i></p>	<p><i>Marketing &amp; Communication:</i></p>			
	<p>Conduct a survey of members and non members about what they would like to see UPHA provide as benefits of membership and how best to market the benefits of UPHA including empowering non members to join the association, engaging them in activities and entrusting them to do the business of the association.</p>	<p>Engage the public health community to get involved in issues that are important to them and in which all professional associations can benefit.</p>	<p>\$250</p>	<p>Oct 2007 – Mar 2008</p>
	<p>UPHA will make a strong effort to contact APHA members living in Utah who are not UPHA members- especially those with strong ties to sections and SPIG's to bring added expertise to the association.</p>	<p>Survey of members will be completed as soon as technical assistance can be received and survey designed.</p>		<p>Oct 2007 – Mar 2008</p>
	<p>Develop a marketing plan to increase visibility of the association, increase membership from students and public health practitioners, and to engage members for the long term in the business of the association.</p>		<p>\$500</p>	<p>Dec 2008 – Apr 2009</p>
	<p>Conduct an assessment of other state public health association's websites to identify current offerings available on their websites.</p>		<p>NA</p>	<p>Oct 2007 – Dec 2007</p>
	<p>Develop a survey to identify new additions to the website and to solicit other ideas to increase awareness of association business and to empower members to become involved in activities.</p>		<p>\$250</p>	<p>Oct 2007 – Mar 2008</p>
<p>Establish a schedule to attend board meetings of other health associations in Utah to share ideas and look for possible partnerships on public health initiatives. Encourage these associations to reciprocate and attend UPHA board meetings on a periodic basis.</p>		<p>NA</p>	<p>Oct 2007 – Nov 2007</p>	



**GOAL: Organizational Development**

<b>Measurable Objective</b>	<b>Key Action Steps / Activities</b>	<b>Expected Outcome</b>	<b>Budget Resources Required</b>	<b>Timeline for Completion</b> (Verify if completed)
<i>Establish dedicated organizational equipment: computer/laptop, printer, dedicated telephone lines, copier, fax machine, file cabinets</i>	<p>In conjunction with developing a business plan, the UPHA Executive Board will conduct an assessment to determine the most cost effective approach to management and dedicated office space. Depending on the results of these assessments equipment options may include but are not limited to the following:</p> <ul style="list-style-type: none"> <li>• Donations, leasing or purchasing of a laptop and/or printer</li> <li>• Leasing or shared leasing of a copier and/or fax machines</li> <li>• Donations or purchasing of file cabinets</li> <li>• Setting up an agreement for a land line or cellular service through UPHA</li> <li>• Amend a current service agreement with another health organization to add a land line or cellular service at a substantial discount</li> </ul>	Secure dedicated office equipment to assist management in conducting the business of the association including oversight of grant activities.	\$5,793	Nov 2008 – Jan 2009
<i>Develop and implement an updated strategic plan</i>	<p>Since the expiration of UPHA’s “Project 2000” strategic plan, the Association has not had a formalized plan. Although several attempts have been made no roadmap has been adopted.</p> <p>ACTION: UPHA will use grant funds to obtain technical assistance in the creation of a strategic plan and roadmap to provide guidance for the next 10 years.</p> <p>A “Blue Ribbon” Committee will be organized and given a charge to complete a draft plan by Spring 2009. UPHA leadership will charge the Committee to consider incorporating the concepts of APHA’s Strategic Map with the four overarching APHA strategies of advocacy, improving public health practice, increasing/engaging membership, and strengthening organizational capacity.</p>	<p>UPHA will seek technical assistance during the first year of the grant cycle.</p> <p>A “Blue Ribbon” strategic planning committee will be organized during 2008, and charged with creating and drafting a strategic plan.</p> <p>By the 2009 Annual Meeting of UPHA there will be a strategic plan ready for consideration and adoption by the membership.</p>	<p>\$2,750</p> <p>\$1,316</p>	<p>Mar 2008 – Aug 2008</p> <p>Mar 2008 – Jan 2009</p> <p>May 2009</p>

<b>GOAL: Organizational Development</b>				
<b>Measurable Objective</b>	<b>Key Action Steps / Activities</b>	<b>Expected Outcome</b>	<b>Budget Resources Required</b>	<b>Timeline for Completion</b> (Verify if completed)
<i>Develop a business plan</i>	<p>UPHA has not had a formalized Business Plan in place, although the business operations and practices of the Association are fundamentally sound.</p> <p>For UPHA to grow and go beyond the status quo we are now experiencing the association recognizes the need of obtaining staff to oversee its day-to-day operations. However the Board recognizes the considerable groundwork that needs to take place prior to such agreements. Because of the “volunteer” nature of the current operations, it may be necessary to obtain some temporary staff to see us through the first year of planning and development.</p> <p>The UPHA Executive Board will seek technical assistance from APHA to begin the process of developing a comprehensive business plan to guide the association business operations.</p> <p>A business plan will be in place for adoption by the Board. This plan will provide for continuity during transition of officers and provide overriding guidance for management of association affairs.</p> <p>The Board will assess the need and type of management required to oversee the association operations. Technical Assistance will be sought from APHA and or other management consultants to formulate a management plan.</p>	<p>By Summer 2008 Technical Assistance will be received and the Board will begin the drafting of a business plan.</p> <p>By Summer of 2009 a business plan will be drafted and presented to the Board for adoption.</p> <p>During the first year a management assessment will be conducted. Technical Assistance will be requested.</p>	<p>\$2,316</p> <p>\$500</p> <p>\$1,000</p>	<p>Mar 2008- Aug 2008</p> <p>May 2009</p> <p>Oct 2007 – May 2008</p>
<i>Submit at least one grant proposal for state or foundation funding</i>	<p>A Grant Advisory Committee will be appointed to identify organizations that could be approached for funding.</p> <p>In the first six months of the grant a list of organizations will be identified for the purpose of submitting a formal proposal to match funds to conduct grant activities. Possible groups in Utah may include but are not limited to the following:</p> <ul style="list-style-type: none"> <li>• Burton Foundation</li> <li>• Tanner Charitable Trust</li> <li>• Eccles Foundation</li> </ul> <p>No less than every quarter this list of organizations will be updated to focus on partners that could fund activities after the grant and that would match with UPHA’s growth strategy and strengthen a voice for public health in Utah.</p>	<p>Identify partnerships that will help supplement the grant activities during the grant period and sustain efforts when the grant ends.</p>	<p>NA</p>	<p>Oct 2007 – Nov 2007</p> <p>Oct 2007 – Mar 2008</p> <p>Oct 2007 – Ongoing</p>

**GOAL: Organizational Development**

<b>Measurable Objective</b>	<b>Key Action Steps / Activities</b>	<b>Expected Outcome</b>	<b>Budget Resources Required</b>	<b>Timeline for Completion</b> (Verify if completed)
<i>Add at least one new membership benefit that members find highly useful</i>	<p>New membership benefits are dependent on the Membership needs assessment. Given the results of this survey new activities then are dependent on a business plan. As part of the business plan a marketing section will be developed to increase awareness on the business of the association and to increase “new” membership benefit offerings which may include but are not limited to the following:</p> <ul style="list-style-type: none"> <li>• Conduct quarterly luncheons on current topics</li> <li>• Offer paid internships/stipends for students to conduct time limited tasks/projects of the association</li> <li>• Develop a “speakers bureau” that can be called upon to speak in the community, legislature, opinion editorials, letter to editors, media</li> <li>• Conduct “mentoring” luncheons with universities to attract students to public health</li> </ul>	<p><b>Empower Members</b> - Members will have greater awareness of public health issues and the initiatives of the association.</p> <p><b>Engage Members</b> - Members will be more engaged in public health advocacy and will strengthen Utah’s ability to address needs while at the same time even benefiting individuals in their current job responsibilities.</p> <p><b>Entrust Members</b> - Members will have a presence and a voice at the planning table for UPHA activities.</p>	\$3,500	<p>May 2008 – Ongoing</p> <p>Sept 2008</p> <p>Sept 2008 – Oct 2009</p> <p>May 2008 - Ongoing</p>
<i>Participate in training on membership recruitment and retention</i>	Schedule training with APHA early on in grant cycle with UPHA officers, board, and new staff.	Empower members with information needed to guide the development of our member recruitment strategy and incorporate it into our business and strategic plans	\$1,500	Mar 2008 – Aug 2008
<i>Participate in training on financial management</i>	<p>UPHA has enjoyed very good fiscal management but has never received financial aid or grant funds to administer.</p> <p>UPHA will seek training and technical assistance to review current financial policies and procedures and incorporate these into the creation of a business plan and policy document.</p>	Review of current fiscal management and adoption of recommendations as needed.	\$1,250	Aug 2008 – Sept 2008

**GOAL: Leadership Development**  
(Affiliates may fill in the blanks their own leadership development goals)

Measurable Objective	Key Action Steps / Activities	Expected Outcome	Budget Resources Required	Timeline for Completion (or verification if already completed)
<i>Participate in training on governance issues</i>	<ul style="list-style-type: none"> <li>- Utilize APHA technical assistance to develop a governance orientation manual/trainer's guide that can be used annually with new board members and officers.</li> <li>- Conduct governance training with board members and officers at annual retreat.</li> <li>- Offer training on good governance at UPHA annual meeting or at professional development sessions (Years 2 and 3)</li> </ul>	Give the information and tools necessary to entrust board members, staff, and officers with governance responsibilities.	<p align="center">\$1,500</p> <p align="center">NA</p> <p align="center">\$250</p>	<p align="center">Aug 2008 – Sept 2008</p> <p align="center">June 2009</p> <p align="center">Oct 2008 – Sept 2009</p> <p align="center">Oct 2009 – Sept 2010</p>