You Want Me to Write a Grant?
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Presented to:
North Dakota League of Cities

Presented in:
Bismarck, ND

March 8, 2018

Center for Rural Health

- Established in 1980, at The University of North Dakota (UND) School of Medicine and Health Sciences in Grand Forks, ND
- One of the country’s most experienced state rural health offices
- UND Center of Excellence in Research, Scholarship, and Creative Activity
- Home to seven national programs
- Recipient of the UND Award for Departmental Excellence in Research

Focus on
- Educating and Informing
- Policy
- Research and Evaluation
- Working with Communities
- American Indians
- Health Workforce
- Hospitals and Facilities

ruralhealth.und.edu
Thank You!

This workshop is made possible through the:

*ND State Office of Rural Health (SORH) grant program which is funded by the United States Department of Health and Human Services, Health Resources and Services Administration (HRSA), Federal Office of Rural Health Policy (FORHP).*

Objectives

**Upon completion of this Grant Writing Workshop, participants will be able to...**

- Know how to research for and find available grants.
- Create the fundamental elements of a grant proposal package such as the Cover letter, Summary, Introduction, Problem Statement, Project Description, Evaluation, Letters of Support, Budget, Appendices.
- Customize a proposal to match a grant maker’s interest.
- Develop the skills needed to prepare professional, competitive, compelling, and successful grant proposals.
- Identify the differences between government and foundation proposals.
Your Funding is Ailing – What do we do?

And You Have Been Assigned to Write a Grant!

I DON’T ALWAYS WRITE GRANTS

BUT WHEN I DO, THEY APPLY TO ME
Don’t Be A Scared Bunny

We Are Here To Help
Acronyms and Definitions

Handout on some of the most common grant writing acronyms and definitions.

DO NOT use acronyms in your proposal unless you have already spelled it out.

Sometimes you have to use them but do so sparingly and judiciously.

What is a Grant?
A grant is:

- A giving of funds for a specific purpose
- A relationship between grantor and grantee is an exchange relationship
- The exchange varies with the type of grant making organization
- It is not a gift or charity and it does not need to be repaid

The Process of Grantsmanship

Covers a broad scope of activities including planning and research, proposal development, and proposal follow-up
Throughout the grant writing process, two questions are commonly asked by grant seekers

1. “Where is the money available?”

2. “How do I seek funding?”

There are 2 primary sources of grant money

Public

Private
**Examples of Public Grants**

- **Research grants**: support investigation of the discovery of facts or application of new theories
- **Demonstration grants**: to demonstrate or establish the feasibility of a particular theory
- **Project grants**: support individual projects in accordance with legislation
- **Block grants**: provide states with funding for a particular purpose
- **Formula grants**: provide funding to specific grantees on the basis of a particular formula

**Public Funds**

- Obtained from governmental units like federal, state, and local agencies.

- Many of the health, education, human service, and other grant programs administered by the federal government are based on the pursuit of national objectives.
Private Funding

Private Foundations

– receive income from individual, family, or groups of individuals
– funding priorities are usually based on personal philosophies of the founding member
  • Example:
    – Robert Wood Johnson Foundation
    – W.K. Kellogg Foundation
    – Margaret A. Cargill Philanthropie (MACP)

Corporate Foundations

– receive contributions from profit-making entities
– Over 2,000 in U.S. with assets over $11 billion
– Example: CIGNA, Walmart, Ford Motor Company Fund

Community Foundations

– are involved in grant giving within a specific community, state, or region
– Example: Otto Bremer Foundation, Dakota Medical Foundation, ND Community Foundation
You Must be from North Dakota if...

You think that ketchup is a little too spicy

Your family vehicle is a crew cap pickup

Someone in a store offers you assistance, and they don’t work there

Seeking the Appropriate Funding Source
What is RHIhub?

Online library focused on rural health and human services.

Over 13,000 rural relevant resources, including:
- Funding opportunities
- Over 60 topic guides
- State pages
- News
- Reports and publications
- Events calendar
- Maps

16 years old
10 million visitors to our website
9,500 requests

Funded by the federal Department of Health and Human Services (DHHS), Health Resources and Services Administration (HRSA), Federal Office of Rural Health Policy (FORHP).

What RHIhub Does...

- Help rural communities access the full range of available programs, funding, and research
- Provide easy access to information gathered from many sources
Jana Reese, Funding Specialist
Phone: (701) 777-6458
Email: jana.reese@med.und.edu
Website: www.ruralhealthinfo.org

Searches 900+
funding sources daily:
– Government, foundations
– Statewide, regional, national
– Grants.gov
– Foundation Directory
## Ways to Search

### Type:
- Grants
- Loans
- Awards
- Incentives
- Scholarships
- Loan Repayments

### Sponsor
- Specific organization

### State
- Specific state

### Topic
- Specific topic, such as:
  - Hospitals and Clinics
  - Health Promotion
  - Capital Funding

### Manual Search
- Type in keywords
### Kresge Foundation

#### Developing Healthy Places

**Link**: [Kresge Foundation](#)

**Sponsor**: Kresge Foundation

**Deadlines**: Applications accepted on an ongoing basis

**Contact**: The program website has an [email contact form](#) or applicants can call 248-643-9600.

**Purpose**: Developing Healthy Places funding will be awarded to organizations that are working to improve the places that shape health. Priority will be given to programs that promote healthy housing and neighborhoods and are working to address:

- Policies, systems change, and communication to connect health and housing
- Policies that promote healthy housing and mitigate the impacts of substandard housing
- Innovative ideas and community-driven housing

**Eligibility**: Nonprofits, 501(C)(3) agencies based in the US, classified as private or public, and government entities.

**Geographic Coverage**: Nationwide

<table>
<thead>
<tr>
<th>Amount of Funding</th>
<th>The size and duration of awards will vary based upon the nature and scope of proposed projects.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Process</td>
<td>Letters of inquiry are accepted on an ongoing basis. Links to the Application Process and Apply Online pages are located on the program website.</td>
</tr>
<tr>
<td>Tagged as</td>
<td>Environmental health, housing and homelessness</td>
</tr>
</tbody>
</table>

### Customized Assistance

**info@ruralhealthinfo.org**

1-800-270-1898

**FREE Service!**
Tools for Success

- Am I Rural?
  Find out if your area is considered rural based on several federal government definitions, including those used in determining eligibility for federal grant programs.

- Economic Impact Analysis
  Show how your program's grant funding affects your community's economic well-being and share this information with sponsors, funders, and your community.

- Planning for Sustainability
  Tools to help you plan and position your grant-funded projects so that services can be sustained over the long term.

- Testing New Approaches
  Learn about rural demonstration projects that test new approaches and models of care:
  - Frontier Extended Stay Clinics
  - Frontier Community Health Integration Program
  - Rural Training Track Technical Assistance Program
  Learn how KIT residency programs can grow the rural health workforce.

About the tools for success

Communities succeed when they have the right tools to use for their initiatives. With RHIhubs' Tools for Success, you'll find resources to help you:

- Gain funding
- Improve programs
- Promote successes to policymakers, funders, sponsors and your community
- Research program potential
- Reach development goals

Through the Tools for Success section, you have access to resources that support grant writing, demonstrate program effectiveness, and plan for the long-term success of your rural health program.

More useful tools

Rural Community Health Gateway - Resources and examples to build effective...
Topic Guides

RHIhub's topic and state guides bring together key resources and information in one spot. Start here for access to publications, maps and websites; news and events; funding; organizations; and more. Not finding what you're looking for? Browse topics A to Z.

Defining Rural
  • What is Rural?

How-to Guides
  • Finding Statistics and Data Related to Rural Health
  • Conducting Rural Health Research, Needs Assessment, and Program Evaluation
  • Grant Writing
  • Capital Funding

Rural Healthcare Delivery
  • Rural Hospitals
  • Critical Access Hospitals (CAHs)

Rural Health Needs & Services
  • specialty Medical Services
  • primary care Services
  • Housing
  • child Health
  • Pharmacy and Prescription Drugs
  • Medical and Rural Health

Rural Population Health
  • Healthcare Access in Rural Communities
  • Rural health Disparities
  • Social Determinants of Health for Rural People
  • Agricultural Health and Safety
  • Domestic Violence
  • health Insurance Outreach and Enrollment
  • HIV and AIDS
  • Hunger and Access to Healthy Food
  • Obesity and Weight Control
  • Tobacco and Prevention

Specific Populations

Over 50 Topics on Rural Health Issues

Foundation Center

Go from search results to real results.
FOUNDBATION DIRECTORY

Online Guides and Tutorials

- Proposal Writing Short Course (Available in English, French, Spanish, Russian, and German)
  - Describes how to prepare the various components of a funding proposal, and includes planning, research, and cultivation of potential foundation and corporate donors.
- Proposal Budgeting Basics (Available in English and Spanish)
  - The basics of developing a project budget, including overhead costs, and links to template budget.
- Proposal Writing Basics
  - Provides instruction on the key components of a proposal to a foundation or corporation and answers questions that funders often have about the process of applying for a grant.
- Principios de la escritura de propuestas
  - Recapitulación del seminario virtual relacionado con este tema, Principios de la escritura de propuestas.

www.foundationcenter.org
Foundation Directory Online

What You Can Find:
- National Funders
- State and Regional Funders
- Local Funders
- 1099 Forms!

Examples of Rural Health Grants

- Rural Health Network Planning Grant
- Rural Health Network Development Grant
- Rural Health Outreach Grant
- Blue Cross Blue Shield of ND Rural Grants
- USDA Rural Telemedicine Grant Programs

www.foundationcenter.org
Examples of Other Funding Opportunities

The Bush Foundation has moved to a rolling application process for its Community Innovation grants. That means there are no longer any application deadlines. Eligible organizations can apply anytime.

The new rolling application process will also help reduce the time it takes for the Foundation to make funding decisions. In addition, it will provide more time for Community Innovation team members to work with organizations as they consider whether to apply.

Feel free to contact the Community Innovation team with questions. You can call 651-379-2266 or email CommunityInnovation@BushFoundation.org

Examples of Other Funding Opportunities

Wells Fargo Community Giving – Ongoing through October 31. Wells Fargo supports nonprofit organizations that work on a community level in the areas of human services, arts and culture, community development, civic responsibility, education, environmental consciousness, and housing. Organizations with a 501(c)(3) status and tribal and governmental agencies, including public school systems, are eligible to apply.
ND League of Cities Funding Opportunities

• BNSF Railway Foundation
  o Five areas including civic services e.g. parks and recreation, community development, crime prevention
• ND Community Foundation
  o Youth agencies, parks and recreation, arts, elderly
• Native American Community Development Financial Institution Assistance Program
  o Affordable housing, alternatives to predatory lending, business development, food retail outlets in food deserts
• Walmart Foundation Community Grant Program
  o Improve access to recreation, arts, cultural experiences
  o Hunger relief and healthy eating
  o Public safety and environmental sustainability

ND League of Cities Funding Opportunities

• Economic Development Assistance Programs
  o Public works: water and sewer, industrial parks, telecommunications
• Economic Impact Initiative Grants
  o Courthouses, airport hangers, street improvements, city hall, fire hall, police stations, police and fire vehicles, public works vehicles
• USDA Community Facilities Loan and Grant Program
  o Essential community facilities – hospitals, nursing homes, city buildings
• FEMA – Assistance to Firefighter Grant
  o https://www.fema.gov/assistance-firefighters-grant (equipment fire and EMS)
You Must be from North Dakota if...

You have worn shorts and a parka at the same time

You measure distance in hours but a traffic jam is really measured in seconds
Match the focus of your project to the funding source

Review:
– Annual reports
– Application announcements
– Guidelines
– Information brochures
– Newspapers

Assess Your Organization’s Readiness

How to Assess your organization for readiness:

1. Organizational Values
   – Mission/Vision and primary goals
2. Structure
   – By laws
   – Board of Directors
   – CEO
   – CFO
   – Management Team and staff
   – Organizational Chart
   – Policies & Procedures (check & balance)
   – Annual Financial Reports
   – Fundraising
4. Human Resources Management
   Operations
   – Written Policies and Procedures
   – Capacity Building
   – Volunteers
5. Organizational Culture
Quick Tip on Planning

- Check it out
  - Initial reaction
  - Review RFP/NOFO
  - Mission match/community impact
- When in doubt -- ask the funding source
- Ask is our idea in the “ball-park”
- Ask if you can see copies of funded grants.
- Think global, act local!!!!

Register & get ready

Grants 101:
Get Registered

Up to 4 weeks

<table>
<thead>
<tr>
<th>System</th>
<th>Importance</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Universal Number System (DUNS)</td>
<td>DUNS numbers are required to identify organizations and it tracks how federal grant money is allocated.</td>
<td><a href="http://fedgov.dnb.com/webform">http://fedgov.dnb.com/webform</a></td>
</tr>
<tr>
<td>System for Award Management (SAM)</td>
<td>Designating an E-business Point of Contact. Registering with SAM is required for organizations to use Grants.gov.</td>
<td><a href="https://www.sam.gov/">https://www.sam.gov/</a></td>
</tr>
<tr>
<td>Grants.gov</td>
<td>System by which organizations can submit applications for Federal funding.</td>
<td><a href="http://www.grants.gov/">http://www.grants.gov/</a></td>
</tr>
</tbody>
</table>

Required Steps for Grants.gov Registration

These Steps **MUST** be completed prior to registering for Grants.gov:

- Obtain an organizational Data Universal Number System (DUNS) number
- Register the organization with System for Award Management (SAM) – EVERY YEAR!
- Register an Authorized Organization Representative (AOR)
Planning to Apply

How to Apply
For A Grant
It Could Be 4 Weeks Before You Can Apply

You must register in three places: 1) DUNS, 2) SAM & 3) Grants.gov

If you have not yet registered with DUNS, SAM or Grants.gov and you start your three registrations TODAY you may not be able to submit your grant application until.

November 14, 2017

www.hrsa.gov/grants/apply/index.html

Dun & Bradstreet Number (DUNS)

- Your organization must have a DUNS Number.

- If your organization does not have one, you will need to go to the Dun & Bradstreet website at http://fedgov.dnb.com/webform to obtain the number.

- Same day registration
Writing a Strong Application

Planning Things to Think About

- Why the Need to Plan?
- What are the Essential Questions?
- Assessing the Need – Essential Questions
- What Do You Need and Why Do You Need It?
- How to Assess Needs?
- Who Will Your Proposed Project Benefit?
Why the Need to Plan

To organize your thoughts
To develop a direction
To establish purpose
*To establish credibility with a funding source*
To provide concreteness

Planning Raises Essential Questions

What is the problem?
What do we want to do about it?
How do we want to do it?
Who is going to do it?
How much will it cost?
When will it occur?
Where will it occur?
How does the proposal fit our mission?
Who will be involved in writing the grant?
Who will be administering the grant?
You Must Be From North Dakota If…

You define summer as three months of bad sledding

Your definition of a small town is one that doesn’t have a bar or a church

Explore Options

- **Start early**
- **Become an expert** on the grant program that you want to apply for
- **Follow the Five “Rs”** for Submitting a Strong Application
The Five “Rs”: Submitting Strong Applications

Do the Research
- Learn about the grant program
- Study projects that have been awarded in the past
- Assess the specifics of the Notice of Funding Opportunity (NOFO) and how it relates to the funders overall missions and goals
- Consider your organization’s capacity (i.e., staffing, fiscal infrastructure, etc.)
- Ensure you understand the application requirements
- Evaluate the time-cost benefit of applying for the funding opportunity

Recruit a Team
- Drafting application
- Talk with colleagues & partners
- Provide honest feedback
- Have knowledge of your organization

Respond to the Guidance
- Review the Application
- Revise it as needed

Consortium/Network Members:
- Determine the roles and responsibilities
- Obtain written commitments (i.e. Memorandum of Understanding)
- Consider overall network structure
The Five “Rs”: Submitting Strong Applications

**Respond to the NOFO**

**General Tips:**
- Use clear and concise language and make it enjoyable to read
- Stay focused on the project activities
- Avoid jargon and acronyms
- Describe gaps in current services
- Don’t assume reviewer knowledge of your area/program
- Use current data sources

**Review Your Application**
- Be willing to utilize all available resources to strengthen the application
- Grant writers?
  - Advantages/Disadvantages
- Other Resources

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**Revise It As Needed**

- If corrections are needed, make them in all places applicable (i.e. Program narrative and any attachments)
- Budget calculations
- Work plan
Paint the Right Picture

Story Telling

- Tell the “Story” of your community and its needs.

- Find someone who is organized, writes well and is good at following directions to help with writing the grant.

- After the grant narrative is completed, give it to someone not involved in the project to read.
  - If they understand what the needs are, why there are needs, who will be served and how the project will address the needs, the narrative is probably clear.
Who Will Your Proposed Project Benefit?

Ask yourself – how does our effort or action benefit the broader group?

What is the social benefit?

What does the funder want?

It is not you – it is the community

Assessing Your Need

- Who are the people with the need? (target to benefit from effort)
- What is the need?
- What evidence do you have to support the need?
- What are the consequences of meeting or not meeting the need?
- Where are the people?
- When is the need evident?
- Why does the need occur?
- How is the need linked to your organization?
What Do You Need and Why Do You Need It?

What you want or need to know?
- Experience
- Empirical

Why you want to know it?
- Build a case
- Build organization and logic
- Build local support
- Build exposure and momentum

Planning Techniques or Approaches

- SWOT (Strengths, Weaknesses, Opportunities, Threats)
- Secondary Data
- Key Informant Interviews
- Focus Group
- Survey
- Community Forums
- Community Health Needs Assessment
How Do You Assess Need?

Secondary data

- Information and data that already exists
- Public data
  - Census (total, age cohorts, trends – show impact on health, health care system, the community as a whole)
  - County rankings (RWJ released data on County Health Rankings)
  - Economic (income, poverty, employment, GDP)
  - Education (level achieved, technology)
  - Population Health and Chronic Disease statistics
  - Interventions (what has or is being done – impact)

How Do You Assess Need?

Key Informant Interviews

- One-on-one interviews
- Key or essential community people
- Community sectors
  - Health
  - Business/economic development
  - Government
  - Religion
  - Education
- Number varies by need
How Do You Assess Need?

Focus Groups
– A specially selected group to discuss an issue
– open ended questions
– 7-10 people (up to about 15)
– Contrasts with Key Informant
  • Key informant provides individual perspective
  • Focus group offers individual within the context of a group

How Do You Assess Need

Survey
– Sample of population (entire population)
– Typically a closed ended instrument (sometimes open ended)
– On-line, Mailed, telephone, personal interview
– Measure attitude
  • present services (awareness, use, need)
  • need for future services
  • quality of services/care
  • provider assessment
You Must Be From North Dakota If...

- You have no problem spelling “Wahpeton”
- You have as many Canadian coins in your pocket as American coins

How Do You Assess Need

**Community Forum**
- Single or multiple public meeting
- Open to the public or key constituents
- Pose questions to the audience
  - What do you see as the most important community or regional health problems?
  - What areas should be addressed?
  - How do we address these issues?
How Do You Assess Need?
(Specific type) Community Health Needs Assessments

https://ruralhealth.und.edu/projects/community-health-needs-assessment

Assessing Your Need
*Community Health Needs Assessments*

https://ruralhealth.und.edu/projects/community-health-needs-assessment/community-needs
Additional Needs Assessment Resources

- Community Health Status Indicators [https://www.healthdata.gov/](https://www.healthdata.gov/)
- Health Related Datasets [https://www.data.gov/health/](https://www.data.gov/health/)
- Community Health Assessment & Improvement Planning: [http://archived.naccho.org/topics/infrastructure/CHAIP/](http://archived.naccho.org/topics/infrastructure/CHAIP/)

Think About Local Support

- Community Engagement
  - Community pulling together
  - People want to do things to benefit their town
  - Input, awareness, support
  - Sometimes mutual sacrifice and mutual gain
  - Process can create new partnerships for the future – hang together (or hang separately)
  - There will be “naysayers” – just a fact, accept it but can you identify ways to lessen suspicion or concerns?
  - **CRH Community Engagement Tool Kit**
Writing and Development Tips

- **Read** directions carefully
  -- Read, read, read
  -- Format, Headings, Page #, Scoring Criteria
- One person should be responsible for **coordinating** proposal planning and development
- Develop an **outline** of each required component
- Develop a writing **schedule** – timelines -- takes three times longer than we usually plan
- Proposal should look like **one person** wrote it, even if done by a committee (**have an editor**)
- Show funding the proposal will benefit many – social benefit
Writing and Development Tips

Remember others

- Talk to others who have written grants – their experience, lessons learned

- Try to locate people who have been funded by organizations you plan to submit a proposal

- UND Center for Rural Health

- Associations and other regional or state organizations

- Rural Health Information Hub (RHIhub)

Writing and Development Tips

Remember your audience:

Reviewer

- Reviewer typically doesn’t know anything about your situation, your community, or even your state

- Explain basic facts
  - Rural and frontier as a concept (distance, weather, roads); culture; and your unique circumstances

Central goal: convince reviewer of the legitimacy of your problem, your solution, your ability
You Must be from North Dakota if...

You have worn shorts and a parka at the same time

You measure distance in hours but a traffic jam is really measured in seconds

Writing and Development Tips

Remember your audience: Reviewer

• MAKE IT EASY FOR THE REVIEWER
• Don’t deviate from the guidance
  • they set the order of sections and the titles
  • they set the rules
  • they have the money
• Be detailed (even to the point of being elementary)
• Be concise (less words the better)
Writing and Development Tips

• **Remember Your Audience: Reviewer**
  • Put yourself in the funding source’s shoes
  • Ask yourself same questions that a skeptical reader would ask:
    – Why should anyone bother to read this?
    – Why should they care?
    – What difference is this going to make?
  • Present it in layperson’s words -- program officer may not be an expert in your field and they have to explain the proposal to others

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Writing and Development Tips

**Remember Your Audience: Reviewer**

• Show that it impacts real people
• Emphasize collaborative nature of process and outcome
• Show how you included target audience in planning stage
• Find a hook, novel way of looking at the situation and show promise
• Show prospect of replication
• Show plan for sustainability and continuation – essential!
Writing and Development Tips

Logic

• Does it make sense?
• Can a reviewer easily and quickly understand your situation and your solution?
• Is there a flow to the argument? Is there a flow to the solution? Is there linkage between the problem and the solution?
• Avoid being “too” intuitive

Writing and Development Tips

Writing Style

• Keep paragraphs short -- use headings and subheadings
• Use bullets – easy to read, breaks up text, shows logic
• Be visual: tables, charts, graphs
• Avoid abbreviations & acronyms (jargon)
• Rational, documented facts
Writing and Development Tips

Writing Style

– Develop a writing schedule -- timelines
– Allow appropriate time to write and review -- takes three times longer than we usually plan
– Use an outline
– Use note cards or a Word document (running tab of Notes, ideas)

Writing and Development Tips

Writing Style

• Write in active tense; the more active you can be, the better!
  • Passive: These free services are provided by the hospital on a monthly basis.
  • Active: The hospital provides these free services monthly.
• Use “will” in a grant proposal; “Would” implies the organization’s action or performance is conditional upon receipt of grant funding.
• First Person or Third Person –
  • First person – uses “we”; friendlier and more informal and probably not appropriate for formal applications to unknown readers/funders
  • Third person – uses “it”; if you have a close relationship with local funder, third person might seem to still or distancing.
• Never use “I” unless applying for personal scholarship
Writing and Development Tips

Review and Critique

• Allow time -- critical step
• Use an external reviewer
• Similar to “real” review because they know little about proposal
• Look for logic gaps
• Flow
• Jargon
• UND Center for Rural Health (ask us to critique)

Writing and Development Tips

What does the funder, the reviewer look for in proposal?

– Does it fit their criteria?
– Does it make sense?
– Your credibility
– Budget is appropriate to meet goals
– Did you follow the rules?
You Must Be From North Dakota If...

You think of something other than the Bible when you hear the words “the great flood”

Your choice of vehicle is a pickup

You know that a pickup can be a vehicle or part of a combine

Writing the Proposal

Remember – It Is About the Community!
Who Will Be Involved In Writing the Grant?

Consider:

• Time – for you, others working with, personal and family time considerations
• Meetings, planning, developing, writing, reviewing, editing, re-writing
• Other organizations’ schedules
• Seasons: farm and ranch, hunting, school and community events
• Full-time or part-time
• Fatigue

Proposal Sections

1. Cover letter
2. Summary or Abstract
3. Introduction
4. Needs/Problem statement
5. Project description (with Goals and objectives, Time line, and Staffing plan)
6. Evaluation and Sustainability Plan
7. Letters of Support
8. Budget and budget narrative
9. Appendices
The Proposal

Cover Letter

- Use a cover letter for proposals to corporations and foundations, but not on federal or state grant applications (this may be changing). Those funders only want the things they ask for. They rarely ask for a cover letter.
- A good cover letter should be:
  - brief
  - get to the point quickly
  - should not simply repeat the information that is in the proposal
  - should tell the reader how well you understand the funder and how your grant fulfills the funder’s requirements
The Proposal

Summary (Abstract/Synopsis)
- Appears at the beginning of proposal
- Identifies the grant applicant
- Your credibility
- State goals (objectives if space is available)
- Timeline -- year one, year two
- Methodology -- how
- Need/Problem statement
- Evaluation, replication, continuation

The Proposal

Introduction – 1 to 2 paragraphs

CONCISELY, ENGAGINGLY, and PERSUASIVELY states the basic reasons and goals for undertaking your project.
The Proposal

Introduction

• Introduce your topic, explain thoughtfully and clearly why it is important using specific information and data, and briefly state what key questions or matters you aim to address through your proposed work.

• What do you hope to accomplish/learn as a result of your efforts? What will be the impact of your project?

• Aim to write clearly, engagingly and directly. Avoid unnecessarily long or broad introductions; bring your project topic into focus quickly.

The Proposal

Needs Statement (Justification of Need/ Problem Statement)

– If you say there is a problem, funding agency wants to know how do you fix this

– Describe the process used to identify needs
  • Survey, key informant, focus groups, community forum, secondary data, combination
  • Who was involved:
    – Your organization and members
    – Other organizations and members
    – Other communities
The Proposal

Needs Statement

– Describe the need
  • Use current data and statistics
    – Population
    – Economic
    – Health status (or community indicators)
    – Attitude and/or behavior
    – Organization specific, local health system, industry, statewide
  • If current data is unavailable explain why and that you searched

The Proposal

Needs Statement

– Identify target population
  • Statistics
  • Barriers to access
– Identify geographic service area
  • Assume reviewer knows nothing about you, your service area, rural, state
  • Describe climate and its impact
  • Devils Lake water, blizzards, Red River Valley flood
  • Dangerous roads – oil patch
The Proposal

Needs Statement
- Describe current access barriers
  • Geographic; Financial; Cultural; Personnel
- Describe current services available in community or area
  • Service gaps
  • Show how your proposal addresses service gap
  • Avoid duplication but if some overlap then offer explanation

The Proposal

Project Description (Project Development, Program Activities, Program Goals and Objectives, Methodology, Action Plan, Action Steps, Implementation Plan, Work Plan Approach)

- Your solution – what you are going to do
  ➢ Generally has work plan – goals, objectives, time frame

- Usually the longest section -- heart of the proposal

- Must tie back to Needs Statement – common weakness in proposals
You Must Be From North Dakota If...

Your kids’ baseball or softball game has been snowed out.

Your soup du jour at your favorite café is always beer cheese soup or kneophla.

The Proposal

Project Description

– Describe in detail each activity that will be performed and show how each activity will be implemented, in a sequence, and who is responsible
– Use goals, objectives, roles/responsibilities, and time lines
– Organizational charts -- decision making process, reporting procedures
– LOGIC -- A to B to C
– It has to flow – reviewer has to understand in one reading
The Proposal

**SMART Goals**

- **Goals**
  - More broad and more global in nature than objective
  - In order to reach goal more effort, more steps must be shown (objectives)
- Example of a goal
  - Strengthen community based volunteer ambulance services over a 3 year period by increasing # of volunteers

The Proposal

**Project Description**

- Walk through of one model example
  - **Goals**
    - More broad and more global in nature than objective
    - In order to reach goal more effort, more steps must be shown (objectives)
  - Example of a goal
    - Strengthen community based volunteer ambulance services over a 3 year period by increasing # of volunteers
The Proposal

Project Description

– Example

• **Objectives** (outcome oriented)
  – Specific activities that lead to goal achievement
  – More concrete, time sensitive, and measurable than goal

• Example of objective: Increase active volunteer membership in each ambulance squad
  » 100 percent EMT basic level staffing in each ambulance squad
  » Annual volunteer retention rate of 80 percent or better
  » First Responder time of 10 minutes or less to scene of emergency ambulance calls 95 percent of the time

• **Action Steps/Activities**
  – Most specific
  – What needs to be done to implement the objectives

• Example of Action Steps: Development of stipend program for EMT basic training
  » Form stipend committee with project coordinator and squad leader
  » Contact NDEMS Assoc. for list of units with similar programs
  » Interview other units with stipend program
Center for Rural Health

You Must Be From North Dakota If...

You understand that “yah, y’betcha” means either “I agree” or “You’re full of it” and you know the difference

You have attended a formal function in your best dress, wearing your best jewelry, and your best snow boots.

You notice when you drive that there is a lot more road kill than cars (not counting tractors) on the road.

The Proposal

Evaluation

- Check the guidance (is it required? More times now, yes)
- Internal or external
- Quantitative data and/or qualitative data
- What data will be collected? When?
- How will it be analyzed and reported?
- Two common types of measures:
  - Process
  - Outcome
- Formative Evaluation and Summative Evaluation
- Evaluation contributes to sustainability and links to communication
The Proposal

• Types of Evaluation
  o **Formative**
    - Evaluation is ongoing
    - Evaluation is part of and works with implementation
    - Evaluation for decision making
    - Evaluation is part of the process, a tool – what is working or not as we implement
  o **Summative**
    - Retrospective
    - What worked or not
    - Final report

The Proposal

Evaluation
  – **Process evaluation**
    • Looks at progress – did you do what you said you were going to do?
    • Looks at procedures -- how it was carried out
    • Looks at how the program was implemented by describing and assessing what services were provided, how many people were served, and when did this occur
    • Were implementation/program changes made? Why?
The Proposal

Evaluation

– Outcome evaluation
  • Looks at impact or product – “the so what” effect
  • Looks at whether or not the goals/objectives/action steps are being met
  • Attempts to measure the impact or outcome of achieving the goal
  • Example: objective of increasing active volunteer membership in each ambulance squad with action steps of developing a stipend program and an incentive program

Sustainability

• Building awareness and support – more than just funding
• Originates from accomplishment of goals and objectives
• Benefit of the program to the community – clearly show why important
• Importance of evaluation to sustainability – data and evidence of success
• Building relationships with the community, key stakeholders, partners, and others
• Community exposure – civic group meetings, newspaper articles, marketing
• Communication plan and function has sustainability focus
• Local and non-local funding sources – Private and Public: Fee-for Service
You Must Be From North Dakota If...

You know several people who have hit deer more than once

There are more people at work on Christmas Eve than opening day of deer hunting

The Proposal

Letters of Support

- Demonstrate broad-based commitment to a project, from the range of stakeholders.
- Show that the planned collaboration is both appropriate and genuine.
- These are the two elements to a persuasive letter of support: (1) enthusiasm and (2) convincing details.
- Writers should tailor the details in their letters to their unique positions, entities, mission, and goals. The details should illustrate how the work of the grant affects their entity’s ability to achieve its mission and/or goals.
A well-defined budget defines all costs related to project implementation including the funding source contribution and other contributors (in-kind support, matching funds).
Understanding the Budget Process

1. Identify the Projects/Tasks to be Performed
2. Assess the Costs required for each Project
3. Build a comprehensive spreadsheet
4. Prepare a detailed narrative that describes the budget request

Matching Funds

Participation by the grantee in the cost of a program on a dollar-for-dollar basis or other predetermined ratio or basis, such as 10% or 20%
Center for Rural Health

Direct Costs

A. Salaries and wages of personnel who will work on the project
B. Fringe benefits associated with these personnel
   • Taxes (FICA, Medicare, etc.)
   • Benefits (health insurance, disability insurance, retirement contributions, pension plan, etc.)
C. Equipment needed to perform the tasks (purchased or leased equipment)
D. Supplies
E. Travel (purpose of travel should be outlined)
F. Consultant services
G. Subcontracts

Center for Rural Health

Indirect Costs

Budget item that represents costs incurred by the grantee in carrying out a program that are not readily identified as a direct expenditure.

A. Space (rent)
B. Utilities
C. Maintaining facilities
D. % of Management Time (Executive Director oversight, accounting assistance, human resources)
How Much Money Will You Need To Do The Job Right?

Budget Table and Narrative

- How many organizations are contributing to the budget?
- What percent of funds are being solicited from the funding source?
- What year will peak funding occur and why?
- Are subcontracts involved?
- Annual salary increases
### Budget Table

**SAMPLE ONLY**

#### Example

**$2,500 maximum allowed on grant**

**$2,011 amount being requested**

<table>
<thead>
<tr>
<th>Budget Spreadsheet:</th>
<th>EXPENSES</th>
<th>GRANT FUNDS</th>
<th>IN-KIND CONTRIBUTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Transportation</td>
<td></td>
<td>$100.00</td>
<td></td>
</tr>
<tr>
<td>Driver Shuttles (510 x 2)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fuel</td>
<td></td>
<td>$33.00</td>
<td></td>
</tr>
<tr>
<td>Ambulance</td>
<td></td>
<td>$100.00</td>
<td></td>
</tr>
<tr>
<td>2. Food for Students and Helpers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alb steaks (2 x 32)</td>
<td></td>
<td>$54.00</td>
<td></td>
</tr>
<tr>
<td>Lunch (4 x 32)</td>
<td></td>
<td>$160.00</td>
<td></td>
</tr>
<tr>
<td>PM Steaks (2 x 32)</td>
<td></td>
<td>$54.00</td>
<td></td>
</tr>
<tr>
<td>3. Site Coordinator</td>
<td></td>
<td>$1,000.00</td>
<td></td>
</tr>
<tr>
<td>Plan, coordinate, travel, supervision</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Supplies/Program Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gloves</td>
<td></td>
<td>$18.00</td>
<td></td>
</tr>
<tr>
<td>Scissor Testing</td>
<td></td>
<td>$18.00</td>
<td></td>
</tr>
<tr>
<td>Lab Slides</td>
<td></td>
<td>$100.00</td>
<td></td>
</tr>
<tr>
<td>Blood Pressure Kits &amp; Thermometers</td>
<td>$30.00</td>
<td>$100.00</td>
<td></td>
</tr>
<tr>
<td>Corner Speakers (25 x 20)</td>
<td>$40.00</td>
<td>$100.00</td>
<td></td>
</tr>
<tr>
<td>Radiology/5-ray/Supplies</td>
<td>$40.00</td>
<td>$100.00</td>
<td></td>
</tr>
<tr>
<td>Disability Equipment</td>
<td>$100.00</td>
<td>$100.00</td>
<td></td>
</tr>
<tr>
<td>Misc Supplies</td>
<td></td>
<td>$100.00</td>
<td></td>
</tr>
<tr>
<td>5. Communications</td>
<td></td>
<td>$31.00</td>
<td></td>
</tr>
<tr>
<td>Student Folders (2 x 24)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Postage</td>
<td></td>
<td>$33.00</td>
<td></td>
</tr>
<tr>
<td>Copies</td>
<td></td>
<td>$33.00</td>
<td></td>
</tr>
<tr>
<td>Newspaper &amp; Radio</td>
<td></td>
<td>$49.00</td>
<td>$100.00</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td>$2,011.00</td>
<td>$1,300.00</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>$3,311.00</td>
<td></td>
</tr>
</tbody>
</table>

**NOTE:** These numbers are just samples. Please research to find what the cost of items for your specific camp would be.

### Budget Narrative

**SAMPLE ONLY**

The budget shows that our grant request ($2,011) is less than the allowable amount ($2,500) because of the generosity of the partners involved and the in-kind contributions.

1. **Transportation:** We plan to use two mini-buses for transportation of the students. The two bus drivers will receive a stipend of 100 each plus an estimated $20 (5.6 gallons x $3.50/gallon of fuel) to pay for the gas to transport the students between the hospital, nursing home, clinic, and school.

2. **Food for Students and Helpers:** We are requesting reimbursement for the morning and afternoon snack and noon. All food purchased will be healthy choices—Apples and peanut butter for a morning snack, carrots and hummus for an afternoon snack, and a sandwich, baked chips, pasta salad, and milk for lunch. Water will be provided at both snacks. The morning snack will be $1.04 ($2 per student x 32 students/helpers), lunch will cost $3.12 ($5 per student x 32 students/helpers), and the afternoon snack will be $0.64 ($1 per student x 32 students/helpers).

3. **Coordination:** The coordinator will be given the allowable amount for planning, coordinating, supervising, and travel. This amount will be split amongst two people that will be working together to coordinate the camp to assist in the payment of their salaries. The $1,000 will pay for 100 hours of the coordinator’s time (100 hours x $10/hour).

4. **Supplies:** Supplies will include an estimated 2 boxes of gloves (small and medium) at $5 each totaling $10, 2 boxes (18 sets/box) blood pressure & thermometer supplies at $15 each totaling $30, 2 boxes (16 sets/box) glucose testing supplies at $25 each totaling $50, disability supplies such as 14 sphygmomanometers ($2 each totaling $28), 8 rolls of tape ($1 each totaling $8), 2 cans of liquid thickeners ($31/ap can totaling $64) for a total of $100, as well as miscellaneous supplies that the speakers might request for an estimated $100. We estimate the total to be $300 for supplies bought through the grant. X-rays, lab slides, emergency supplies with the ambulance, chairs, walkers, wheelchairs & nestleless slippers will be provided through in-kind donations from the hospital, clinic, and long term care facilities for a total estimated value of $3,100. All of the speakers have donated their time for an estimated $100.

5. **Other expenses** will be student folders ($2/folder x 28 students totaling $56), copies ($550 pages at 0.10/copy totaling $55), postage (50@/stamps x 50 mailings for presenter agreements, thank yous, invites to presenters, students, and helpers, 1 box envelopes at $2.70 totaling $30) and advertising (estimated $40 for newspaper ad at a discounted rate). Each student will receive a folder with the flyer and other health professions information in it (professional brochure, sphygmomanometers, Correspondence Document). It will also include information on how students can sign up to job shadow at our local facilities. An ad will be placed in the community papers in the area to let people know that this event is occurring and bring attention to the need for health care professionals. The chamber & school newsletters as well as the newspaper and radio will do some publicity for us. Postage will be used for sending presenter agreements, mailing bills, communicating with schools.

In-kind contributions will include the ambulance, all care speakers time, and the rooms used at the hospital, nursing home, clinic and school.

The total budget request is for $2,011.00, with the total cost of the camp unadjusted to be $1,011.00. A conservative in-kind calculation is $3,500.
You Must Be From North Dakota If…

Your kids’ baseball or softball game has been snowed out
People “borrow” things to you

Calculate all relevant expenses

• Salary
• Benefits (social security, workman’s compensation)
• Printing and photocopying
• Postage and shipping
• Long distance and cellular telephone service
• Materials and supplies
• Mileage and travel
• Outside services
Appendices

- **Read guidance carefully** to be certain on page limitation.
- Include required items i.e. letters of support, memorandums of agreements.
- Include items that will strengthen and clarify your approach.
- Items that exemplify pre-planning and forethought on the project.

Follow-up

- Check notification dates
- Write thank-you note, funded or not
- If successfully funded, read Notice of Grant Award (NGA) carefully
- If proposal is not funded, ask for feedback from funding agency
- Rewrite/Resubmit
- Explore other funding sources
Common Federal Grant Mistakes

• Not Registered with Grants.gov
• Missing or Incorrect DUNS on application
• Expired SAM registration
• Application is rejected for errors and applicant did not leave enough time to correct before the deadline
• Rejection email is in spam folder
• Authorized Organization Representative (AOR), is not approved by E-Biz Point of Contact
• AOR is not available to submit the application
• Applying to the wrong announcement number
• Application exceeds page limits

Important Federal Tips!

• Check registrations as soon as you hear about a Federal grant opportunity! Or Get Registered NOW: DUNS, SAM, Grants.gov
• Authorized Organization Representative (AOR), passwords
• Do not wait until the last minute to submit application to grants.gov!
  – If application is rejected due to errors, may not be able to re-submit!
  – Waivers/extensions rarely granted!
• Submit all Information at the Same Time
Reasons for not receiving a grant:

- Inadequate planning or carelessly prepared proposal - 39%
- Competency of applicant not shown - 38%
- Nature of project - 18%
- Misc. - 5%

Source: U.S. Public Health Service

How to Be a Grant Reviewer

HRSA uses health professions subject experts as peer reviewers to objectively evaluate a competitive group of grant applications. Reviewers are chosen based on their knowledge, education, experience and any criteria included in guidance that the applicants must respond to.

HRSA has specific interest in the following:
- Health professions training
- HIV/AIDS
- Maternal and child health
- Organ transplantation
- Primary care for underserved people
- Rural health

All professionals working in or knowledgeable about Health Care Services are invited to register in our Reviewer Recruitment Module database (RRM).

**Overview of How to Apply for a HRSA grant:**
http://www.hrsa.gov/grants/apply/index.html

The Fundamentals of Writing a Responsive Application
http://services.choruscall.com/links/hrsa150211.html

Application Basics:
- Understanding the Grant Process
- Top 10 Tips
- Dictionary of Grant Terms

**Register and Get Ready:**
- Who and where to register
- Organization Checklist
- Navigating and Preparing a HRSA Application webinar
- Electronic Handbooks (EHB) Login Information

**How to Find Opportunities and Submit an Application:**
- Overview on finding and submitting HRSA applications
- Sign up for Email Notifications from HRSA

**Application Guide**

**Write a Strong Application:**
- Overview of Writing a strong application
- Important parts of the application
- Tips for Writing Good Grant Proposal webcast and presentation
  https://www.youtube.com/watch?v=Mun2MyYPvs0
Center for Rural Health

Contact Us for More Information

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ruralhealth.und.edu
701-777-3848

Questions?
You Must Be From North Dakota If...

You expect to be excused from school for deer hunting season

Your soup du jour at your favorite cafe is always beer cheese or knoephla.