



## The Grant Writing Basics- An Overview

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### 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 – only 4 established prior to 1980
- UND Center of Excellence in Research, Scholarship, and Creative Activity
- UND Award for Departmental Excellence in Research
- 7 National programs, 65 staff and faculty
- Only 10% state appropriated – entrepreneurial

**Focus on**

- Educating and Informing (Information Dissemination)
- Health Policy
- Research and Evaluation
- Working with Communities: Community engagement and development
- Indigenous Health Programs
- Health Workforce
- Hospitals, Public Health, Primary Care, EMS, LTC, and other essential health organizations

[ruralhealth.und.edu](http://ruralhealth.und.edu)

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## Thank You!

This workshop is made possible  
through the:

*ND State Office of Rural Health  
(SORH) grant which is funded by  
the federal Health Resources and  
Services Administration (HRSA),  
Office of Rural Health Policy  
(ORHP).*

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Your Funding is Ailing – What do we do?



**And You Have Been Assigned to Write a Grant!**



**Don't Be A Scared Bunny**



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**We Are Here To Help**



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**What is a Grant?**



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# The Process of Grantsmanship

**Covers a broad scope of activities including planning and research, proposal development, and proposal follow-up**

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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 gift or charity





**Throughout the grant writing process, 2 questions are commonly asked by grant seekers**

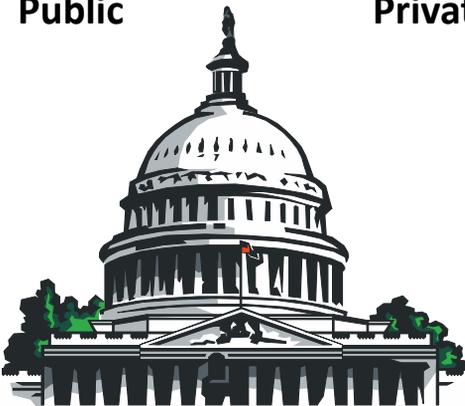
1. "Where is the money available?"

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 grant programs administered by the federal government are based on the pursuit of national objectives.





## Private Funding

Can be obtained from a variety of sources, such as foundations, corporations, voluntary agencies, and community groups.



## 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





## Private Funding

### Corporate Foundations

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

### Community Foundations

- are involved in grant giving within a specific community, state, or region
- Example: Otto Bremer Foundation, Dakota Medical Foundation, ND Community Foundation



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## 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

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# Seeking the Appropriate Funding Source

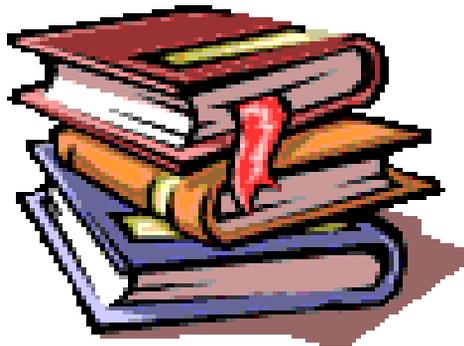


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## RESOURCES



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# What is RAC?



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

13 years old

6 million visitors to our website

8,700 requests



[www.raconline.org](http://www.raconline.org)

*In Partnership with:*



[www.raconline.org](http://www.raconline.org)

## What RAC Does...



[www.raconline.org](http://www.raconline.org)

- Help rural communities access the full range of available programs, funding, and research
- Provide easy access to information gathered from many sources



## Becca Cruger, Funding Specialist



**Searches 900+**

**funding sources daily:**

- Government, foundations
- Statewide, regional, national
- Grants.gov
- Foundation Directory

[www.raconline.org](http://www.raconline.org)





Resources and Strategies to Improve Rural Health and Human Services



Get Rural Updates



Stay current on rural health news, funding opportunities, research, and more with RAC's email updates.

Sign Up

Community Health Gateway



Find proven strategies for strong rural programs with lookits like the recently updated [Rural Oral Health Toolkit](#) in the [Rural Community Health Gateway](#).

Funding Opportunities



Discover the latest funding and opportunities to support rural health and human services. [Browse all funding opportunities.](#)

Key Rural Health Issues



Learn about issues that impact rural health in RAC's Topic Guides. Recently updated:

- [Shortage Designations](#)
- [Browse all 60+ topics](#)

# Ways to Search

## Type:

- Grants
- Loans
- Awards
- Incentives
- Scholarships
- Loan Repayments

## Sponsor

Specific organization

## Topic

Specific topic, such as  
**Hospitals and Clinics**  
**Health Promotion**  
**Capital Funding**

## State

Specific state

## Manual Search

Type in keywords





**MORE FUNDING & OPPORTUNITIES**

- What's New
- Funding by Type
- Funding by Sponsor
- Funding by Topic
- Funding by State

Rural Health > Online Library > Funding & Opportunities > By Topic

RURAL HEALTH & HUMAN SERVICES

**FUNDING BY TOPIC: Healthcare facilities**

Summaries of funding programs are provided by RAC for your convenience. Please contact the funder directly for the most complete and current information.

Sort By: [Name](#) | [Date](#)  Hide Inactive Funding

Narrowed by:

[North Dakota](#) [Capital funding](#)

[Narrow by geography](#) [Narrow by topic](#)

**Rural Community Grant Fund**

Grants to facilitate infrastructure improvement and/or development initiatives encompassing housing projects, health, safety and environmental programs, medical facilities, educational programs and more.

Geographic coverage: Western North Dakota  
Applications accepted on an ongoing basis

**New Narrowing Options**

You can now narrow Funding & Opportunities lists by:

- Geography
- Topic
- Active/inactive status

Watch a [2-minute video](#) to learn more.

**MORE USEFUL TOOLS:**

- [How to Use RAC Funding Resources & Services](#) - tips to find funding opportunities and get statistics and maps to support your grant applications
- [Grantwriting Topic Guide](#) - tips and resources for rural health grant writing

**RELATED FUNDING TOPIC**

- Governance of healthcare

# Kresge Foundation

**Funding & Opportunities**

- What's New
- [Browse by Type](#)
- [Browse by Sponsor](#)
- [Browse by Topic](#)
- [Browse by State](#)
- [Search Funding](#)
- [Funding Tips](#)

Home > Online Library > Funding & Opportunities > Funding Details

**Healthy Environments**



**Link** [view program website](#)

**Sponsor** Kresge Foundation

**Deadlines** Applications accepted on an ongoing basis

**Contact** The program website has an [email](#) or applicants can call 248.643.9630

**Purpose** Healthy Environments aims to improve and well being of vulnerable children and low-income families by making them learn and play safe and supportive health.

There are three different funding programs:

- 1. Healthy Homes:** Grants will support projects in home hazards, weatherization, neighborhood nuisances. Funds available to build the capacity of agencies to reduce the incidence of preventable illness and injury in home environments and support development of best practices available for direct support for housing.
- 2. Transportation and Built Environment:** Grants will support projects that improve water, and environmental health, roadways, landscapes, streetscapes, and freight transportation.
- 3. Healthy Food:** Grants will support projects aimed at improving food system policies and practices, especially those that disproportionately affect low-income communities. Grants will also support the growth of local or regional food systems and supply chains.

**Eligibility** Nonprofit 501(C)(3) organizations and public agencies based in the United States and not classified as private foundations are eligible to apply for a grant or respond to a request for proposals.

**Geographic coverage** Nationwide

**Amount of funding** The size and duration of awards will vary based upon the nature and scope of proposed projects.

**Application process** Letters of inquiry are accepted on an ongoing basis. Links to the Application Process and Apply Online pages are located on the [program website](#).

**Tagged as** Community development, Environment, Food and hunger, Health promotion and disease prevention, Housing and homelessness, Transportation

**800.270.1898**  
**info@raconline.org**

# Customized Assistance

info@raconline.org

1-800-270-1898

*Tailored Searches of Funding Sources for Your Project*

*Foundation Directory Search*



**FREE Service!**



## Foundation Center

The screenshot shows the Foundation Center website homepage. At the top, there is a navigation menu with links for Home, Profile, Search, Site Map, Ask Us, About Us, Locations, Newsletters, Press Room, PND, and a DONATE NOW button. Below the navigation is a secondary menu with links for Get Started, Find Funders, Gain Knowledge, View Events, Shop, and a ShareThis icon. The main content area features a large orange banner for the 'FOUNDATION DIRECTORY ONLINE' with the text 'Go from search results to real results'. Below this banner are three columns: 'WHAT'S NEW' with a report titled 'Supporting Grantee Capacity', 'KNOWLEDGE SERVICES' with a 'Community Foundation Resource Moves to Foundation Center' link, and 'NEWS AND REQUESTS' with several news items and a request for an 'Individuals Society Challenges Invited to Apply for Open Society Foundations Fellowship'. On the right side, there are sections for 'Online Guides and Tutorials' (including 'Proposal Writing Short Course' and 'Proposal Writing Basics') and 'Webinars' (including 'Proposal Writing Basics' and '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!**

# Finding Rural Data to Support Proposals

The screenshot shows the Rural Assistance Center website. The navigation menu includes 'Online Library', 'Topics & States', 'Tools for Success', and 'RAC Publications & Updates'. The 'Topics & States' menu item is circled in yellow. Below the navigation, there are sections for 'Topic Guides' and 'State Guides'. The 'Topic Guides' section lists various topics like 'Federally Qualified Health Centers' and 'Critical Access Hospitals'. The 'State Guides' section lists states from Alabama to Texas. On the right side, there are sections for 'ABOUT TOPICS & STATES', 'MORE USEFUL TOOLS', and 'SHARE THIS PAGE'.

## Topic Guides

The screenshot shows the 'Topic Guides' page on the Rural Assistance Center website. The page features a list of topic guides under the heading 'Browse A-Z'. A large text overlay in the center reads '60 Topics On Rural Health Issues'. The page also includes a navigation menu, a search bar, and a sidebar with sections for 'ABOUT THE TOPIC GUIDES', 'MORE USEFUL TOOLS', and 'SHARE THIS PAGE'.

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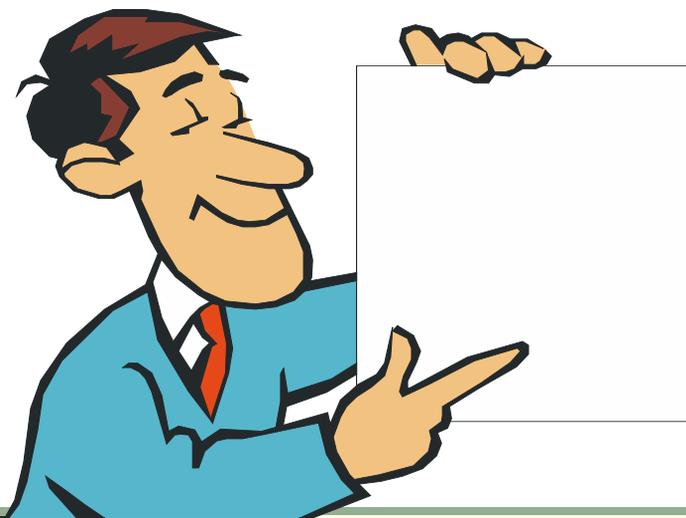
## You Must be from North Dakota if...

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

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## Requirements of Potential Funding Agencies





## Match the focus of your project to the funding source

### Review:

- Annual reports
- Application announcements
- Guidelines
- Information brochures
- Newspapers



## Helpful Federal Resources

(Not Joking....there are helpful federal resources 😊 )

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## Rural Health Grant Opportunities

- Rural Health Network Planning Grant
- Rural Health Network Development Grant
- Rural Health Outreach Grant
- Rural Healthcare Coordination Network Partnership – NEW in 2015
- Medicare Rural Hospital Flexibility (Flex) Program Grants
- Small Hospital Improvement Program (SHIP)
- Blue Cross Blue Shield of ND Rural Grants
- USDA Rural Telemedicine Grant Programs
- Faith-based and Community Initiative

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GRANTS.GOV

### First things First –

- Before any entity can work with the Federal Government through grants or contracts they must register in Grants.gov
- Even if you are not going to apply this year register NOW



## Grants.gov Homepage

**About Grants.gov**  
Grants.gov is your place to FIND and APPLY for federal grants. The United States Department of Health and Human Services is proud to be the managing partner for Grants.gov—an initiative that is having an unparalleled impact on the grant community.

**Find Open Grant Opportunities**

Funding Opportunity Number	Opportunity Title	Agency
ND-RFP15-04	Training program for Alumni of Online courses	U.S. Mission to India
PD-06-5740	Climate and Large-Scale Dynamics	National Science Foundation
PD-15-1637	Structural and Architectural Engineering	National Science Foundation
PD-15-1638	Infrastructure Management and Extreme Events	National Science Foundation
PD-08-1521	Aeronomy	National Science Foundation
PD-08-1522	Physical and Dynamic Meteorology	National Science Foundation
PD-08-1523	Solar Terrestrial	National Science

**Grants.gov Updates**  
Grants.gov Calendar  
Check out our calendar to get the latest updates about our upcoming releases, maintenance, and outages.

**Grants.gov Production Release Outage:**  
April 16-20, 2015

**Grants.gov Notices**  
For more information on upcoming changes with user impacts, please visit the Grants.gov notices page for the latest information.

**View the Summary of User Impacts for upcoming changes.** (Revised March 3, 2015)

**Grants.gov Releases**  
For more information about recent changes and enhancements, please see the latest release notes.

**Grants.gov Blog**  
Visit the Grants.gov Blog to get up-to-date status of upcoming maintenance and outages.

**Financial Assistance**  
Grants.gov does not provide personal financial assistance. Please visit [USA.gov](http://USA.gov), to learn where you may find personal financial assistance.

**Suspect Fraudulent Activity?**  
The United States Government does not require payment, of any kind, to receive federal grants. [Click here](#), to report suspected fraudulent activity.



## 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



## 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



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## PLANNING





## 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?**

45



## 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



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## 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.





## 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?



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## 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



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## What Do You Need And Why Do You Need It?

How you will get the information?

– Techniques

- Secondary Data
- Key Informant Interviews
- Focus Groups
- Surveys
- Community Forums



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## How Do You Assess Needs?

### Secondary data

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



## How Do You Assess Needs?

### 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



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## How Do You Assess Needs?

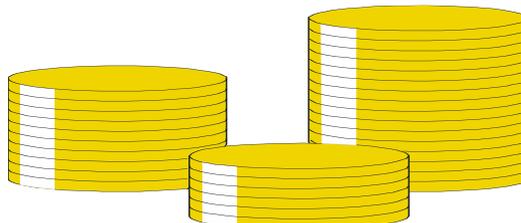
### Focus Groups

- A specially selected group to discuss an issue
- open ended questions
- 7-10 people
- Contrasts with Key Informant
  - Key informant provides individual perspective
  - Focus group offers individual within the context of a group





## 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



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## How Do You Assess Needs?

### 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



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## How Do You Assess Needs?

### 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?



## Who Will Your Proposed Project Benefit?

**Ask yourself:** How does our action benefit a broader group?

### Geographic

- Community
- Service area

### Population

- Elderly, Children, Teens, Women/men
- Special populations and low income/uninsured
- Health Condition
- Heart disease, Cancer, Diabetes



## 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 😊**



## Quick Tip on Planning

- 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!!!!



## WRITING THE PROPOSAL



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### Things to Consider: Who Will Be Involved In Writing the Grant?

Time – for you, others working with, family

Meetings, planning, developing, writing, reviewing, editing, re-writing,

Other organizations' schedules

Seasons: farm and ranch, hunting, school and community events

Personal and family time considerations

Full-time or part-time

Fatigue



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## Think About Local Support – Who and Why

### •Collaboration

- Active or passive – involved or aware
- Commitment of resources – time, staff, money
- Informal – letter of support
- Forming coalitions/partnerships/networking
  - Show benefit to them – show benefit to broad idea of community
  - Need their skills and ability for the community
  - Community sectors – business/economic development, education, government, faith, health/human services, civic groups
  - Find a champion in each group if possible

63

## 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?
- **NEW CRH Community Engagement Tool Kit**

64

# Writing the Proposal!!!

Remember – It Is About the Community!



65

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## Writing and Development Tips

- Read directions carefully
  - Read, Read, and re-read
- Develop an outline of each required component
- Proposal should look like one person wrote it, even if done by a committee (*have an editor*)
- One person should be responsible for coordinating proposal planning and development
- Show that 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
- RAC



## 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 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 and Development Tips

### Remember Your Audience: Reviewer

- *MUST 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



## 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!

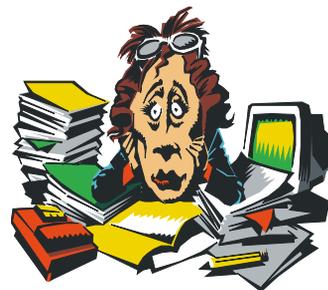




## Writing and Development Tips

### 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
- Rational, documented facts -- show emotion and feeling but don't let it dominate
- Use tables, charts, graphs -- be visual
- Use bullets -- easy to read and follow -- shows logic
- Avoid abbreviations and jargon if you can but if used then EXPLAIN





## 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



## 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?



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## Proposal Sections

Cover letter  
Summary or Abstract  
Introduction  
Problem statement  
Project description (with Goals and objectives, Time line, and Staffing plan)  
Evaluation and Sustainability Plan  
Budget and budget narrative  
Appendices

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## The Proposal

### Summary (Abstract/Synopsis)

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



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## The Proposal

### Problem Statement (Justification of Need/ Need Statement)

- If you say there is a problem, funding agency wants to know how do you know 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



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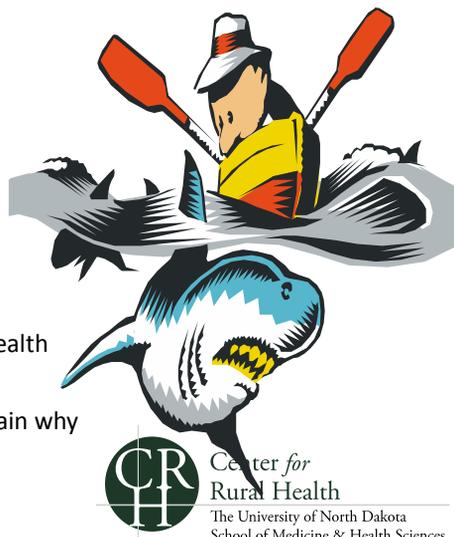
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## The Proposal

### Problem Statement

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



## The Proposal

### Problem 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

### Problem 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

### Problem Statement

- Charts, graphs, tables very effective in this section
- Section and subsection titles very effective in this section
- MUST relate problem statement section to next section on project description
  - If a goal is to establish an incentive program for volunteer EMTs to address recruitment/retention then establish in the problem statement that recruitment/retention is a problem





## 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 Problem Statement



## 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 of goals, objectives, roles/responsibilities, and time lines
- Organizational charts -- decision making process, reporting procedures
- Logic, logic, logic, logic, logic -- A to B to C
- It has to flow – not disjointed – **reviewer has to understand in one reading**





## The Proposal

### **SMART Goals – The New Thing (Requirement)**

#### **Specific**

- Well defined
- Clear to anyone that has a basic knowledge of the project

#### **Measurable**

- Know if the goal is obtainable and how far away completion is
- Know when it has been achieved

#### **Agreed Upon**

- Agreement with all the stakeholders what the goals should be

#### **Realistic**

- Within the availability of resources, knowledge and time

#### **Time Based**

- Enough time to achieve the goal
- Not too much time, which can affect project performance



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## 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



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## 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



## The Proposal

### Project Description

- Example
  - **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





## The Proposal

### Project Description

- Example
  - **Example of Action Steps**
    - Development of incentive program
      - » Form incentive committee
      - » Purchase uniforms and patches
      - » Develop end-of-year bonus system
      - » Place announcement in local newspaper



## 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 (**Funders Likely Requiring**)

- Internal or external
- Quantitative data and/or qualitative data
- How will the evaluation be performed?
- What data will be collected? When?
- How will it be analyzed and reported
- Check the guidance
- Two common types of measures: Process measures and Outcome measures
- Formative Evaluation and Summative Evaluation
- Evaluation contributes to sustainability and links to communication



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## Evaluation

### • Types of Evaluation

- **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
- **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?



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## 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



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## 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





A well-defined budget defines all costs related to project implementation including the funding source contribution and other contributors (in-kind support, matching funds).



Budget



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## 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%



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## Indirect Costs

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

*Examples:* maintaining facilities, providing administration, depreciation



## Budget 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



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## How Much Money Will You Need To Do The Job Right?



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## Budget Table

**SAMPLE ONLY**

Rural County Ambulance (RCA) Service		2009 Project Budget
	Support Requested	RCA Contribution
Personnel	\$40,000	\$7,000
Fringe Benefits @15%	\$7,050	
Computer Equipment		\$4,500
Professional Training		\$1,250
Training Equipment	\$9,525	
Travel	\$5,700	
<b>Total:</b>	<b>\$62,275</b>	<b>\$12,750</b>

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## Budget Narrative

1. Salary: Squad Leader will be responsible for implementation and oversight of the training program at 1 FTE for 12 months at \$35,000. The Administrative Assistant will provide support for implementation of the program at .5 FTE at \$12,000 for 12 months.  
(\$40,000 requested funds, \$7,000 in-kind contribution) Total \$47,000
  2. Fringe Benefits: FICA, worker's compensation, health benefits and life insurance calculated at 15%. Total \$7,050 requested funds
  3. Computer Equipment: Two computers and one printer for use by the Squad Leader and Administrative Assistant. Computers at \$1,500 each (\$3,000) and a HP Laser Jet Printer at \$1,500.  
(In-kind contribution) Total \$4,500
-

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## Budget Narrative - (continued)

4. Training: The Squad Leader and four volunteer First Responders will travel to St. Louis, Missouri for National PEPP and ALS instructors certification June, 2012. \$250 per person to include course registration fee and course materials. Total \$1,250, requested funds
5. Training Equipment: The ambulance squad will purchase the following for local training purposes: 1 AED @ \$1500; CPR mannequins pediatric (\$600) and infant (\$350); ALS Training Mannequin pediatric(\$3,000) with trauma module(\$1,100); PEPP student books (75 @ \$25/pc \$1,875; PEPP Instructor kit 2 @ \$550/kit, \$1,100. Total \$9,525, requested funds
6. Travel: The Squad Leader and four volunteer First Responders will travel to St. Louis, Missouri for National PEPP and ALS instructors certification June, 2012. Airfare 5@ \$700; hotel 5@ \$100/night for 3 nights; per diem 5@ \$35/day for 4 days. Total \$5,700, requested funds

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## 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

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## Appendices

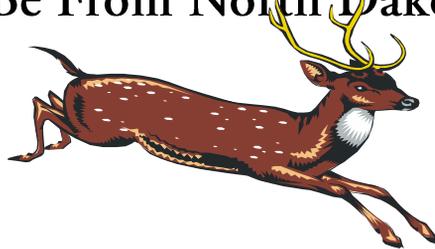
- **Read guidance carefully** to be certain on page limitation.
  - Include required items i.e. letters of support, memorandums of agreements.
  - Include items that will strengthen and clarify your approach.
  - Items that exemplify pre-planning and forethought on the project.
- 
- 

## 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
- 
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## You Must Be From North Dakota If...



You expect to be excused from school for deer hunting season

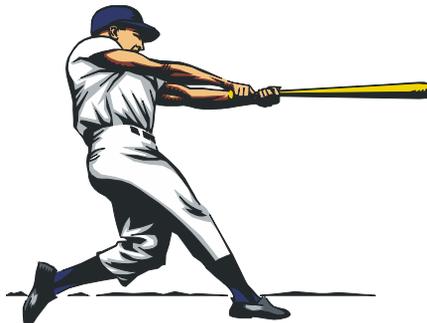
Your soup du jour at your favorite cafe is always beer cheese or knoephla



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## You Must Be From North Dakota If...



Your kids' baseball or softball game has been snowed out  
People "borrow" things to you



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**Contact Us for More Information**

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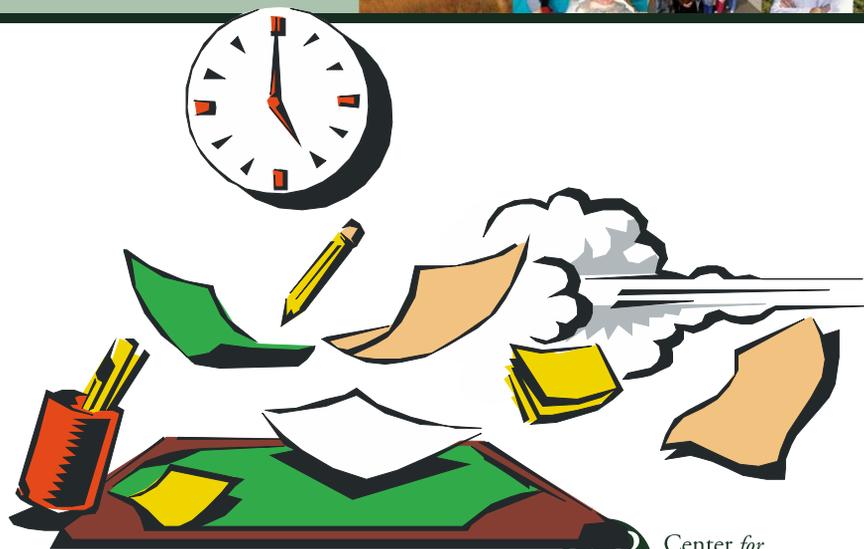
114



**Questions?**

**Thank you**

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