The Grant Writing Basics

Brad Gibbens, Deputy Director
Kylie Nissen, Senior Project Coordinator

Presented in:
Kenmare, ND
September 2016

Objectives

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

• Research grant opportunities.
• 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.

Thank You!

This workshop is made possible through the:
ND State Office of Rural Health (SORH) grant which is funded by Department of Health and Human Services, Health Resources and Services Administration (HRSA), Federal Office of Rural Health Policy (FORHP).

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
Tab 3 in Binder lists some of the most common grant writing acronyms and definitions.

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

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 gift or charity and it does not need to be repayed

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**

- Obtained from governmental units like federal, state, and local agencies.
- Many of the health related grant programs, administered by the federal government, are based on the pursuit of national objectives.

**Private**

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

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

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

You Must be from North Dakota if…

You think that ketchup is a little too spicy

Your family vehicle is a crew cab pickup

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

Seeking the Appropriate Funding Source

RESOURCES

Visit the website
- Online library
- Funding opportunities
- 50+ topic guides on key rural health issues
- State guides
- Community Health Gateway - toolkits and model programs
- Am I Rural tool
- More...

Sign up for email updates
Contact our Resource and Referral Service
800.270.1898 or info@ruralhealthinfo.org

All services are free! ruralhealthinfo.org

In Partnership with:
What RHIIhub Does...

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

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

Tools for Success

- A key trend is that more resources are making use of innovative models to deliver services to rural areas.
- Emphasize regional networks and partnerships:
  - Community health initiatives that address the needs of specific populations
  - Collaborative efforts among health, education, and social services providers

- Develop targeted approaches to funding:
  - Focus on community-based solutions
  - Support for innovation and technology adoption

- Foster leadership development:
  - Training programs for rural health leaders
  - Opportunities for collaboration and mentoring
Finding Rural Data to Support Proposals

Topic Guides

Over 50 Topics On Rural Health Issues

Customized Assistance

Tailored Searches of Funding Sources for Your Project

Foundation Directory Search

FREE Service!

Foundation Directory Online

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

www.foundationcenter.org
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

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 😊)

Rural Health Grant Opportunities

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

FY16 Rural Health Grant Opportunities

- Rural Health Network Planning Grant:
  - Application period closed. Award date is June 1, 2016
  - 1 year program, Up to $100,000
  - http://tinyurl.com/NetworkAwards
- Small Health Care Provider Quality Improvement Grant:
  - Application period closed. Award date is August 1, 2016
  - 3 year program, Up to $200,000
  - http://tinyurl.com/SHCPQI
- Telehealth Network Grant Program:
  - Application period closed. Award date is September 1, 2016
  - 3 year program, Up to $200,000
**GRANTS.GOV**

First things First –

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

**Dun & Bradstreet Number (DUNS)**

- Your organization must have a DUNS Number to apply for Federal grants.
- 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

**System for Award Management Number (SAM)**

- The System for Award Management (SAM) is combining federal procurement systems and the Catalog of Federal Domestic Assistance into one new system.
- You can register your Entity (business, individual, or government agency) to do business with the Federal Government.
- www.sam.gov

**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

**Center for Rural Health**

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.
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?

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?

Assessing Your Need

*Community Health Needs Assessments*

[Link to Community Health Needs Assessment](https://ruralhealth.und.edu/projects/community-health-needs-assessment)
Assessing Your Need
*Community Health Needs Assessments*

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

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

How Do You Assess Need

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 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
- 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

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?

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

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

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

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!!!!
Think About – Who will Administer the Grant

- Need to meet eligibility requirements
- Must comply and enforce grant requirements/limitations
- Monitor for changes in grant terms and conditions
- Have a process to track grant finances – expenses, matching dollars, etc.
- Comply with reporting requirements

Think About Local Support – Who and Why

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

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

Where to go for Technical Assistance

- 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
- RHIhub

Writing the Proposal

Remember – It Is About the Community!
## WRITING & DEVELOPMENT TIPS

**HELPFUL 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**

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### 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

#### 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)

#### 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

#### 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

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, acronyms, and jargon if you can but if you can’t, 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

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

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

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?

The Request for Proposal (RFP) or Notice of Funding Opportunity (NFO)

Read it Thoroughly For “Clues”

– Page number – “less is not always more”
– Competitiveness
– Intensity of evaluation
– Review Process – are they using experts?
– Scoring
– Letter of Intent/Inquiry

Proposal Components

• Letter of Intent/Inquiry
• Cover letter
• Summary or Abstract
• Introduction
• Needs/Problem statement
• Project description (with Goals and objectives, Timeline, and Staffing plan)
• Evaluation and Sustainability Plan
• Letters of Support/Commitment
• Budget and budget narrative
• Appendices

The Proposal

Letter of Intent/Inquiry

– Not always required
– Used to inform funder knows many applications/proposals to expect
– This is a first step - Funder reviews letter of intent and selects those to invite to submit a full proposal.

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

The Proposal

Cover Letter

– Use a cover letter for proposals to corporations and foundations, but not on federal or state grant applications. 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

Introduction -- 1 to 2 paragraphs
CONCISELY, ENGAGINGLY, and PERSUASIVELY states the basic reasons and goals for undertaking your project.

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.

Needs Statement (Justification of Need/ Problem 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

Needs 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

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

Needs 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 Needs 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

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

- Example of 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

- 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

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?

– 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

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).
Budget

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%

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

Indirect Costs
Budget item that represents costs incurred by the grantee in carrying out a program that are not readily identified a direct expenditure.
A. Space (rent)
B. Utilities
C. % 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 in Tab 14

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>$2,500 maximum allowed on grant;</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$2,011 amount being requested from the grant</td>
</tr>
</tbody>
</table>

**Budget Narrative**

SAMPLE ONLY

Calculate all relevant expenses

- Salary
- Benefits (social security, worker’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
Final Take-Away

1. Start a Credibility File
2. Start a Boiler Plate File
3. Make a list of 3-5 projects you would like to do
4. Remember CRH and RHhub as a resource
5. Read guidance carefully and develop an outline/checklist
6. If successfully funded - Be accountable/timely to funding agency - Communicate
7. If not successful - Try again!

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 café is always beer cheese soup or kneophla.

Questions?

Contact Us for More Information

Brad Gibbens – brad.gibbens@med.und.edu or 701-777-2569
Kylie Nissen – kylie.nissen@med.und.edu or 701-777-5380

ruralhealth.und.edu
701-777-3848