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Fundamentals of Grant Writing

Focus on Strengthening Local Capacity Through:
- Community Development and Engagement
- Health Services Research and Evaluation
- Health Policy
- Education and Training
- Information Resource and Dissemination

How: Through collaboration and partnership
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).

Your Funding is Ailing
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?”
Types of Grants

- Program
  - provide services to individuals or groups
- Research
  - to study a problem or to evaluate a service/program
- Training
  - to offer training and educational programs to individuals, groups, organizations, or communities
- Planning
  - to provide planning, coordination, and networking in connection with a problem

There are 2 primary sources of grant money.

Public

Private
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.

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
Many of the health grant programs administered by the federal government are based on the pursuit of national objectives. (Healthy People 2010) http://www.healthypeople.gov/

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
  - Example: U.S. West Foundation

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

Private Funding

- Direct Giving Programs
  - philanthropic areas of corporations which donate goods/services for charitable causes
  - Example: IBM

- Volunteer Agencies
  - private organizations which support charitable programs that are consistent with their overall mission
Private Funding

– Community Groups
– local organizations which focus on supporting projects within their communities

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

Useful Web Sites for Grant Information

• Rural Assistance Center (RAC)
  – National information portal on rural health and rural human service information
  – Library services – 4 masters prepared information specialists who work with all 50 states
  – Since 2002, over 3 million visits to web page, all 50 states, over 20 countries
  – Personalized and specialized information searches including grants
  – Over 80 Information Guides on key rural health subjects

• www.raonline.org or info@raonline.org or 1-800-270-1898
Finding Funding on RAC website

- Search funding by:
  - Type
  - Topic
  - Sponsoring agency
  - State
  - Keyword
  - Subscribe to RSS feeds
The Foundation Center
http://www.fdncenter.org
- Finding funders/links to grantmaker web sites
  - private foundations, corporate grantmakers, community foundations
- Grantseeker tools/virtual classroom
  - guide to funding, proposal writing short course, proposal budgeting basics
- Resources
  - frequently asked questions, online librarian

• Grants.gov
  A single, comprehensive website with information about finding and applying for all federal grant programs. Sign up to receive email notifications.

• Faith Based and Neighborhood Partnerships
  http://www.hhs.gov/fbci/index.html
  Formerly: Faith Based and Community Initiatives (FBCI)
  Funding for secular and faith-based nonprofits and community organizations
Request for Proposal (RFP) or Request for Application (RFA)

- A formal announcement from a funding agency inviting the submission of a proposal and specifying the requirements the proposal must meet with respect to the objectives, scope of work, workplan, administration, timing, and reporting.

Funding Announcement - Example
Rural Emergency Responders Initiative

Sponsor: USDA Rural Development
Deadlines: Applications accepted on an ongoing basis
Purpose: The Rural Development, through its community facilities program, provides funding for the Rural Emergency Responders Initiative to specifically strengthen the ability of rural communities to respond to local emergencies. The community facilities program funds are used to support rural emergency responder efforts by financing needed equipment and services.
Eligibility: These funds are available to public bodies, non-profit organizations, and recognized Indian tribes.
Geographic coverage: Nationwide
Amount of funding: Amounts not given.
Application process: Contact your respective State Office through the link provided on the Program web site.
For more information contact: Contact your respective State Office through the link provided on the Program web site. Summaries of funding programs are provided by RAC for your convenience. Please contact the funder directly for the most complete and current information.
Tips for Searching

• Look at the following areas:
  • Subject
    ➢ Examples: asthma, diabetes, health care, rural areas, hospitals, Native Americans
  – Geographic
    ➢ Examples: national, unrestricted, North Dakota
  - Type of Support
    ➢ Examples: building/renovation, capital campaigns, equipment, programs
  - Eligibility
    ➢ Examples: non-profit, schools, rural community

Match the focus of your project to the funding source

• Review:
  – Annual reports
  – Application announcements
  – Guidelines
  – Information brochures
  – Newspapers
Review the Annual Report or the grant announcement to confirm the match for:

- Type of organization
- Geographic location
- Level of funding
- Similar projects
- Call an organization that has been previously funded and request a copy of the proposal
- Receive a list of past grantees

Example

- **Name: Public Welfare Foundation** (www.publicwelfare.org)
  - Type of organization: Private Foundation
  - Geographic location: Unrestricted
  - Level of funding: $25,000-$50,000 (but many are more)
  - Similar projects: Community development, health, elderly, youth, mental health, hunger and nutrition, and reproduction and sexual health
  - Annual report: listed online
Examples

- Blue Mountain Clinic – Missoula, MT
  $50,000 - General support for primary services and public policy advocacy for health coverage in Montana

- Community Catalyst – Boston, MA
  $180,000 for 2 years - General support to build consumer and community participation in shaping the health systems to ensure quality affordable health care for all

Examples

- Health and Disability Advocates – Chicago, IL
  $100,000 - General support to improve and preserve safety net programs for the elderly and persons with disabilities and to help those who are eligible for such benefits to achieve greater self sufficiency

- Interfaith Conference of Metropolitan Washington – Washington, DC $5,000 – One time support to publish and distribute a legal handbook that is a comprehensive, user friendly resource for developers of housing and services for poor and homeless people in Washington, DC
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

Grant Opportunities

- Rural Health Network Planning Grant
- Rural Health Network Development Grant
- Rural Health Outreach Grant
- Quality Grant
- Medicare Rural Hospital Flexibility (Flex) Program Grants
- Small Hospital Improvement Program (SHIP)
- Blue Cross Blue Shield of ND Rural HIT Grants
- USDA Rural Telemedicine Grant Programs
- Faith Based and Community Initiative
Network Planning Grant - Fed. ORHP

- 1-Year Program
- ORHP recognized need for planning before Outreach or Network Development
- Develop business plan
- Develop Economic Community Impact plan
- Conduct Needs Assessment
- Eligibility Requirements

Network Planning Timeline

- Application Information:
  - Start Date: March 1, 2010
  - RFP currently available
  - Applications due September 14, 2009
  - TA Conference Call for Applicants
  - Award Amount: $85K

- Program Contact:
  - Eileen Holloran: eholloran@hrsa.gov
Rural Health Network Development Grant

- 3 – year program
- Network Development – emphasized more than service
- Demonstrate community need
- Consortium/Community Involvement
- Eligibility Requirements

Network Development Timeline

- Application Information:
  - RFP Available Summer 2010
  - Award Amounts: $180K/year
  - Start Date May 1, 2011

- Program Contact:
  - Sherilyn Pruitt: spruitt@hrsa.gov
Rural Health Services Outreach Grant

- 3 - Year Program
- Health care service delivery –more than network, but requires partners
- Demonstrate community need
- Consortium/Community Involvement
- Eligibility Requirements

Outreach Timeline

- Application Information:
- RFP Available Summer 2011
- Award Amounts: $150K (1st year), $125K (2nd year), $100K (3rd year)

- Program Contact:
- Kathryn Umali: kumali@hrsa.gov
Examples of Outreach Grants

- Funded Outreach Grants
  - Spirit Lake Sioux Mobile Prevention Project-Fort Totten, ND
    - Network Partners Include
      - Little Hoop Community College, State Maternal and Child Health Program, Early Childhood Health Tracking Program, Indian Health Service, Healthy Start Program, Family Health Coalition
    - A mobile health clinic was established to provide preventive health services and education to the reservation’s residents. A community development program was implemented to focus on decreasing substance abuse, child abuse and domestic violence in the community and building collaborative relationships

You Must Be From North Dakota If...

- Your favorite hors d’oeuvres are those little weenies and BBQ sauce in the crockpot
- You think cold weather gear is a bottle of schnapps
Examples of Outreach Grants

• Funded Outreach Grants
  – Southwestern District Health Unit-Dickinson, ND
    • Network Partners Include
      Southwestern District Health Unit, Dickinson
      St. Joseph’s Hospital and Health Center, Dickinson
      Community Action and Development Inc., Dickinson
    • The project, “Pathways to Healthy Lives” is designed to increase awareness, education, and screening of lung, prostate and breast cancer in an eight county region. It will positively impact the entire spectrum of cancer prevention, earlier cancer detection, survival and quality of life.

• Funded Outreach Grants
  – WILL (Wellness Interventions Lasting a Lifetime) – Dickinson
    • Network is comprised of Cavalier County Job Development Authority, Cavalier County Memorial Hospital, and Cavalier County Health District
    • Wellness programming including education and training; new equipment for city owned health club; new equipment for city park
Examples of Outreach Grants

- Funded Outreach Grants
  - Ashley Medical Center
    - Provided advanced EMT training, First Responder education, and Certified Heavy Rescue and Extrication training
    - Developed and provided community emergency care training for area residents including CPR, Safe Baby Sitter Training, and Farm Safety classes

Quality Grant

- 2 - Year Program
- QI strategies to improve patient care/chronic disease outcomes
- Improve health indicators and decrease emergency room visits/admissions to hospitals
- Focus: Diabetes and CVD
Quality Timeline

- Application Information:
  - Estimated availability Early 2010
  - Award Amount: $ 75K

- Program Contact:
  - Elizabeth Rezai-zadeh: erezai-hadeh@hrsa.gov

Requirements of Potential Funding Agencies
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.

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

- Established as a Governmental Resource; E-Grants Initiative
- Part of the President's 2002 Fiscal Year Management Agenda to Improve Government Services to the Public
- Find and Apply for over 1,000 grant programs from the 26 Federal grant making agencies

Register Today!

- Registration only required for submitting an application via Grants.gov
- Process is two-phased for increased organizational security and efficiency for conducting business with the federal government.
  Phase I: Prepare your organization
  Phase II: Prepare yourself
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 Central Contractor Registry (CCR)
  - Register an Authorized Organization Representative (AOR)

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](http://fedgov.dnb.com/webform) to obtain the number.
- Same day registration
Central Contractor Registration Number (CCR)

- Your organization must have a Central Contractor Registration Number (CCR)
- Ensure that your organization is registered with the CCR at [http://www.ccr.gov](http://www.ccr.gov)
- An authorizing official of your organization must register
- Registration can take **1 WEEK – 1 MONTH**

Authorized Organization Representative (AOR)

- Complete your AOR profile on Grants.gov and create your username and password at [http://www.grants.gov/applicants/org_step3.jsp](http://www.grants.gov/applicants/org_step3.jsp)
- You will need to use your organization’s DUNS Number to complete this step.
- Same day registration
Grants.gov Support

- Grants.gov Contact Center
- Monday – Friday, 7 AM – 9 PM ET
- 1-800-518-4726
- support@grants.gov

Letter of Intent

- Usually 1-2 pages written before submitting a proposal
- Allows funders an opportunity to screen applicants
- If letter “grabs” them, they can request a full proposal
- Describe the problem, your qualifications for dealing with the problem, and your plan of action in a concise manner
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%

US Public Health Service

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
Planning Is…

• a discipline of putting ideas, goals, and time lines on paper to help target your work and to lend focus to the work in the field
• a strategy, not a list of activities
• team oriented: Is the idea, approach, etc. that is important to you, important to the group? Forces members to share opinions
Vision Is The Art of Seeing Things Invisible

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?
- What is the need?
- What evidence do you have to support the need?
- What are the consequences of 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
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

What Do You Need And Why Do You Need It?

- How you will get the information?
  - Internally
    - Organization’s data
    - Other community organizations (e.g. hospital, public health)
    - Library searches
    - Rural Assistance Center (RAC)
  - Externally
    - UND Center for Rural Health, North Dakota Department of Health, NDSU Data Center, Regional Councils, Health Resources and Services Admin.
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

Planning Techniques

• Host a meeting of interested parties
  o Initial reaction
  o Review guidance
  o Mission match/community impact
• SWOT
• Focus Group
• Survey
• Secondary Data
What Do You Need And Why Do You Need It?

• How you will use the information?
  – Statement of Need
  – Solution
  – Evaluation
  – Resource for others

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
How Do You Assess Needs?

• Secondary data
  – Information and data that already exists
  – Public data
    • Census – demographic, economic, household income, poverty rates
    • Health – mortality, rates, trends, comparisons, per capita
    • Education – school enrollment, trends, ties into demographics of the area, (sense of growth or decline
    • Sometimes have to extrapolate state and even national to local

How Do You Assess Needs?

• Secondary data
  – Advantage
    • Low cost
    • Easy to locate
    • Commonly used and accepted
  – Disadvantage
    • Format: does it say what you need
    • Sometimes not as easy to locate as you hope
How Do You Assess Needs?

• **Key Informant Interviews**
  – One-on-one interviews
  – Key or essential community people
  – Community sectors
  – Health
  – Business
  – Government
  – Religion
  – Education
  – Number varies by need

How Do You Assess Needs?

• **Key Informant Interviews**
  – Narrow focus or a broad focus
  – Build political support/community support
  – **Advantage**
    • Speed
    • Low cost
    • Flexibility: ability to probe
    • You control information sources
    • Political support
How Do You Assess Needs?

• Key Informant Interviews

• Disadvantage
  – Elitist
  – Too flexible
  – How to develop categories of responses

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
How Do You Assess Needs?

• Focus Group
• Advantage
  – Speed
  – Low cost
  – Flexibility
  – Benefit of group dynamics
• Disadvantage
  – Less control than key informant
  – Difficulty in assembling the group
  – Group dynamics (influence of dominant personality)

How Do You Assess Needs?

• Survey
  – Sample of population (entire population)
  – Typically a closed ended instrument (sometimes open ended)
  – Mailed, telephone, personal interview
  – Measure attitude
  – Measure current services (awareness, use, need)
  – Measure need for future services
  – Measure quality of services/care
  – Measure provider assessment
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

How Do You Assess Needs?

- **Survey**
- **Advantage**
  - Most scientifically valid and reliable
  - Representative of population
  - Commonly used and accepted
  - Amount of data gathered
- **Disadvantage**
  - Most expensive
  - Less flexible
How Do You Assess Needs?

• **Community Forum**
  – Single of 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 Needs?

• **Community Forum**
• **Advantage**
  – Speed and low cost
  – Flexibility
  – Most participatory
  – Educate public and form of community development
• **Disadvantage**
  – Can be unrepresentative of population
  – “Gripe” session
  – Challenge “expert” or “authority” perspective
Obtaining Local Support

- No one stands alone
- Broader social impact
- Commitment: mental and emotional
- Commitment: physical and fiscal
- Shows leadership and initiative
- Shows practicality

Collaboration

- Informal letter of support
- Commitment of resources
- Formal coalition/partnership/network
  - Show win/win
  - Accepted method in rural health
  - Provider and provider
  - Provider and non-provider (business, government, religion, education)
Obtaining Local Support

- **How do you obtain local support?**
  - Show benefit to them
  - Show benefit to broader social goal
  - Be willing to compromise *but* know your limits
  - Negotiate and bargain

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!!!!
You Must Be From North Dakota If…

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

WRITING THE PROPOSAL
Who will be involved in writing the grant?  
Team Approach Vs. Individual

- **Team advantage**
  - Ideas build on ideas
  - Checking and cross-checking
  - Division of labor/duties/strengths
  - Burden is shared
  - Time

- **Team disadvantage**
  - Can be less efficient
  - Team writing and can you find agreement

Team Approach Vs. Individual

- **Individual advantage**
  - Clear perspective, set direction
  - Don’t have to wait for consensus
  - Time
  - Uniform writing style and approach

- **Individual disadvantage**
  - Burden rests on one person’s shoulders
  - Individual bias
  - Too much control and power with one
Who Will Be Involved In Writing the Grant?

- Time
- Meetings, planning, developing, writing, reviewing, editing, re-writing,
- Other organizations’ schedules
- Seasons: farm and ranch, hunting, etc.
- Personal and family time considerations
- Full time or part time
- Fatigue

Who Will Be Involved In Writing the Grant?

- Place
- Organization: office, your personal office, home
- Computer
- Where do I find peace and quiet?
- Price
- Volunteer and compensated
- Volunteer and uncompensated
- Grant writer fee
Who Will Be Administering the Grant?

- Program implementation and financial management
- Program implementation: carry out the program
- Financial management: responsible for the money, paper work
- One organization or two: separate function, separate skill
- Issue of time, ability, and expertise

Who Will Be Administering the Grant?

- One organization
- Advantage of efficiency
- Advantage of control (turf)
- Separate organizations
- Advantage of division of labor
- Advantage of collaboration
- Funding Source: the issue is simply can they do it?
Technical Assistance Sources (Data and Where to Find it)

- Center for Rural Health
  - Information on rural health and health systems
  - Grant writing experience
  - Grant “sourcing”
  - Information searches
  - Proposal critiques
  - Grant writing workshops
  - Planning techniques
  - Linkage to other organizations/resources

Other Resources

- North Dakota Department of Health
  - Information on health, health indicators, and the health system
  - Laws, rules, and regulations; Trauma system;
  - EMT course schedules and continuing education; EMS-C;
  - Divisions: Community Health, Medical Services, Environmental Health, Health Resources, Public Health, Vital Records
  - http://www.health.state.nd.us
Other Resources

- North Dakota State University -- State Data Center
  - Demographic and economic profiles
  - On-line information
  - Linkage to other data sites
  - http://www.ndsu.nodak.edu/sdc

Information Guides
RAC Maps

- View and copy national maps on rural health and human services topics
- Customize maps in Internet Maproom

Am I Rural?

Custom report tells whether a location is considered rural based on various definitions of rural
Rural Health Research Gateway

The Office of Rural Health Policy funds research activities at eight rural health research centers, as well as research conducted by individual investigators at other institutions. This site provides summaries of current and completed research projects and related publications.

- Search
- Browse by Topic
- Browse by Research Center
- Browse by Researcher

This website includes content provided by and updated from the National Rural Health Research Centers.

ruralhealthresearch.org

Health Workforce Information Center (HWIC)

Featured Resources

- Topic: Core Workforce Quality
- Profession: Primary Care Assistants
- Funding: Grant

To sign up for an email newsletter, visit the sign-up form.

[Website URL]
What is HWIC?

- A central location for people to access health workforce information - makes searching for information easier
- Gather and streamline information from many sources and provide easy access to it

HWIC Services

- **Web site** - Easy access to key information on over 50 workforce topics and 80 professions, including:
  - Events & training
  - Organizations
  - Funding
  - News and Updates
  - Resources
- **HWIC Call Center**
  - 1-888-332-4942
  - info@healthworkforceinfo.org

healthworkforceinfo.org
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**

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Writing and Development Tips

• **Remember yourself**
  – Know your strengths and weaknesses
  – Know your environment
  – Know your own programs
  – Must be able to explain who you are, what you do, your mission (funder doesn't know and you have to explain)
  – Who do you benefit? **Social Benefit, the many**
  – What is your history? What have you accomplished?
  – How do you “fit” in the health care system?
  – How do you communicate with others?
Writing and Development Tips

- **Remember others**
  - Talk to others who have written grants
  - 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

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**
  - 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

- **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)
• **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

• **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

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#### Writing and Development Tips

- **Contacting the funding source**
  - Obtain foundation background information
  - Even if information indicates letter contact it still may be worth the effort to phone (Nevada ORH reports 85 percent of proposals funded if you initiate contact)
  - Ask for copies of previously funded grants
  - Learn more about the foundation
  - Generate ideas
  - Look for buzz words in publications and use them
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 -- time lines
  – 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?
Proposal Sections

- Cover Letter
- Summary
- Introduction
- Problem Statement
- Project Description
- Goals and Objectives
- Timeline
- Staffing Plan
- Evaluation Plan
- Budget and Budget Narrative
- Appendices

The Proposal

- **Cover letter** (letter of transmittal)
  - Name, address, phone number, e-mail of the applicant
  - What is the proposal about
  - Briefly what is the problem, solution, and total budget
  - Why their foundation
  - Explain your credibility, skill, experience
  - If had previous contact (phone) remind them
The Proposal

• **Cover letter**
  – One page
  – Be concise
  – Never, never include important information here that is not covered in the proposal
  – Reference Request For Proposal (RFP) name and number if applicable

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
The Proposal

• Summary
  – Target audience
  – Partners or network
  – Budget
  – One page (usually)
  – Emphasize outcome over process
  – Resist temptation to “borrow” sentences from proposal -- should have its own flow

The Proposal

• Summary
  – Best summary stays true to the proposal, independently written, and compels reviewer to want to read the proposal to learn more
  – Summary is a marketing device for the proposal – foreshadowing
  – Remember the key questions: who, what, where, when and why
  – Remember: write the summary as if it were the only thing they will read, because in some cases that may be true
The Proposal

• Introduction
  – Clearly establishes who is applying for funds
  – Describe applicant’s purpose, mission, history, success
    – credibility
  – State proposal’s title and short purpose
  – Identify the RFP, name of program or initiative
  – Geographic area served
  – Target population and approximate numbers
  – Why program is significant, purpose, relationship to funding source’s goals

The Proposal

• Introduction
  – State the essential problem and solution
  – Raises ideas and issues but again the reviewer is left with the feeling he/she needs to continue to read to gain the true understanding
  – Resist urge to tell the everything at this point
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

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
    - Access to services is impacted by weather: Devils Lake, blizzards, ice, Red River Valley flood, other floods

- **Problem Statement**
  - Describe current access barriers
    - Geographic; Financial; Cultural; Personnel
  - Describe current services available in community or area
    - Service gaps – remoteness of providers, not all available, population decline relates to access problems and gaps
    - Show how your proposal addresses service gap
    - Avoid duplication but if some overlap then offer explanation
You Must Be From North Dakota If...

• (Norwegian version) You have asked your state legislator to pass a law declaring Lutefisk as the State Food!
• (German version) You have asked your state legislator to pass a law declaring that Lutefisk must be reported to HAZMAT!!

The Proposal

• Problem Statement
  – Identify the number and type of area health providers
    • Overview of the current system
    • Help funding source understand where and how you fit
  – Focus on community and target audience needs -- not your need
The Proposal

• Problem Statement
  – Describe the role of target audience and community in planning
  – Do not make unsupported statements
  – Establish your expertise in the subject and problem (credibility)

• Problem Statement
  – When using statistics, explain why they are important to your situation
    • Show the impact on access
    • Your community has a larger problem than state average, national average, trends are negative
  – Don’t assume numbers speak for themselves - help the reviewer
The Proposal

• Problem Statement
  – Charts, graphs, tables very effective in this section
  – Section and subsection titles very effective in this section
  – Try to relate problem statement section to next section on project description
  – Example: 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 or Approach (Project Development, Program Activities, Program Goals and Objectives, Methodology, Action Plan, Action Steps, Implementation Plan, Work Plan Approach)
  – Your solution
  – 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

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
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

• 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

- **SMART Goals**
  - **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

- **Evaluation (Stronger Requirement)**
  - 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: Process evaluation and Outcome evaluation
The Proposal

• **Evaluation**
  – Process evaluation
    • Looks at progress
    • 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?

• **Evaluation**
  – Process evaluation
    • Helps **you** to see what is working and what isn’t -- make changes
    • Tools to use:
      – Activity reports
      – Minutes
      – Time lines
The Proposal

• Evaluation
  – Process evaluation
    • Were the two programs created?
    • Is training occurring due to the stipends?
    • How many are being trained?
    • Were uniforms and patches purchased?
    • Were end of the year bonuses provided?
    • Was the program promoted in the community

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 etc.
    • Example: objective of increasing active volunteer membership in each ambulance squad with action steps of developing a stipend program and an incentive program
The Proposal

• **Evaluation**
  – Outcome evaluation
    • Has creating the two incentive programs and accomplishing most or all of the steps increased active membership in all the units?
      – Numbers indicate increased membership
      – Develop a short one page survey and hand out to all the squad members
      – Ask them about the impact of the program?
      – Are they more likely or less likely to stay an active member?

Sustainability

• *Sustainability is more than just funding* – building awareness and support
• Originates from accomplishment of *goals and objectives*
• Relevance of the program to the community – clearly *show why important*
• Importance of *evaluation* to sustainability
• *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
The Proposal

• Letters of Support
  – Important but doesn’t happen on its own
  – Funding agency wants to see who else believes in you
  – Ask people who benefit:
    – Target audience
      • Other providers
      • Community leaders
      • Target audience
      • Partners
      • Your boss

• Letters of Support
  – Elected state and national officials?
  – Try to avoid writing the letter for them (give them key points)
  – Try to avoid asking people to write letters when the proposal is due in about two or three days
  – Letters need to show that the writer understands the significance of the problem, believes you have a viable solution, and that they support it
  – Network letters need to show role/responsibility
You Must Be From North Dakota If...

- You’re not sure where your husband is, but odds are he is down at the Cenex having coffee, or at Tesoro having coffee, or at the elevator having coffee, or at the implement dealer, or at...
- Your husband thinks sexy lingerie is a flannel nightgown with only eight buttons
A well defined budget defines all costs related to project implementation including the funding source contribution and other contributors (in-kind support, matching funds).

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%
In-Kind Contributions

- Dollar value for non-cash contributions to a program by the grantee or a party other than the grantee or grantor.
- Such a contribution usually consists of contributed time of personnel, equipment, supplies, and rent that directly benefits the grant supported activity.

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

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

**Rural County Ambulance (RCA) Service**  
**2009 Project Budget**

<table>
<thead>
<tr>
<th>Support Requested</th>
<th>RCA Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$40,000</td>
</tr>
<tr>
<td>Fringe Benefits @15%</td>
<td>$7,050</td>
</tr>
<tr>
<td>Computer Equipment</td>
<td></td>
</tr>
<tr>
<td>Professional Training</td>
<td></td>
</tr>
<tr>
<td>Training Equipment</td>
<td>$9,525</td>
</tr>
<tr>
<td>Travel</td>
<td>$5,700</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>$62,275</strong></td>
</tr>
</tbody>
</table>

## 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
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, 2006. $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, 2006. Airfare 5@ $700; hotel 5@ $100/night for 3 nights; per diem 5@ $35/day for 4 days. Total $5,700, requested funds.

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
You Must Be From North Dakota If...

- You lie awake thinking of uses for leafy spurge
- You wonder why “wheat-weaving” isn’t on display in more art galleries

Do Not Over Budget
Do Not Under Budget
Appendices

• **Read guidance carefully** to be certain on page limitation.
• Include required items i.e. letters of support, memorandums of agreements, etc.
• 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 RAC 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!
Questions?

Thank you