The Grant Writing Basics: An Overview

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Presented to:
Medical Laboratory Science Masters Program
Grand Forks, ND

May 13, 2015

• 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
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).

Your Funding is Ailing – What do we do?
And You Have Been Assigned to Write a Grant!

Don’t Be A Scared Bunny
We Are Here To Help

What is a Grant?
The Process of Grantsmanship

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

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

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**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 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 cap pickup

Someone in a store offers you assistance, and they don’t work there
Seeking the Appropriate Funding Source

Center for Rural Health
RESOURCES
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

In Partnership with:

Center for Rural Health
The University of North Dakota
School of Medicine & Health Sciences

rupri
rural policy research institute
What RAC Does…

- 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
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
Customized Assistance

Tailored Searches of Funding Sources for Your Project

Foundation Directory Search

info@raonline.org
1-800-270-1898

FREE Service!

Foundation Center

Go from search results to real results with the FOUNDATION DIRECTORY ONLINE:
- Accurate, up-to-date grantmaker data
- New prospect assessment and management tools
- New plan options with more data

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

60 Topics On Rural Health Issues
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 – *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

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
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
Planning
Things to Think About

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

Why the Need to Plan
To organize your thoughts
To develop a direction
To establish purpose

To establish credibility with a funding source
To provide concreteness
Planning Raises Essential Questions

What is the problem?
What do we want to do about it?
How do we want to do it?
Who is going to do it?
How much will it cost?
When will it occur?
Where will it occur?
How does the proposal fit our mission?
Who will be involved in writing the grant?
Who will be administering the grant?

You 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?

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 Needs?

Secondary data

• Information and data that already exists
• Public data
  o Census (total, age cohorts, trends – show impact on health)
  o County rankings (RWJ released data on County Health Rankings)
  o Economic (income, poverty, employment, GDP)
  o Education (level achieved, technology)
  o Chronic Disease statistics
  o 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

**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

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
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

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
Think About Local Support – Who and Why

• Collaboration
  o Active or passive – involved or aware
  o Commitment of resources – time, staff, money
  o Informal – letter of support
  o 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

Think About Local Support

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

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

**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 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

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)
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 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
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

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
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

– 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

- 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
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

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 -- 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

Project Description

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

Project Description

– Example

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

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

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

• Example of Action Steps: Development of stipend program for EMT basic training
  » Form stipend committee with project coordinator and squad leader
  » Contact NDEMS Assoc. for list of units with similar programs
  » Interview other units with stipend program
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
  o **Formative**
    ➢ Evaluation is ongoing
    ➢ Evaluation is part of and works with implementation
    ➢ Evaluation for decision making
    ➢ Evaluation is part of the process, a tool – what is working or not as we implement
  o **Summative**
    ➢ Retrospective
    ➢ What worked or not
    ➢ Final report
The Proposal

Evaluation

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

– **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
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%

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**  
SAMPLE ONLY

<table>
<thead>
<tr>
<th>Rural County Ambulance (RCA) Service</th>
<th>2009 Project Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Support Requested</strong></td>
<td><strong>RCA Contribution</strong></td>
</tr>
<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>

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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
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
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
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

You Must Be From North Dakota If...

Your kids’ baseball or softball game has been snowed out
People “borrow” things to you
Contact Us for More Information

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Questions?
Thank you