You Want Me to Write a Grant? 
Fundamentals of Grant Writing

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Connecting resources and knowledge to strengthen 
the health of people in rural communities.

Center for Rural Health

- Established in 1980, at the University of North 
  Dakota School of Medicine and Health Sciences 
  in Grand Forks, ND 
- Focuses on: 
  - Education, Training, & Resource Awareness 
  - Community Development & Technical Assistance 
  - Native American Health 
  - Rural Health Workforce 
  - Rural Health Research 
  - Rural Health Policy 
- Web site: http://ruralhealth.und.edu
Your Funding is Ailing

And You Have Been Assigned to Write a Grant!
Don’t Be A Scared Bunny

We Are Here To Help
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
- a program plan
- a request
- a promise
- persuasion
- it is not gift or charity
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, 2 questions are commonly asked by grant seekers

1. “Where is the money available?”
2. “How do I seek funding?”
Types of Grants

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

There are 2 primary sources of grant money.

Public

Private
Public Funds

- are obtained from governmental units like federal, state, and local agencies
- the federal government administers several types of grants designed to accomplish different purposes e.g. research, service provision, education/training, economic and/or community development

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)

In addition to federal funding, state and local agencies also administer grants.
Private Funding

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

Major Types of Philanthropic Organizations

- **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
• **Corporate Foundations**
  – receive contributions from profit-making entities
    • Example: Citi-Group (community development)
    • Example: Wells Fargo (housing, environment)

• **Community Foundations**
  – are involved in grant giving within a specific community, state, or region
    • Example: Otto Bremer Foundation

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**You Must be from North Dakota if…**

• You think that ketchup is a little too spicy

• Your family vehicle is a crew cap pickup

• Someone in a store offers you assistance, and they don’t work there
• **Direct Giving Programs**
  – philanthropic areas of corporations which donate goods/services for charitable causes
    • Example: IBM

• **Voluntary Agencies**
  – private organizations which support charitable programs that are consistent with their overall mission

• **Community Groups**
  – local organizations which focus on supporting projects within their communities
Seeking the Appropriate Funding Source
Useful Web Sites for Foundation and 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, about 2.5 million visits to web page
  – Personalized and specialized information searches including grants
  – Over 80 Information Guides on key rural health subjects
  – [www.raconline.org](http://www.raconline.org) or [info@raconline.org](mailto:info@raconline.org) or 1-800-270-1898
• **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 Community Organizations (FBCO)**  
  http://www.hhs.gov.fbcio/  
  Go to the website, Click "Join our Mailing List," enter the requested information.
Funding Announcement - Example

Rural Emergency Responders Initiative

emergency_responders_initi.htm

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 website.

For more information contact: Contact your respective State Office through the link provided on the Program website. Summaries of funding programs are provided by RAC for your convenience. Please contact the funder directly for the most complete and current information.

Know what type of funding source you would like to target.

Private or Public
You Must be from North Dakota if…

• You have worn shorts and a parka at the same time

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

Match the focus of your project to the funding source

• Review:
  • Annual reports
  • Application announcements or Request for Proposals (RFP)
  • Guidelines
  • Newspaper articles

• Talk to your peers who have written successful proposals
Pursue the annual report 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 grantees

Pursue the list of similar projects to confirm match for:

- Scope of activities
- Ideas for projects
- Single or combined projects
- Funding levels
- Regional bias
- Urban or rural bias
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

• **Common Rural Health Grant Opportunities**

  - Rural Health Outreach Grant (federal)
  - Rural Health Network Development Planning (federal)
  - Rural Health Network Development (federal)
  - Rural Telemedicine Grant program (federal)
  - Medicare Rural Hospital Flexibility (Flex) program (federal but through CRH)
  - Small Hospital Improvement Program (SHIP) (federal but through CRH)
  - Faith Based and Community Initiative Grants (federal)
  - Blue Cross Blue Shield of North Dakota Rural Health Grants (Private but through CRH)
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%

Tips for Searching for Foundations

- Three approaches to *The Foundation Directory*
  - Subject
    - Examples: asthma, diabetes, health care, rural areas, hospitals, Native Americans
  - Geographic
    - Examples: national, North Dakota, Minnesota
  - Type of Support
    - Examples: building/renovation, capital campaigns, equipment
Requirements of Potential Funding Agencies

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
Request for Proposal (RFP)

- 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, work plan, administration, timing, and reporting.
- Usually results in a contract as the method for conveying the funds and sets forth the specific products that are the results from the program.

PLANNING
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 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
• a set of guidelines to implement a program or set a course of action
• team oriented: Is the idea, approach, etc. that is important to you, important to the group? Forces members to share opinions
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 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?
• Are there consequences to doing something?
• How does the proposal fit our mission?
Assessing Your Need

- What do you need and why you need it?
- Who will it benefit?
- How is the need linked to your organization?
- How do you assess needs?
- Who will be involved in writing the grant?
- Who will be administering the grant?

What Do You Need And Why 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?
  – 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
  - Initial reaction
  - Review guidance
  - 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
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

Who Will It Benefit?

- Geographic
  - Community
  - Service area
- Population
  - Elderly
  - Children
  - Teens
  - Women/men
  - Special populations and low income/uninsured
Who Will It Benefit?

- Health Condition
  - Heart disease
  - Cancer
  - Diabetes

- Define and measure

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

How is the Need Linked to Your Organization

- Role and responsibility to address issue
- Skill set and knowledge
- Awareness of environmental issues and political factors
- Awareness of resources e.g., funding options, partnerships, volunteers/staffing
How Do You Assess Needs?

• Secondary data
  – Information and data that already exists
  – Public data
    • Census
    • Economic
    • School enrollment
    • Ambulance runs
    • Interventions
    • Type of ambulance call

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

You Must Be From North Dakota If...

- Your kids’ baseball or softball game has been snowed out
- People “borrow” things to you
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
  • Disadvantage of group dynamics
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
    • present services (awareness, use, need)
    • need for future services
    • quality of services/care
    • provider assessment

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
    • Less probative
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” perspective
How Do You Assess Needs?

• Community Forum
  – Example of the dangers of a community forum
    • Harlingen City Manager (to an audience member): Excuse me. No cigarette smoking is allowed. Would you please put out the cigarette?

    • Smoker: It’s not a cigarette. It’s a joint.

Who Will Be Involved In Writing the Grant?

• Resource allocation
  – Organization
  – Community
  – Service area -- other towns
  – professional grant writer
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)

• State Office of 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: RAC

• Basic census (population and economic)
• Health professional (nursing characteristics and supply/demand; EMS characteristics)
• Health facility (hospital survey)
Technical Assistance Sources

• **State Office of Rural Health**
  - **Information**
    - QI
    - Networking/Collaboration
    - Health Facilities
    - EMS
    - Mental Health
    - Wellness and Prevention
    - Community Development
    - Recruitment and Retention
    - Dental/Oral Health
    - Uninsured
    - Native American Health
    - HIPAA

• **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
Technical Assistance Sources

- 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

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
Obtaining Local Support

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

Obtaining Local Support

• 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

Obtaining Local Support

• Community development/Community Process
  – Community pulling together
  – Survival mode
  – Mutual sacrifice and gain
  – Community sectors (health, religion, government, education, and business)
  – Create new skills and resources (community grant writer)
Your Organizational Structure

• Who does what?
  – Volunteer role vs. paid staff role
  – Division of labor
  – Skill and interest
  – Time
  – Decision making process: What is it?
  – Independent organization or part of a larger organization e.g. hospital

Your Organizational Structure

• Profit vs. Non-profit/Public vs. Private
  – Check with the state on organizational classification
  – Funding source application process
    • What type of organization is eligible
    • Ineligible: Can you find an eligible partner
Your Organizational Structure

- Geographical location
  - Rural vs. urban (look at their definition)
  - Health Professional Shortage Area (HPSA)/Medically Underserved Area (MUA)
  - Frontier
  - Goldsmith Rule

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...

- (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!!
Vision Is The Art of Seeing Things Invisible

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

Writing And Development Tips

• Read directions carefully
  – Read, Read, and re-read -- outline and notes

• Proposal should look like one person wrote it, even if done by a committee

• 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 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
    • Who do you benefit?
    • What is your history? What have you accomplished?
    • How do you “fit” in the health care system?
    • How do you communicate with others?

• 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
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

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)
You Must Be From North Dakota

If:

• You know four seasons: winter, still winter, not winter, and almost winter

• You design your Halloween costume to fit over your snowmobile suit

Writing And Development Tips

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

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

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

• 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

• 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

• 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

• 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
Writing and Development Tips

• What does the funding source’s review look for in proposal?
  – Does it fit their criteria?
  – Does it make sense?
  – Your credibility
  – Budget is appropriate to meet goals
  – Did you follow the rules?

You Must Be From North Dakota If...

• You’re not sure where your husband is, but odds are he is down at the Cenex having coffee, or at Amoco 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
Proposal Sections

- Cover letter
- Summary
- Introduction
- Problem statement
- Project description
- Goals and objectives
- Time line
- Staffing plan
- Evaluation Plan
- Budget and budget narrative
- Appendices

The Proposal

- Proposal overview
  - No one best way
  - This is an overview -- one perspective
  - Follow the guidance
  - And, when in doubt -- follow the guidance
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 to two pages
  – Be brief, clear, helpful, and to the point
  – Never, never include important information here that is not covered in the proposal
  – Name of contact for more information
  – Reference Request For Proposal (RFP) name if applicable
  – Some government and private funding sources do not require
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

• Summary
  – Target audience
  – Partners or network
  – Budget
  – one to three pages
  – 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
  – Can be more philosophical in this section
  – 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
  – Introduction will probably need revisions as you write
  – Resist urge to tell the everything at this point

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
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
    - Devils Lake water, blizzards, Red River Valley flood

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

- Problem Statement
  - 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)
The Proposal

• 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

• 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
    • 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
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

The Proposal

- Project Description (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

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

The Proposal

• Evaluation
  – 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
  - Helps you to see what is working and what isn’t -- make changes
  - Tools to use:
    - Activity reports
    - Minutes
    - Time lines
You Must Be From North Dakota If...

- After you discuss the weather, conversation drops off

- You spend more time watching the Weather Channel than ESPN (...well except when there is a special show on the Sports Illustrated Swim Suit issue) and then you wonder why the Weather Channel doesn’t have a swim suit show too.

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
    • 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

• 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?
The Proposal

• Evaluation
  – Do not be intimidated by evaluation
  – You can do it yourself
  – It doesn’t have to be “rocket-science”

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
    • Partners
    • Your boss
The Proposal

• 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 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
Budget
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 Narrative

1. **Salary:** Squad Leader will be responsible for implementation and oversight of the training program at 1 FTE for 12 months at $35,000. The Administrative Assistant will provide support for implementation of the program at .5 FTE at $12,000 for 12 months. ($40,000 requested funds, $7,000 in-kind contribution) Total $47,000

2. **Fringe Benefits:** FICA, worker’s compensation, health benefits and life insurance calculated at 15%. Total $7,050 requested funds

3. **Computer Equipment:** Two computers and one printer for use by the Squad Leader and Administrative Assistant. Computers at $1,500 each ($3,000) and a HP Laser Jet Printer at $1,500. (In-kind contribution) Total $4,500

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### Rural County Ambulance (RCA) Service 2008 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 - (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.

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Calculate all relevant expenses

- salary (organizers, supervisors)
- benefits (social security, workman’s compensation)
- printing and photocopying
- postage and shipping
- long distance telephone
- materials and supplies
- mileage and travel
- outside services
- you may not need all items listed
Do Not Over Budget
Do Not Under Budget

Be realistic with the size of your project
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

Examples of Outreach Grants

- Rural Health Outreach Grant Program
  - Federal grant funded by Office of Rural Health Policy
  - 1991
  - Due in October of each year
  - Up to three years and up to $375,000
  - Support the direct delivery of health care and related services, to expand existing services, or to enhance health service delivery through education, promotion, and prevention programs
Examples of Outreach Grants

• Rural Health Outreach Grant Program
  – Emphasis is on the actual delivery of services rather than the development of organizational capabilities
  – Network grant with at least three separate, legal entities
  – Limitations:
    • purchase, renovation, or improvement of real property
    • can’t exceed 40% of federal funds for equipment and vehicles

Examples of Outreach Grants

• Rural Health Outreach Grant Program
  – At least 50% of funds must be spent in a rural area or to provide services to a rural population
  – Look for some form of cost participation
  – Applicant cannot be in a MSA (Goldsmith rule)
  – Applicant must be rural and a public on non-profit entity (can have private, urban, and/or for-profit as network member)
Examples of Outreach Grants

• Funded Outreach Grants
  – Sakakawea Medical Center-Hazen, ND
    • Network Partners Include
      - Sakakawea Medical Center, Hazen
      - St. Alexius Medical Center, Bismarck
      - Rural Mental Health Consortium, Minot
    • Northland Healthcare Alliance members increased access to mental health services through the use of an existing telemedicine network and the training and use of mid-level practitioners. Administrative functions were consolidated to a central location and an Outcome Measurement database was built and maintained.

• 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, breast, colorectal, and skin cancer in an eight county region. Goal was to positively impact the entire spectrum of cancer prevention, earlier cancer detection, survival and quality of life. **Two 3-yr grants.**
Examples of Outreach Grants

• Funded Outreach Grants
  – Spirit Lake Sioux Mobile Prevention Project-Fort Totten, ND
    • Network Partners Included
      - 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

• Funded Outreach Grants
  – Ashley Medical Center, Ashley, ND
    • Network included the Ashley Medical Center, Ambulance Service, Fire Department, and McIntosh County Health Agency
    • Enhanced EMS system by developing a network of Emergency Medical Quick Response Units to reduce response time for the outlying areas
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

• 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
  – Good Samaritan Hospital Association
    • Focus is on strengthening the volunteer ambulance services, providing Advance Life Support to accident victims, delivering advanced trauma care, and providing continuing and advanced emergency medical services education and community and farm safety education

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. Remember CRH and RAC as a resource
4. Make a list of 5 projects you would like to do
5. Read Guidance Carefully
6. If successfully funded - Be accountable to funding agency - Communicate
7. If not successful - Try again!
Questions?
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http://ruralhealth.und.edu