Fundamentals of Grant Writing
(You Want Me to Write A Grant?)

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Presented to:

UNDIA Time Out/WACIPI
National Resource Center on Native American Aging

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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

UND Center of Excellence in Research, Scholarship, and Creative Activity

Focus on
- Educating and Informing
- Policy
- Research and Evaluation
- Working with Communities: Community engagement and development
- American Indians
- Health Workforce
- Hospitals, Public Health, Primary Care, 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?

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

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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
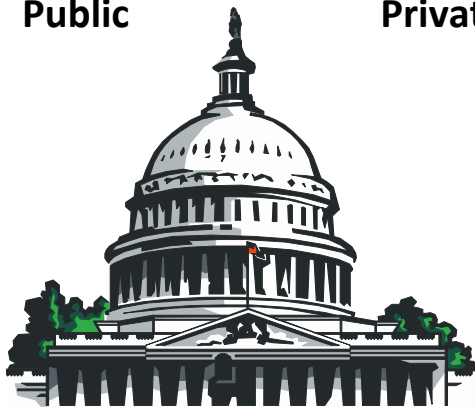- to study a problem or to evaluate a service/program

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

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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.

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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

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Private Funding

Corporate Foundations

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

Community Foundations

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

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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

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Seeking the Appropriate Funding Source

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Useful Websites 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 4 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.raconline.org or info@raconline.org or 1-800-270-1898

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RAC WEB SITE

rAc — Rural Assistance Center

| Funding | Information Guides | News & Events | Experts & Organizations | Publications & Maps | Success Stories | State Resources |

Health and Human Services Information for Rural America   Search Options

About RAC

Funding
- Funding by Topic
- By State
- Funding Search
- Funding Resources
- Capital Funding
- Grantwriting

News & Events
- Top Stories
- Federal Register News
- Calendar of Events
- RSS Feeds

Publications & Maps
- Maps
- The Rural Monitor
- Listservs

Experts & Organizations
- Directory of Rural Health Contacts

Information Guides
RAC news, events, funding, publications, maps and other resources by topic:

Most viewed guides:
- Federally Qualified Health Centers
- Critical Access Hospitals
- Rural Health Clinics
- What is Rural?
- Health Education Financial Aid
- J-1 Visa Waiver
- Methamphetamine
- Teen Pregnancy
- Domestic Violence
- Dental Health
- Capital Funding
- Emergency Medical Services
- Rural Health Disparities
- Grantwriting
- Faith-Based Initiatives

>> View all topic guides

State and Regional Resources
News, events, funding, publications, maps and

Featured Resources
- Comment Period Extended on HPSA/MUP Proposed Rule
- New Information Guide: Medical Homes

News Headlines
- CMS Proposes New Payment Rates for Medicare Skilled Nursing Facilities; Recalibration of Case-Mix Adjustment
- Food Banks, Churches Feel Economy's Slump

More News >>

Get Rural Updates
- By E-mail
- RSS Feeds

Our Call Center

Finding Funding on RAC website

Search funding by:

– Type

– Topic

– Sponsoring agency

– State

– Keyword

– Subscribe to RSS feeds

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The Foundation Center
http://www.foundationcenter.org

- Finding funders/links to grant maker websites
  ➢ private foundations, corporate grant
  makers, community foundations

- Grant seeker tools/virtual classroom
  ➢ guide to funding, proposal writing short
  course, proposal budgeting basics, training
  videos, webinars

-Resources
  ➢ frequently asked questions, online librarian

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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/partnerships

Formerly: Faith-based and Community Initiatives (FBCI)
Funding for secular and faith-based nonprofits and community organizations

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Tips for Searching

Look at the following areas:

Subject
➢ Examples: asthma, diabetes, health care, rural areas, hospitals, Native American health

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

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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

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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 - Federal ORHP

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

Network Planning Timeline

<u>Application Information</u>:
Start Date: March 1, 2013
RFP available Summer 2012
Applications due October or November 2012??
TA Conference Call for Applicants
Award Amount: $85,000

<u>Program Contact</u>:
Eileen Holloran: <u>eholloran@hrsa.gov</u>

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 2012??

Award Amounts: $180K/year

Start Date May 1, 2013??

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 2013

Award Amounts: $150K (1st year)

$125K (2nd year)

$100K (3rd year)

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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

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Examples of Outreach Grants

Funded Outreach Grants

– *Southwestern District Health Unit - Dickinson, ND*

(3 separate Outreach grants over 12 years)

- Network Partners include:
    1) Southwestern District Health Unit, Dickinson
    2) St. Joseph's Hospital and Health Center, Dickinson
    3) 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 positively impacts the entire spectrum of cancer prevention, earlier cancer detection, survival and quality of life.

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Examples of Outreach Grants

Funded Outreach Grants

– ***WILL (Wellness Interventions Lasting a Lifetime)***
Langdon and Cavalier County

- Network comprised of Cavalier County Job Development Authority, Cavalier County Memorial Hospital, and Cavalier County Health District
- Wellness programming including community education and training; new equipment for city owned health club; new equipment for city park; work site education

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Examples of Outreach Grants

Funded Outreach Grants

- *Tri-County Chronic Disease Management Program (Barnes, Stutsman, and Logan Counties)*
  - Network comprised of City County Health District of Valley City/Barnes County, Central Valley Health District of Jamestown (Stutsman and Logan Counties), and South Central Adult Services (Logan County)
  - Intensive CD management and intervention with predominantly seniors with CD (education and self-guided management working with public health nurses)
  - Congestive heart failure, hypertension, COPD, asthma, and diabetes
  - Data gathered and analyzed to determine patient outcomes and overall aggregate impact

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Examples of Outreach Grants

Funded Outreach Grants

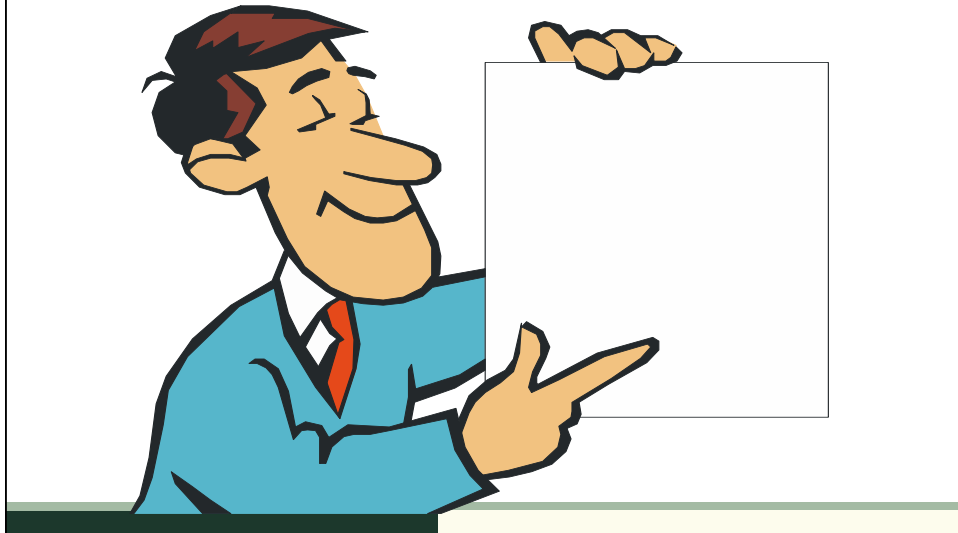- *Wellness Opportunities Without Walls (WOWW)*
  - Network comprised of First Care Health Center in Park River and community groups in Adams, Crystal, Dahlen, Edinburg, Edmore, Fairdale, Fordville, Hoople, Lankin, and Pisek.
  - Community wellness – physical exercise and education
  - Each of the smaller towns received small stipend to use as they saw fit – most physical fitness equipment, also education
  - Community health fairs
  - Community gardens
  - Yoga, Zumba, kickboxing, aerobics
  - Emphasis has been on individual community needs

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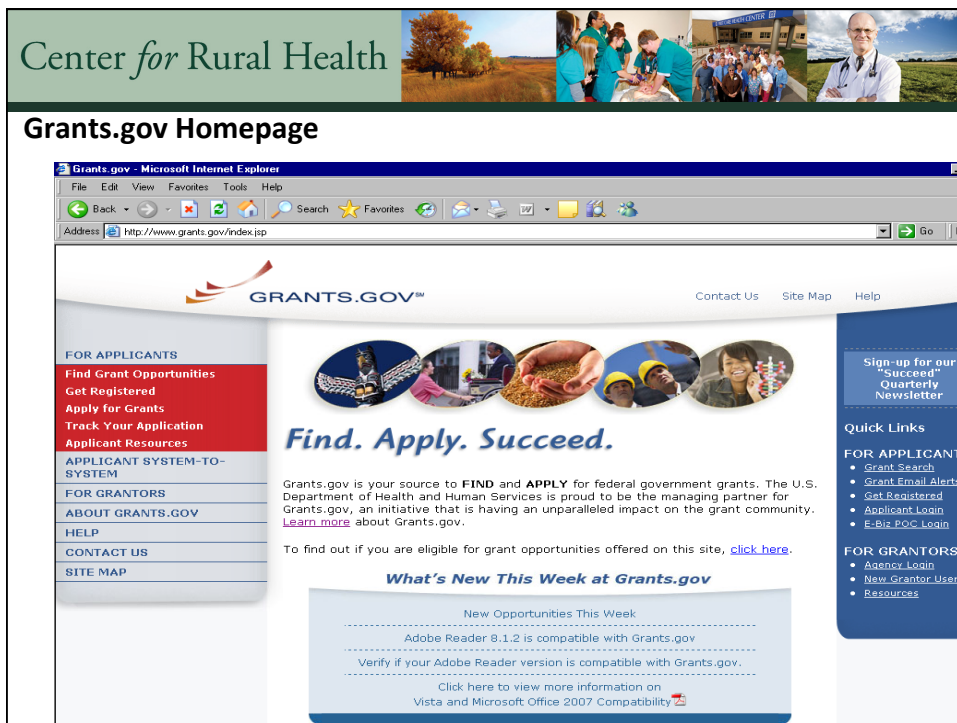## Requirements of Potential Funding Agencies

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GRANTS.GOV

First things First –

• Before any entity can work with the Federal Government through grants or contracts they must register in Grants.gov

• Even if you are not going to apply this year register NOW

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Grants.gov Homepage

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

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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

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Required Steps for Grants.gov Registration

- **These Steps <u>MUST</u> 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)

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Dun & Bradstreet Number (DUNS)

- Your organization must have a DUNS Number.

- If your organization does not have one, you will need to go to the Dun & Bradstreet website at http://fedgov.dnb.com/webform to obtain the number.

- Same day registration

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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
- An authorizing official of your organization must register
- Registration can take **1 WEEK – 1 MONTH**

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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

- You will need to use your organization's DUNS Number to complete this step.

- Same day registration

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Grants.gov Support

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

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Reasons for not receiving a grant:

Inadequate planning or carelessly prepared proposal   -   39%

Competency of applicant not shown   - 38%

Nature of project   - 18%

Misc. - 5%

Source: U.S. Public Health Service

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PLANNING

Planning 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?

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Vision Is The Art of Seeing Things Invisible

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 or not meeting the need?

Where are the people?

When is the need evident?

Why does the need occur?

How is the need linked to your organization?

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What Do You Need and Why Do You Need It?

What you want or need to know?
- Experience
- Empirical

Why you want to know it?
- Build a case
- Build organization and logic
- Build local support
- Build exposure and momentum

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What Do You Need And Why Do You Need It?
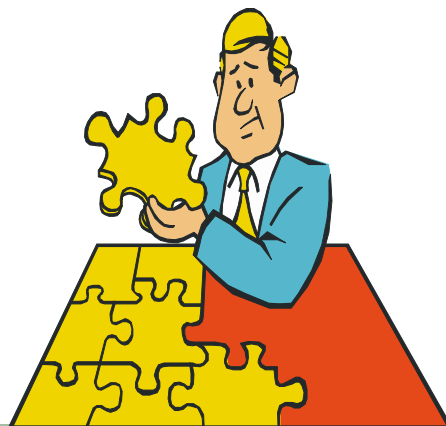
How you will get the information?

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

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What Do You Need and Why Do You Need It?

How you will use the information?

- Statement of Need
- Solution
- Evaluation
- Resource for others

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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

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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!!!!

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WRITING THE PROPOSAL

Who Will Be Involved In Writing the Grant?

Time – for you, others working with, family

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

Other organizations' schedules

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

Personal and family time considerations

Full-time or part-time

Fatigue

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Who Will Be
Involved In Writing the Grant?

- Place – physical location, availability, day/night/weekend
- Organization: office, your personal office, home
- Computer
- Where do I find peace and quiet?
- Cost considerations
    - Volunteer and compensated
    - Volunteer and uncompensated
    - Grant writer fee

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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

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Writing and Development Tips

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

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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?

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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

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Writing and Development Tips

Remember your audience: Reviewer

– Reviewer typically doesn't know anything about your situation, your community, or even your state

– Explain basic facts

– Rural and frontier as a concept (distance, weather, roads); culture; and your unique circumstances

– Central goal: convince reviewer of the legitimacy of your problem, your solution, your ability

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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)

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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

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Writing and Development Tips

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

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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

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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

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Writing and Development Tips

Writing Style

– Develop a writing schedule -- timelines

– Allow appropriate time to write and review -- takes three times longer than we usually plan

– Use an outline

– Use note cards

Writing and Development Tips

Review and critique

– Allow time -- critical step

– Use an external reviewer

– Similar to "real" review because they know little about proposal

– Look for logic gaps

– Flow

– Jargon

– UND Center for Rural Health (ask us to critique)

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Writing and Development Tips

What does the funder, the reviewer look for in proposal?

- Does it fit their criteria?
- Does it make sense?
- Your credibility
- Budget is appropriate to meet goals
- Did you follow the rules?

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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

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The Proposal

Evaluation (<u>Funders Likely Requiring</u>)

- 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 or Formative Evaluation and Summative Evaluation

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The Proposal

Evaluation

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

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The Proposal

Evaluation

- Process evaluation
    - Helps <u>you</u> to see what is working and what isn't -- make changes
    - Tools to use:
        - Activity reports
        - Minutes
        - Work plan
        - Timelines
        - Media releases
        - Occurrence of activities

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The Proposal

Evaluation

- Outcome evaluation
    - Looks at impact or product – "the so what" effect
    - Looks at whether or not the goals/objectives/action steps are being met
    - Attempts to measure the impact or outcome of achieving the goal
    - Example: objective of increasing active volunteer membership in each ambulance squad with action steps of developing a stipend program and an incentive program

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Sustainability

- Building **awareness and support** – <u>more than just funding</u>
- Originates from accomplishment of ***goals and objectives***
- **Benefit** of the program to the community – clearly ***show why important***
- Importance of ***<u>evaluation</u>*** 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

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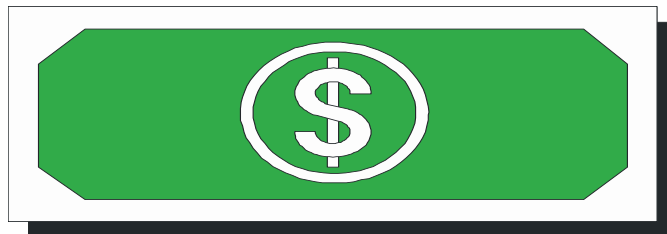# Budget

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

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Matching Funds

Participation by the grantee in the cost of a program on a dollar-for-dollar basis or other predetermined ratio or basis, such as 10% or 20%

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.

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Indirect Costs

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

Examples: maintaining facilities, providing administration, depreciation

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Budget Narrative

- How many organizations are contributing to the budget?
- What percent of funds are being solicited from the funding source?
- What year will peak funding occur and why?
- Are subcontracts involved?
- Annual salary increases

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

Budget Table

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

Budget Narrative

1. <u>Salary:</u> 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. <u>Fringe Benefits:</u> FICA, worker's compensation, health benefits and life insurance calculated at 15%.   Total $7,050 requested funds

3. <u>Computer Equipment:</u> 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. <u>Training:</u> 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. <u>Training Equipment:</u> 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. <u>Travel:</u> 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
- Benefits (social security, workman's compensation)
- Printing and photocopying
- Postage and shipping
- Long distance and cellular telephone service
- Materials and supplies
- Mileage and travel
- Outside services

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Appendices

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

Follow-up

- Check notification dates
- Write thank-you note, funded or not
- If successfully funded, read Notice of Grant Award (NGA) carefully
- If proposal is not funded, ask for feedback from funding agency
- Rewrite/Resubmit
- Explore other funding sources

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!

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Questions?
Thank you

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