



The Grant Writing Basics



The Grant Writing Process

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

Grant writing is *80%* planning and only *20%* writing.

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

The Process of Grantsmanship

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



"My project is simply this. I want to find out once and for all whether there's any truth in the belief that money can't buy happiness."

Throughout the grant writing process, two questions are commonly asked by grant seekers

1. "Where is the money available?"
2. "How do I seek funding?"



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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

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

Seeking the Appropriate Funding Source



What is RHIhub?



Your first stop for rural health information!

Funded by the federal Department of Health and Human Services (DHHS), Health Resources and Services Administration (HRSA), Federal Office of Rural Health Policy (FORHP).

RHIhub is an online library focused on rural health issues.

The RHIhub can help you:



PLAN

Find toolkits and program models that show what works in rural communities so that you can build effective community health programs. Locate statistics, maps, and more to help you demonstrate need in your area.



DEVELOP

Get the information you need to build, maintain, and improve services in your community. The RHIhub online library offers easy access to thousands of resources from organizations across the U.S. Search federal, state, and foundation funding opportunities for those that might fund your project.



LEARN

Gain insight and understanding of the issues affecting rural America through topic guides, timely news, and updates. Every morning you can get the latest news and regulations relevant to rural health. Hear right away about the newest key reports and opportunities from federal agencies and national organizations via the website, social media, or our regular email updates.



CONNECT

Find others who have passion and expertise in rural health issues. Our resources can help you identify organizations and experts on a variety of topics, as well as in your state.

What RHIhub Does...



- “Clearinghouse for all things rural when it comes to healthcare”
- Help rural communities access the full range of available programs, funding, and research
- Provide easy access to information gathered from many sources

Photo Credit:
www.diaryofaquilter.com

Funding Specialist

The RHIhub information specialists are trained to take funding request, which includes daily maintenance of RHIhub’s funding library. There are over 3,000 funding records in their database, all of which have been known to fund rural organizations.

The screenshot shows the RHIhub website interface. At the top, there is a navigation bar with links for 'Online Library', 'Topics & States', 'Rural Data Visualizations', 'Case Studies & Conversations', and 'Tools for Success'. Below this, the main content area is titled 'Rural Funding & Opportunities' and includes a search bar, a list of funding opportunities, and a 'Narrowing Features' section. On the right side, there are sections for 'ABOUT FUNDING & OPPORTUNITIES', 'MORE USEFUL TOOLS', and 'SHARE THIS PAGE' with social media icons for Facebook, Twitter, LinkedIn, and Email.

1-800-270-1898

info@ruralhealthinfo.org

Searches 900+

funding sources daily:


- Government, foundations
- Statewide, regional, national
- Grants.gov
- Foundation Directory

www.ruralhealthinfo.org

Go to RHIhub to:

- Sign up to get rural updates & alerts
- Find rural data
- View funding opportunities
- Find out if you are rural
- Explore rural project examples
- Look into key rural health issues
- Read the Rural Monitor

Get Rural Updates & Alerts




Sign-up to receive our [weekly newsletter](#):

email [subscribe](#)

[Daily and weekly custom alerts](#) also available

Find Rural Data




The [Rural Data Explorer](#) and [Chart Gallery](#) provide access to a wide range of data on rural health issues.

Learn how to locate and use data in the [Findings, Statistics and Data Related to Rural Health](#) topic guide.

The RURAL MONITOR


[Mobile Telehealth Units and Care Coordinators Improve Emergency Care Services for Rural Arizona Patients](#)

To address rising ER readmissions, an Arizona healthcare system and network partners adapted an unconventional EMS telehealth service to help rural patients. Coupled with care coordination, mobile telehealth units are saving the healthcare system money while better meeting patients' healthcare needs.




[National Program Helps Older Adults in Rural Maine and Hawaii Feel More CAPABLE](#)

CAPABLE is a national model that connects low-income seniors with an occupational therapist, registered nurse, and home repair services. Program coordinators from Hawaii and Maine share their successes and the challenges of helping rural residents age safely in place.




Funding Opportunities



Discover the latest funding and opportunities to support rural health. [Browse all funding opportunities.](#)

Am I Rural?




Use the [Am I Rural? Tool](#) to find out if a location is considered rural based on various definitions of rural, including definitions that are used as eligibility criteria for federal programs.

News Headlines

- [Practicing in Rural Areas May Reduce Burnout, Study Finds](#)
AAFP
- [New Federal Funding Opportunity for the Rural Health Network Development Program](#)
Health Resources and Services Administration


[More News >](#)

What Works in Rural



Find rural project examples in [Rural Health Models](#) and

Key Rural Health Issues




Learn about issues that impact rural health in RHIhub's [Topic](#)

New in the Online Library



- [Community Impact and Benefit Activities of Critical Access, Other Rural, and Urban Hospitals, 2017](#)
Source: Flex Monitoring Team
- [Urban-Rural Differences in Drug Overdose Death Rates, by Sex, Age, and Type of Drugs Involved, 2017](#)
Source: CDC National Center for Health Statistics


[Online Library >](#)

Check out the RHIhub



Formerly the
Rural Assistance Center

[About RHIhub](#) | [Contact Us](#)  

[Search Options](#) 

[Online Library](#)

[Topics & States](#)

[Community Health Gateway](#)

[Tools for Success](#)

[RHIhub Publications & Updates](#)

Topics & States

Topic Guides

Guides covering over 50 topics important to rural health projects and providers.

- [Browse all topics](#)

Top Guides

- [Federally Qualified Health Centers](#)
- [Critical Access Hospitals](#)
- [Rural Health Clinics](#)
- [What is Rural?](#)

State Guides

State-by-state breakdown of rural health resources. Also includes information for U.S. Territories, Commonwealths and resources available to all states.

- [Alabama](#)
- [Alaska](#)
- [Arizona](#)
- [Arkansas](#)
- [Colorado](#)
- [Connecticut](#)
- [Delaware](#)
- [Florida](#)
- [Georgia](#)
- [Hawaii](#)
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- [Nevada](#)
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- [New Jersey](#)
- [New Mexico](#)
- [New York](#)
- [North Carolina](#)
- [North Dakota](#)
- [Ohio](#)
- [Oklahoma](#)
- [Oregon](#)
- [Pennsylvania](#)
- [Rhode Island](#)
- [South Carolina](#)

ABOUT TOPICS & STATES

RHIhub's topic and state guides bring together key resources and information in one spot. Start here for access to:


- publications, maps and websites
- news and events
- funding
- organizations
- and more

MORE USEFUL TOOLS

[Call Center](#) - Need information? Free assistance to rural communities. 1-800-270-1898 info@ruralhealthinfo.org

[Am I Rural?](#) - Find out if your location is considered rural for certain federal funding programs.

[Online Library](#) - Access to thousands of resources, including funding and opportunities, news, events, organizations, maps, and publications



[Updates & Alerts](#) | [About RHIfhub](#) | [Contact Us](#)

[Online Library](#)

[Topics & States](#)

[Rural Data Visualizations](#)

[Case Studies & Conversations](#)

[Tools for Success](#)

Rural Health > [Online Library](#)


Rural Funding & Opportunities

Summaries of funding programs are provided by RHIfhub for your convenience. Please contact the funder directly for the most complete and current information.

- [What's New in Funding](#) - opportunities added in the past 30 days
- [Funding by Type](#) - browse grants, scholarships, technical assistance, and more
- [Funding by Sponsor](#)
- [Funding by Topic](#)
- [Funding by State](#)

Narrowing Feature

Look for narrowing options to help you identify funding opportunities just right for your project. You can now focus by topic, geography, and active/inactive funding wherever you see these options:



Watch a [2-minute video](#) to learn more.

RSS Funding Feed

Funding updates are available via RSS. Learn more about RHIfhub RSS Feeds.

- [RSS of All Funding & Opportunities](#)
- [RSS Funding by Topic](#)
- [RSS Funding by Type](#)

ABOUT FUNDING & OPPORTUNITIES

Summaries of the latest and ongoing funding and opportunities for rural communities, including federal, state, and foundation opportunities.

MORE USEFUL TOOLS

[How to Use RHIfhub Funding Resources & Services](#)

Funding Topic Guides:


- [Capital Funding](#)
- [Grant Writing](#)
- [Scholarships, Loans, and Loan Repayment for Rural Health Professionals](#)

[Am I Rural?](#) - Determine if your program qualifies for support based on differing definitions of rural

[News by Topic: Funding](#) - News items relating to funding opportunities, including *Federal Register* funding notices that are of interest to rural

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Rural Health > [Online Library](#) > [Funding & Opportunities](#)

MORE FUNDING & OPPORTUNITIES

- [What's New](#)
- [Funding by Type](#)
- [Funding by Sponsor](#)
- [Funding by Topic](#)
- [Funding by State](#)

Developing Healthy Places

Link [view program website](#)

Sponsor Kresge Foundation

Deadlines Applications accepted on an ongoing basis

Contact The program website has an [email contact form](#) or applicants can call 248.643.9630.

Purpose Developing Healthy Places funding will be awarded to organizations that are working to improve the places that shape health. Priority will be given to programs that promote healthy housing and neighborhoods and are working to address:

- Policies, systems change, and communication to connect health and housing
- Policies that promote healthy housing and mitigate the impact of housing
- Innovative investment in community development housing

Eligibility Nonprofit 501(C)(3) and government entities based in the United States

Geographic coverage Nationwide

RELATED CONTENT

Organization: [Kresge Foundation, view details](#)

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Amount of funding The size and duration of awards will vary based upon the nature and scope of proposed projects.

Application process Letters of inquiry are accepted on an ongoing basis. Links to the Application Process and Apply Online pages are located on the [program website](#).

Tagged as Environmental health · Housing and homelessness

Customized Assistance

info@ruralhealthinfo.org

1-800-270-1898

Tailored Searches of Funding Sources for Your Project

Foundation Directory Search

FREE Service!



Communities succeed when they have the right tools to use for their initiatives. With RHIhub's Tools for Success, you'll find resources to help you:

- Grow funding
- Improve programs
- Promote successes to policymakers, funders, sponsors, and your community
- Research program potential
- Reach development goals

Through the Tools for Success section, you have access to resources that support grant writing, demonstrate program effectiveness, and plan for the long-term success of your rural health program.

RHIhub's Case Studies & Conversations introduces you to successful rural health programs and leaders, as well as highlighting important rural health issues.

Resource for finding programs and approaches that rural communities can adapt to their communities – evidence based models.

Over 50 Topics On Rural Health Issues

RHihub's Rural Data Visualization section provides access to a range of tools to explore issues that impact rural health.

The visualizations are based on data from federal and other publicly available data sources and illustrate that data in a variety of formats to show how rural areas compare. Data is also available for download.

RHihub
Rural Health Information Hub

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Search

Online Library - Topics & States - **Rural Data Visualizations -** Case Studies & Conversations - Tools for Success -

Rural Data Visualizations

Rural Data Explorer
Interactive map for exploring county-level data on issues that impact rural health, including rural demographics, health disparities, the health workforce, and other topics.

Chart Gallery
A collection of charts, graphs, and maps that illustrate key issues related to rural health at the national level and for all 50 states. Includes rural demographics, healthcare access, health status, the social determinants of health, and more.

Maps
National maps on topics related to rural healthcare provision and access, as well as rural population health and demographics. National and state maps identifying key rural healthcare facilities.

ABOUT DATA VISUALIZATIONS
RHihub's Rural Data Visualization section provides access to a range of tools to explore issues that impact rural health. The visualizations are based on data from federal and other publicly available data sources, and illustrate that data in a variety of formats to show how rural areas compare. Data is also available for download.

MORE USEFUL TOOLS
For details on the features available, see [RHihub Data Visualization Help](#).
For visualizations from other sources: [Online Library: Charts and Graphs](#)
[Online Library: Maps and Mapping Systems](#)
[Finding Statistics and Data Related to Rural Health Topic Guide](#)

Foundation Directory Online by Candid

The Foundation Directory Online is a subscription-based online database of over 120,000 grantmakers (local, state, regional, and national). They also have a complete database of 1099 forms.

Candid.

Candid gets you the information you need to do good.

How can candid.org help you move forward?

Research and verify nonprofits
GuideStar Pro
GuideStar Search
990 Finder
GuideStar Charity Check

Find funding
Foundation Directory Online (FDO)
FDO Quick Start
Grants to Individuals
Requests for proposals

Explore issues
Foundation Landscapes
Research reports
IssueLab
Foundation Maps

Improve your nonprofit
Training
GuideStar Nonprofit Profiles
Candid in your community
Funding Information Network
Nonprofit Compensation Report

Improve your foundation
GrantCraft
GuideStar Local Nonprofit Directory
GlassPockets
CF Insights

Tell your story
GuideStar Nonprofit Profiles
Foundation Updater
Foundation Websites
Who Has GlassPockets?

Use our data
Nonprofit data
Foundation data
GuideStar APIs
Foundation Center APIs

Stay up to date
Philanthropy News Digest (PND)
Newsletters
Candid blog

Candid is closely monitoring developments related to the coronavirus pandemic. As a precaution, our offices are closed until further notice. Our team is working remotely, but may be slow to reply to your emails. If you need immediate assistance, contact our support team.

Nonprofits are facing challenging times now and going forward. At Candid, a nonprofit itself, we're feeling it, too. During this crisis, we are redoubling our efforts to bring empathy and kindness into every interaction, and we're committed to continuing to share resources and information that will hopefully help us get through it together. As a first measure, we are tracking philanthropy's response to the coronavirus pandemic. Check back for updates.

www.candid.org

Creating a Planning Process



Match the focus of your project to the funding source

Review:

- Annual reports
- Application announcements
- Guidelines
- Information brochures
- Newspapers



Assess Your Organization's Readiness

How to Assess your organization for readiness:

1. Organizational Values
 - Mission/Vision and primary goals
2. Structure
 - By laws
 - Board of Directors
 - CEO
 - CFO
 - Management Team and staff
 - Organizational Chart
3. Systems: Financial Operations - Accounting practices that conform with standards
 - Policies & Procedures (check & balance)
 - Annual Financial Reports
 - Fundraising
4. Human Resources Management Operations
 - Written Policies and Procedures
 - Capacity Building
 - Volunteers
5. Organizational Culture



Quick Tip on Planning

- Check it out
 - Initial reaction
 - Review the Request for Proposal/Notice of Funding Opportunity
 - Mission match/community impact
- When in doubt -- ask the funding source
- Ask is our idea in the "ball-park"
- Ask if you can see copies of funded grants.





Writing a Strong Application



Explore Options

- **Start early**
- **Become an expert** on the grant program that you want to apply for
- **Follow the Five “Rs”** for Submitting a Strong Application



The Five “Rs”: Submitting Strong Applications



Do the
Research



Recruit a
Team



Respond to
the Guidance



Review the
Application



Revise it as
needed

The Five “Rs”: Submitting Strong Applications



Do the Research

- Learn about the grant program
- Study projects that have been awarded in the past
- Assess the specifics of the Notice of Funding Opportunity (NOFO) and how it relates to the funders overall missions and goals
- Consider your organization’s capacity (i.e., staffing, fiscal infrastructure, etc.)
- Ensure you understand the application requirements
- Evaluate the time-cost benefit of applying for the funding opportunity



Recruit a Team

Internal Team to assist with:

- Drafting application
- Talk with colleagues & partners
- Provide honest feedback
- Have knowledge of your organization

Consortium/Network Members:

- Determine the roles and responsibilities
- Obtain written commitments (i.e. Memorandum of Understanding)
- Consider overall network structure

The Five “Rs”: Submitting Strong Applications



Respond to the NOFO

General Tips:

- Use clear and concise language and make it enjoyable to read
- Stay focused on the project activities
- Avoid jargon and acronyms
- Describe gaps in current services
- Don't assume reviewer knowledge of your area/program
- Use current data sources



Review Your Application

- Be willing to utilize all available resources to strengthen the application
- Grant writers?
 - Advantages/Disadvantages
- Other Resources

The Five “Rs”: Submitting Strong Applications



Revise It As Needed

- If corrections are needed, make them in all places applicable
 - (i.e. Program narrative and any attachments)
- Budget calculations
- Work plan

Paint the Right Picture



Story Telling

- Tell the “Story” of your community and its needs.
- Find someone who is organized, writes well and is good at following directions to help with writing the grant.
- After the grant narrative is completed, give it to someone not involved in the project to read.
 - If they understand what the needs are, why there are needs, who will be served and how the project will address the needs, the narrative is probably clear.



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?



How Do You Assess Need?

- Secondary Data
- Key Informant Interviews
- Focus Groups
- Community Forum
- Survey





WRITING & DEVELOPMENT TIPS



Writing and Development Tips

- **Read** directions carefully
 - Format, Headings, Page #, Scoring Criteria
- One person should be responsible for **coordinating** proposal planning and development
- Develop an **outline** of each required component
- Develop a writing **schedule** – timelines -- takes three times longer than we usually plan
- Proposal should look like **one person** wrote it, even if done by a committee (*have an editor*)



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

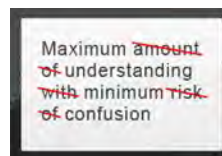
Central goal: convince reviewer of the legitimacy of your problem, your solution, your ability



Writing and Development Tips

Remember your audience: Reviewer

- *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

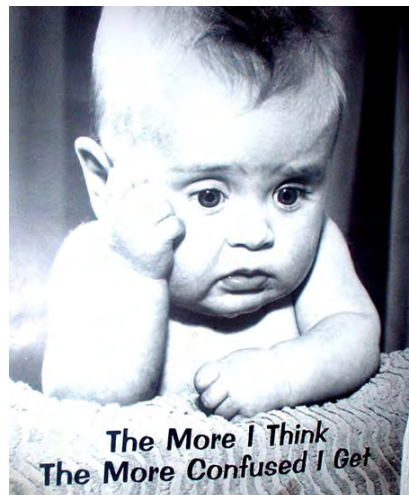
- Show that it impacts real people
- Emphasize collaborative nature of process and outcome
- Show how you included target audience in planning stage
- Find a hook, novel way of looking at the situation and show promise
- Show prospect of replication
- Show plan for sustainability and continuation – essential!



Writing and Development Tips

Logic

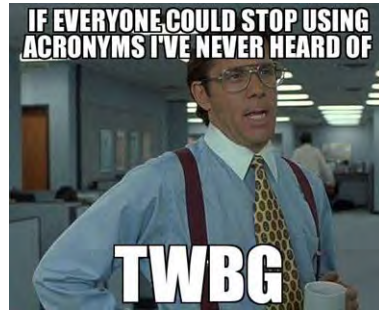
- Does it make sense?
- Can a reviewer easily and quickly understand your situation and your solution?
- Is there a flow to the argument? Is there a flow to the solution? Is there linkage between the problem and the solution?
- Avoid being “too” intuitive



Writing and Development Tips

Writing Style

- Keep paragraphs short -- use headings and subheadings
- Use bullets
- Be visual: tables, charts, graphs
- Avoid abbreviations & acronyms (Tab 3)



Writing and Development Tips

Writing Style

- Write in active tense; the more active you can be, the better!
- Use “will” in a grant proposal
- First Person or Third Person

Writing and Development Tips

Review and Critique

- Allow time -- critical step
- Use an external reviewer
- Similar to “real” review because they know little about proposal
- Look for logic gaps
- Flow
- Jargon
- UND Center for Rural Health (ask us to critique)

Writing the Proposal

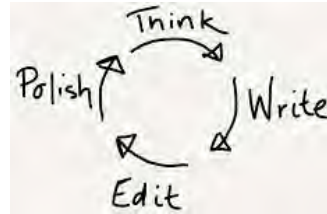
Remember – It Is About the Community!



Who Will Be Involved In Writing the Grant?

Consider:

- Time – for you, others working with, personal and family time considerations
- Meetings, planning, developing, writing, reviewing, editing, re-writing
- Other organizations' schedules
- Seasons: farm and ranch, hunting, school and community events
- Full-time or part-time
- Fatigue



Proposal Sections

1. Cover letter
2. Summary or Abstract
3. Introduction
4. Needs/Problem statement
5. Project description (with Goals and objectives, Time line, and Staffing plan)
6. Evaluation and Sustainability Plan
7. Letters of Support
8. Budget and budget narrative
9. Appendices



The Proposal

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The Proposal

Cover Letter

- Use a cover letter for proposals to corporations and foundations, but not on federal or state grant applications. Those funders only want the things they ask for. They rarely ask for a cover letter.
- A good cover letter should be:
 - brief
 - get to the point quickly
 - should not simply repeat the information that is in the proposal
 - should tell the reader how well you understand the funder and how your grant fulfills the funder's requirements

The Proposal

Summary (Abstract/Synopsis)

- Appears at the beginning of proposal
- Identifies the grant applicant
- Your credibility
- State goals (objectives if space is available)
- Timeline -- year one, year two
- Methodology -- how
- Need/Problem statement
- Evaluation, replication, continuation

The Proposal

Introduction – 1 to 2 paragraphs

CONCISELY, ENGAGINGLY, and PERSUASIVELY
states the basic reasons and goals for
undertaking your project.



The Proposal

Introduction

- Introduce your topic, explain thoughtfully and clearly why it is important using specific information and data, and briefly state what key questions or matters you aim to address through your proposed work.
- What do you hope to accomplish/learn as a result of your efforts? What will be the impact of your project?
- Aim to write clearly, engagingly and directly. Avoid unnecessarily long or broad introductions; bring your project topic into focus quickly.

The Proposal

Needs Statement (Justification of Need/ Problem Statement)

- If you say there is a problem, funding agency wants to know how do you fix 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

Needs Statement

- Describe the need
 - Use current data and statistics
 - Population
 - Economic
 - Health status
 - Attitude and/or behavior
 - Organization specific, local health system, industry, statewide
 - If current data is unavailable explain why and that you searched



The Proposal

Needs Statement

- Identify target population
 - Statistics
 - Barriers to access
- Identify geographic service area
 - Assume reviewer knows nothing about you, your service area, rural, state
 - Describe climate and its impact
 - Devils Lake water, blizzards, Red River Valley flood
 - Dangerous roads – oil patch

The Proposal

Needs Statement

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



The Proposal

Project Description (Project Development, Program Activities, Program Goals and Objectives, Methodology, Action Plan, Action Steps, Implementation Plan, Work Plan Approach)

- Your solution – what you are going to do
 - Generally has work plan – goals, objectives, time frame
- Usually the longest section -- ***heart of the proposal***
- Must tie back to Needs Statement



The Proposal

Project Description

- Describe in detail each activity that will be performed and show how each activity will be implemented, in a sequence, and who is responsible
- Use goals, objectives, roles/responsibilities, and time lines
- Organizational charts -- decision making process, reporting procedures
- LOGIC -- A to B to C
- It has to flow – **reviewer has to understand in one reading**

The Proposal

SMART Goals



The Proposal

Project Description

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

The Proposal

Project Description

- Example
 - Objectives (outcome oriented)
 - Specific activities that lead to goal achievement
 - More concrete, time sensitive, and measurable than goal
 - Example of objective: Increase active volunteer membership in each ambulance squad
 - » 100 percent EMT basic level staffing in each ambulance squad
 - » Annual volunteer retention rate of 80 percent or better
 - » First Responder time of 10 minutes or less to scene of emergency ambulance calls 95 percent of the time

The Proposal

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



Evaluation

- Check the guidance (is it required?)
- Internal or external
- Quantitative data and/or qualitative data
- What data will be collected? When?
- How will it be analyzed and reported?
- Two common types of measures:
 - Process
 - Outcome
- Formative Evaluation and Summative Evaluation
- Evaluation contributes to sustainability and links to communication

The Proposal

• Types of Evaluation

- **Formative**
 - Evaluation is ongoing
 - Evaluation is part of and works with implementation
 - Evaluation for decision making
 - Evaluation is part of the process, a tool – what is working or not as we implement
- **Summative**
 - Retrospective
 - What worked or not
 - Final report

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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?

The Proposal

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

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The Proposal

Letters of Support

- Demonstrate broad-based commitment to a project, from the range of stakeholders.
- Show that the planned collaboration is both appropriate and genuine.
- These are the two elements to a persuasive letter of support: (1) enthusiasm and (2) convincing details.
- Writers should tailor the details in their letters to their unique positions, entities, mission, and goals. The details should illustrate how the work of the grant affects their entity's ability to achieve its mission and/or goals.



Center for Rural Health



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

Understanding the Budget Process

1. Identify the Projects/Tasks to be Performed
2. Assess the Costs required for each Project
3. Build a comprehensive spreadsheet
4. Prepare a detailed narrative that describes the budget request

Matching Funds

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



Direct Costs

- A. Salaries and wages of personnel who will work on the project
- B. Fringe benefits associated with these personnel
 - Taxes (FICA, Medicare, etc.)
 - Benefits (health insurance, disability insurance, retirement contributions, pension plan, etc.)
- C. Equipment needed to perform the tasks (purchased or leased equipment)
- D. Supplies
- E. Travel (purpose of travel should be outlined)
- F. Consultant services
- G. Subcontracts

Indirect Costs

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

- A. Space (rent)
- B. Utilities
- C. % of Management Time (Executive Director oversight, accounting assistance, human resources)

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



Center for Rural Health

Budget Table and Narrative

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

Budget Table

SAMPLE ONLY

Example in Tab 14

\$2,500 maximum allowed on grant;

\$2,011 amount being requested from the grant

Budget Spreadsheet:

| EXPENSES | GRANT FUNDS | IN-KIND CONTRIBUTIONS |
|---|-------------------|-----------------------|
| 1. Transportation | | |
| Driver Stipends (\$100 x 2) | \$200.00 | |
| Fuel | \$20.00 | |
| Ambulance | | \$100.00 |
| 2. Food for Students and Helpers | | |
| AM snacks (\$2 x 32) | \$64.00 | |
| Lunch (\$6 x 32) | \$192.00 | |
| PM Snacks (\$2 x 32) | \$64.00 | |
| 3. Site Coordinator | | |
| Plan, coordinate, travel, supervision | \$1,000.00 | |
| 4. Supplies/Program Expenses | | |
| Gloves | \$10.00 | |
| Glucose Testing | \$50.00 | |
| Lab Slides | | \$100.00 |
| Blood Pressure Kits and Thermometers | \$30.00 | \$300.00 |
| Career Speakers (\$25 x 20) | | \$500.00 |
| Radiology/X-Ray Supplies | | \$100.00 |
| Disability Equipment | \$100.00 | \$100.00 |
| Misc Supplies | \$100.00 | |
| 5. Communications | | |
| Student Folders (\$2 x 28) | \$56.00 | |
| Postage | \$30.00 | |
| Copies | \$55.00 | |
| Newspaper & Radio | \$40.00 | \$100.00 |
| Subtotal | \$2,011.00 | \$1,300.00 |
| Total | | \$3,311.00 |

*NOTE: These numbers are just samples. Please research to find what the cost of items for your specific camp would be.

Budget Narrative

SAMPLE ONLY

Budget Narrative

The budget shows that our grant request (\$2,011) is less than the allowable amount (\$2,500) because of the generosity of the partners involved and the in-kind contributions.

- Transportation:** We plan to use two mini-buses for transportation of the students. The two bus drivers will receive a stipend of \$100 each plus an estimated \$20 (5.5 gallons x \$3.59/gallon of fuel) to pay for the gas to transport the students between the hospital, nursing home, clinic, and school.
- Food for Students and Helpers:** We are requesting reimbursement for the morning and afternoon snack and noon. All food purchased will be healthy choices – Apples and peanut butter for a morning snack, carrots and hummus for an afternoon snack, and a sandwich, baked chips, pasta salad, and milk for lunch. Water will be provided at both snacks. The morning snack will be \$64 (\$2 per student x 32 students/helpers), lunch will be cost \$192 (\$6 per student x 32 students/helpers), and the afternoon snack will be \$64 (\$2 per student x 32 students/helpers).
- Coordinator:** The coordinator will be given the allowable amount for planning, coordinating, supervising and travel. This amount will be split amongst two people that will be working together to coordinate the camp to assist in the payment of their salaries. The \$1,000 will pay for 100 hours of the coordinator's time (100 hours x \$10/hour).
- Supplies:** Supplies will include an estimated 2 boxes of gloves (small and medium) at \$5 each totaling \$10, 2 boxes (16 sets/box) blood pressure & thermometer supplies at \$15 each totaling \$30, 2 boxes (16 sets/box) glucose testing supplies at \$25 each totaling \$50, disability supplies such as 14 blindfolds (\$2/each totaling \$28), 8 rolls of tape (8 rolls at \$6/each totaling \$48), 2 cans of liquid thickener (\$12/can totaling \$24) for a total of \$100, as well as miscellaneous supplies that the speakers might request for an estimated \$100. We estimate the total to be \$290 for supplies bought through the grant. X-rays, lab slides, emergency supplies with the ambulance, canes, walkers, wheelchairs & needle-less syringes will be provided through in-kind donations from the hospital, clinic, and long term care facilities for a total estimated value of \$1,100. All of the speakers have donated their time for an estimated \$500.
- Other expenses** will be student folders (\$2/folder x 28 students totaling \$56), copies (\$550 pages at 0.10/copy totaling \$55), postage \$0.42/stamp x 65 mailings for presenter agreements, thank yous, invites to presenters, students, and helpers; 1 box envelopes at \$2.70 totaling \$30) and advertising (estimated at \$40 for newspaper ad at a discounted rate). Each student will receive a folder with the flyer and other health professions information in it (professions booklet, Scrubs brochures, Career Cluster document). It will also include information on how students can sign up to job shadow at our local facilities. An ad will be put in the community papers in the area to let people know that this event is occurring and bring attention to the need for health care professionals. The chamber & school newsletters as well as the newspaper and radio will do some publicity for us. Postage will be used for sending presenter agreements, mailing bills, communicating with schools.

In-kind contributions will include the ambulance, all career speakers time, and the rooms used at the hospital, nursing home, clinic and school.

The total budget request is for \$2,011.00, with the total cost of the camp projected to be \$3,311.00. A conservative in-kind calculation is \$1300.

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

Common Federal Grant Mistakes

- Not Registered with Grants.gov
- Missing or Incorrect DUNS on application
- Expired SAM registration
- Application is rejected for errors and applicant did not leave enough time to correct before the deadline
- Rejection email is in spam folder
- Authorized Organization Representative (AOR), is not approved by E-Biz Point of Contact
- AOR is not available to submit the application
- Applying to the wrong announcement number
- Application exceeds page limits

Important Federal Tips!

- Check registrations as soon as you hear about a Federal grant opportunity! Or Get Registered NOW: DUNS, SAM, Grants.gov
- Authorized Organization Representative (AOR), passwords
- Do not wait until the last minute to submit application to grants.gov!
 - If application is rejected due to errors, may not be able to re-submit!
 - Waivers/extensions rarely granted!
- Submit all Information at the Same Time

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