



Grants and Proposal Writing

DE Division of Libraries, April 8, 2016

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National Network of Libraries of Medicine (NN/LM), Middle Atlantic Region (MAR)

- Mission
 - Provide health professionals and the general public with equal access to biomedical information
- Coordinated by the National Library of Medicine
- 8 Regional Offices
 - Support Network members to achieve NN/LM mission
 - 5-year contracts



Who we serve

- Health Professionals
- Medical Libraries – hospital and other
- Public Libraries
- Academic Libraries
- Community-Based Organizations
- Faith-Based Organizations
- You!

Services to libraries: <http://nnlm.gov/mar/libraries>

National Library of Medicine

Part of the National Institutes of Health, NLM is the provider of PubMed.gov, MedlinePlus.gov, and many other health information resources

<http://www.nlm.nih.gov>



When Should You Apply for Grants?

- When you want to start a new project, or expand an existing project, and financial costs are involved
- When these costs cannot be covered in your current budget
- When you know of a granting agency that makes awards to pay for the types of costs you envision
- When you know that you meet the eligibility standards for such awards
- When you are able to commit the needed time and energy to the grant-writing process

Source: Community Tool Box under **Creative Commons BY-NC-SA 3.0 US**



Agenda

- Common mistakes
- Locating funding
- The proposal
- The budget
- Finishing touches

Ten Common Mistakes



Common Mistakes

1. Poor writing
2. No project planning
3. Inaccurate costs
4. Typos
5. Buzzwords
6. Budget \neq Narrative
7. Last minute writing
8. Assuming reviewers are experts
9. Ignoring instructions
10. Idea \neq purpose of award

Locating Funding



The “Lingo”

- RFP: Request for Proposals
- RFA: Request for Applications
- CFA: Call for Applications
- Letter of intent
- Letter of application



“Love” Connection

- What types of projects is the funder interested in?
- Look for buzzwords or phrases:
 - Program Areas
 - Initiatives
 - Scope



Who are the Funders?

- Government (Federal, State and Local)
- Foundations
 - Private Foundations
 - Corporate Foundations
 - Community Foundations
- Associations
- Businesses



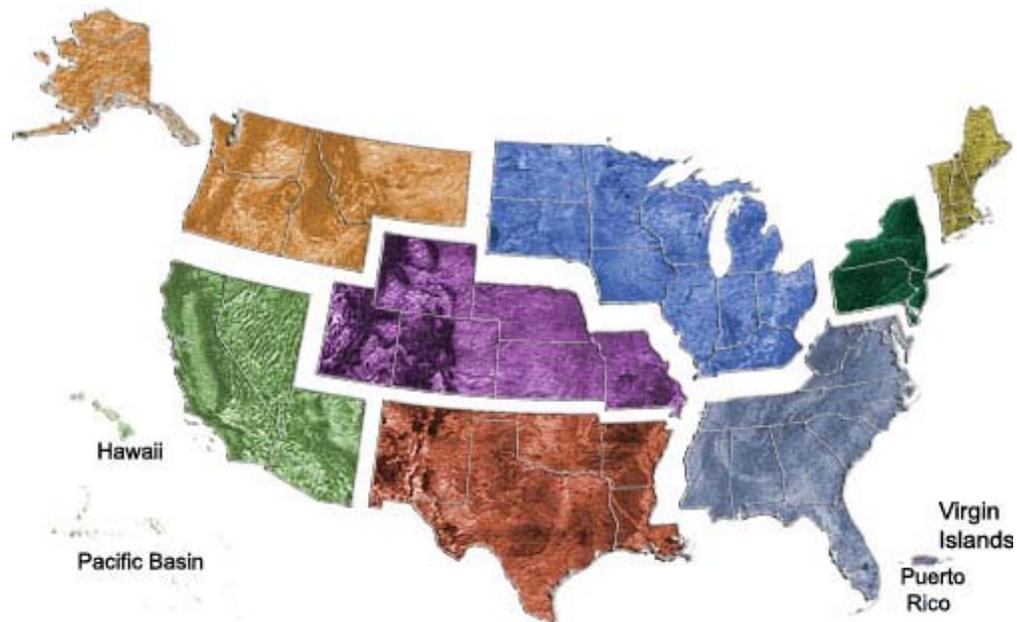
Finding the Funders

- Government Funding
 - National Network of Libraries of Medicine
 - National Library of Medicine
 - Grants.gov
- Foundation Center
 - Foundations and corporate giving
 - Network of local “cooperating collections”
- Funding listings



National Network of Libraries of Medicine

<http://nnlm.gov/mar/>



What we fund in Middle Atlantic Region

- Outreach to Consumers
- Outreach to Health Professionals
- Technology Improvement
- Medical Library Projects
- Emergency Preparedness / Library Partnership
- Professional Development
- Exhibitor
- Health Information Awareness

Outreach to Consumers example

- **Pet First Aid**
- Central New York Library Resources Council
Syracuse, NY
- Project Manager: Cristina Pope & Debby Emerson
Period of performance: May 1, 2015-April 30, 2016
Amount: 15,000
- The Pet First Aid program is a wonderful opportunity to educate our community participants not only in basic pet first aid skills and techniques but also in the differences between pet and human first aid. Disaster preparedness for our animal companions also parallels preparedness for ourselves and the information we provide will cover both. MedlinePlus information and training will be incorporated into the program.
- The Pet First Aid program is being sponsored by a diverse group including an academic health sciences library, public libraries, the Veterinary Medical Center of CNY, the Priscilla Mahar Animal Welfare Foundation and the Central New York Library Resources Council.

Outreach to Consumers 2

- **Cooking for Good Health and Happiness**
- Laurel Public Library
Laurel, DE
- Project Manager: Wendy Roberts
Period of Performance: May 1, 2014 - April 30, 2015
Amount of Funding: \$1,500
- This interactive program will introduce older adults to healthy cooking techniques and free online health information resources. Targeting people with obesity, diabetes and other weight-management concerns, a series of three, two-hour sessions will begin with a demonstration of how to prepare at least two recipes for healthy weight loss. A certified chef will show how to use nutritious ingredients and low-fat, low-sodium cooking techniques. Each session will conclude with a thirty-minute computer-based demonstration of how to find reliable health information online, focusing on what is available through *MedlinePlus*. Limited to twenty, participants will receive individualized instruction in healthy cooking and accessing online health information, from three highly qualified professionals.

Technology Example

- **Bridging the Gap: Using Technology to Increase Older Adults' Health Literacy Skills**
- Marian Sutherland Kirby Library
Mountain Top, PA
- Project Manager: Gemma Williams
Period of Performance: May 1, 2014 - April 30, 2015
Amount of Funding: \$3,200
- The Marian Sutherland Kirby Library is seeking to fund two computers designed for use by older adults with a large print keyboard, large touchscreen monitors, a mouse designed for older adults, and headphones to help block noise and increase hearing capability. By adding two computers designed for seniors with hearing and visual impairments, the Marian Sutherland Kirby Library will be addressing the technology needs of older adults and increasing older adult's access to online health information. Library staff will provide scheduled one-on-one training sessions with older adult patrons that focus on (1) basic use of the computers, (2) finding and using reliable online health information resources such as *Pillbox*, *NIH Senior Health*, and *MedlinePlus*, and (3) evaluating the reliability and safety of health information websites.

Health Information Awareness

- **DCL 5th Annual “Healthy Living” Senior Fair: Life-long learning and pursuing your dreams**
- DeWitt Community Library
DeWitt, NY
- Project Manager: Carol Youngs
Period of performance: May 1, 2015-November 30, 2015
Amount: \$3,000
- The DCL 5th Annual Healthy Living Senior Fair is a senior health and wellness outreach comprised of four phases: (1) a health and wellness fair, (2) opportunities for participants to sign up for volunteer activities with health and wellness non-profit vendors, (3) an opportunity to engage with vendors from area colleges which offer free or low cost life-long learning options, and (4) a talk or panel discussion where speaker(s) will be those who found a dream occupation at age 50+. Specifically, the fair aims to reach out to active seniors and those who care for and about them. The fair hosts providers, including the Onondaga County Department of Aging, homecare agencies, area fitness programs, nutritionist, massage therapist (free head and neck massages), the food bank, ARISE (non-profit helping those with disabilities), American Red Cross and more will share information with fair attendees about health and wellness topics. National Library of Medicine resources such as *NIH Senior Health* and other relevant resources will be highlighted during the fair, and their websites can be accessed during the fair from a dedicated laptop.

Emergency Preparedness/Library Partnership example

- **Public Library Emergency Preparedness and Participation in Community Level Disaster Response in Lancaster County Pennsylvania**
- Library System of Lancaster County
Lancaster PA
- Project Manager: Edwin Miller
Period of performance: May 1, 2015-April 30, 2016
Amount of funding: \$8,230.00
- The purpose of this project is to ensure the preparedness of the staffs and administrations of Public Libraries in Lancaster County, Pennsylvania to deal with internal emergencies and enhance their capacity to prepare for and respond to community disasters and emergencies in planned and meaningful ways. Preparation for internal emergencies will be achieved through trainings offered through the National Network of Libraries of Medicine (NN/LM) on the development of continuity of service plans and courses offered through the American Red Cross in First Aid and CPR. The capacity of libraries to join in the response to community emergencies and disasters will be addressed, in part, by a networking and training session that will include the Lancaster County Emergency Management Agency, the American Red Cross, the South Central Regional Emergency Response Coalition and other businesses and organizations active in the emergency response community. Trainings in the area of first aid, cpr and emergency preparedness will be open to both library staff and community partners.

Emergency Preparedness/Library Partnership example 2

- **Healthful Help for the Homebound Community in Adams County**
- Adams County Library System
Gettysburg, PA
- Project Manager: Valli Hoski and Laura Goss
Period of Performance: February 1 - April 30, 2015
Amount of Funding: \$4,300
- The objectives of this project are to:
 - Identify resource kit of print, electronic and other resources on health, emergency services, and “in-place” care and safety for use by the homebound community (homebound individuals, caregivers, and family). Kit will include National Library of Medicine (NLM) disaster health information and emergency preparedness resources, and supporting resources available from the Disaster Information Management Resource Center (DIMRC).
 - Increase awareness of the risks, safety, and health care issues specific to preparedness, safety, and protection of the homebound community during weather-related disasters and local emergencies.
 - Provide a workshop for “Healthful Help for the Homebound” on “homebound health / safety preparedness, service and protection” to the Adams County area homebound community, families and agencies on the key issues, risks of weather-related disasters, and resources available to prepare, ensure the safety of, and protect the homebound community during local, state, national emergencies.

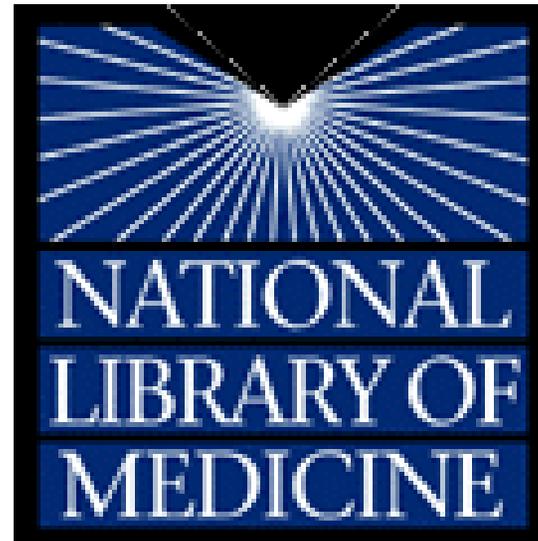
Exhibitor example

- **Harry Potter's World: Renaissance Science, Magic, and Medicine: Buffalo and Erie County Public Library**
- Buffalo & Erie County Public Library
Buffalo, NY
- Project Manager: Renee Masters
Period of performance: October 1, 2015- December 31, 2015
Amount: \$ 650.00
- The NLM traveling exhibition Harry Potter's World will be installed on the main concourse of the Central Library in downtown Buffalo, NY. The exhibit is intended to complement a larger exhibit of the "Milestones of Science", a collection of rare and significant original scientific texts. The Harry Potter's World exhibit will be used as a segue way for educational programming targeting middle-school age children using lesson plans and marketing materials provided through this exhibit. The goal is to promote the concept of scientific methodology and critical thinking skills in line with common core educational goals. These programs will introduce students and visitors to the National Library of Medicine and its role in honoring and preserving the history of medicine while providing access to the state-of-the art in medicine via the wide array of freely available NLM databases and other resources. We will also be partnering with the Robert L. Brown History of Medicine collection from University at Buffalo, the State University of New York, to bring historical artifacts to the Central Library as an adjunct to the programs planned for adults and young adults. Speakers on the topics related to critical thinking and the scientific method are also planned.

National Library of Medicine

<http://www.nlm.nih.gov/grants.html>

- Research
- Outreach
- Training/Career Development



Outreach Projects

- [HIV/AIDS Community Information Outreach](#) Open now!
- [Disaster Information Collaboration](#)

[Grants.gov](https://www.Grants.gov)



Search by:

- Keyword
 - Category
 - Agency
 - Eligibility
-
- Note: not all federal funding is “grants” — subscribe to agency of interest’s list serv/feeds for other opportunities.

Institute of Museum and Library Services

<http://www.imls.gov/>



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Learning Thrives in Plainville Library's Wondrous Kingdom...

Funded by a subgrant within IMLS' Grants to States program, the Plainville Public Library's Full STEAM Ahead project, the Kingdom of Why, is an arts-driven science education program for children ages three through five. Using...

[READ MORE](#)



[APPLY FOR A GRANT](#)



[MANAGE YOUR AWARD](#)

[SEARCH AWARDED GRANTS](#)

Foundation Center

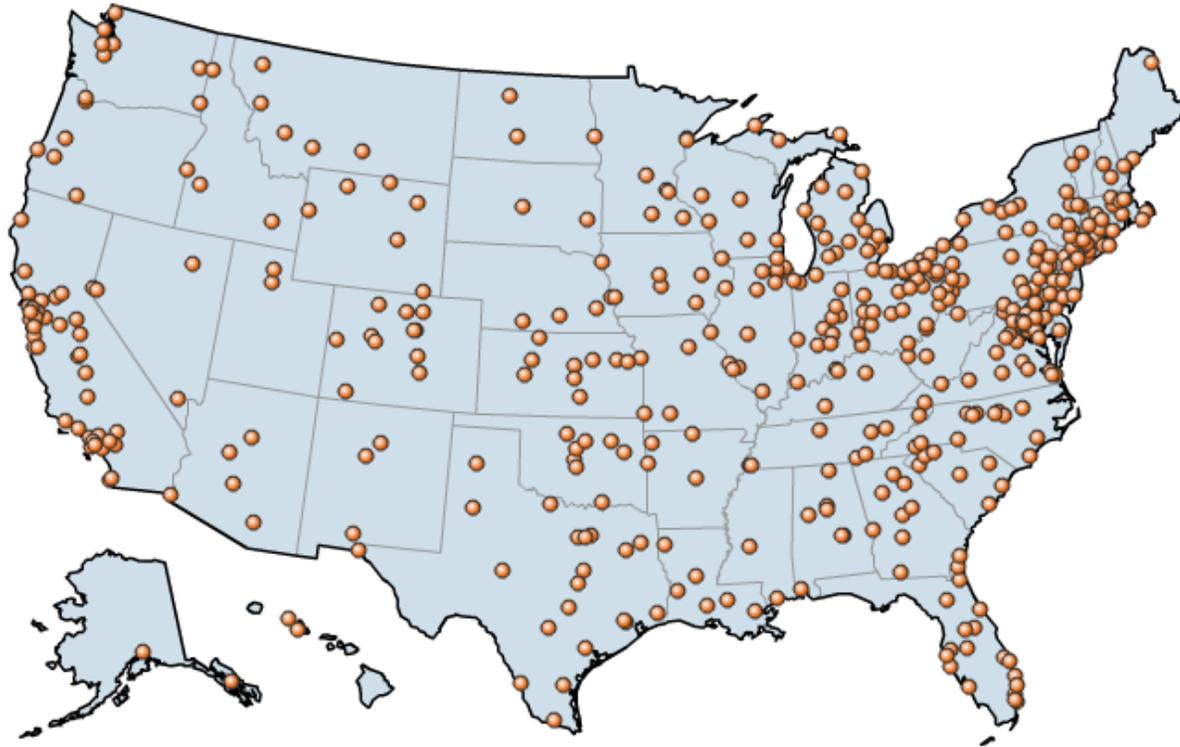
<http://foundationcenter.org/>

- Search for foundations by name and state
 - See tax documents
 - <http://foundationcenter.org/findfunders/>
- Advice for Grant Seekers
 - Proposal Writing Short Course:
<http://foundationcenter.org/getstarted/tutorials/shortcourse/index.html>
 - Proposal examples: <http://grantspace.org/tools/sample-documents>
- Funding Information Network
 - Over 450 locations nationwide (more than ½ public libraries)
 - Access to Foundation Directory Online and other resources
 - Staffed

Funding Information Network

<http://grantspace.org/find-us>

<http://foundationcenter.org/fin/infographic.pdf>



Philanthropy News Digest

- From Foundation Center
- Sign up for alerts based on interests
- <http://philanthropynewsdigest.org/rfps>

A screenshot of a mobile application interface. At the top, there is a dark grey bar with the word 'DONE' in white capital letters. Below this bar is a list of interest categories, each on a separate row with a light grey background and a small grey square checkbox on the right side. The categories listed are: African Americans / Blacks, Aging, Agriculture / Food, Animal Welfare, Arts / Culture, Asians / Pacific Islanders, Athletics / Sports, Children / Youth, Civil / Human Rights, Civil Society, Community Improvement / Development, and Disabilities.

- Find funding by state
- Includes inactive funding for planning
- No limited to rural, but check individual awards for eligibility.

Rural Health Information Hub
<https://www.ruralhealthinfo.org/>



Formerly the
 Rural Assistance Center

Online Library ▾	Topics & States ▾	Community Health Gateway ▾	Tools for Success ▾	RHIhub Publications & Updates ▾
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↓ MORE ON DELAWARE

- Introduction
- Publications
- Organizations
- Websites & Tools
- Maps
- Funding & Opportunities**
- Events
- Models and Innovations
- About This Guide

[Rural Health](#) > [Topics & States](#) > [State Guides](#)

Delaware Funding & Opportunities

Sort By: [Name](#) | [Date](#) Hide Inactive Funding

Narrow by topic

Walmart Foundation State Giving Program Cycle 2

Provides grants to organizations working in the area of hunger and nutrition; career opportunity; education; health care access; and human services.

Geographic coverage: Available in 31 states

Application Deadline: Apr 15, 2016

Sponsor: Walmart Foundation

Gladys Brooks Foundation Grants

Offers major grants for libraries, educational institutions, hospitals, and clinics. Awards are broad in range, but include capital expenses, proposals that address new healthcare needs, and programs that improve the quality of healthcare.

Geographic coverage: Available in 17 states.

Application Deadline: May 31, 2016

Sponsor: Gladys Brooks Foundation

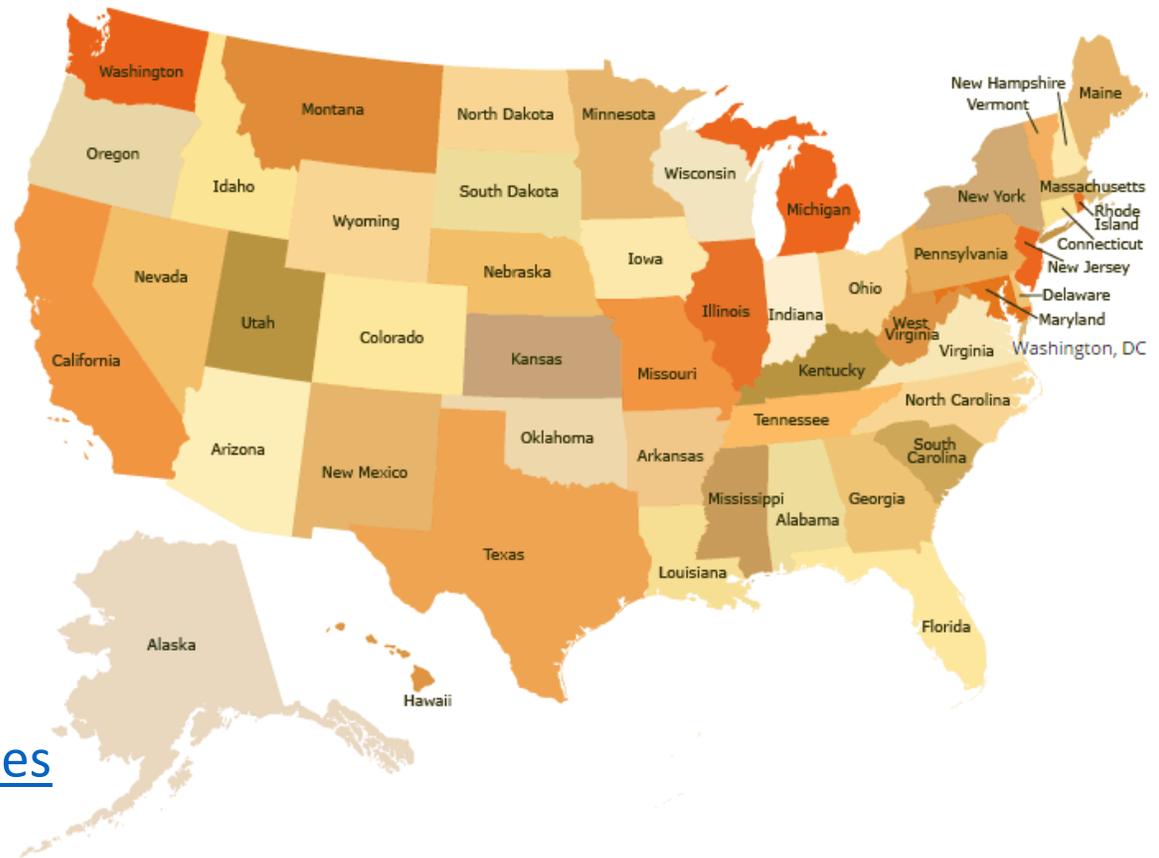
Gannett Foundation Community Action Grants

Supports local organizations with funding priority given to programs that focus on education and neighborhood

The Grantsmanship Center

Find by State

- Top grantmaking foundations
- Community foundations
- Corporate giving programs



<https://www.tgci.com/funding-sources>

Finding funding tips

- Pick funders that fund projects/institutions like yours.
- Check:
 - Program areas
 - Requirements
 - Due dates
 - Eligibility
- Use the Foundation Center's prospect worksheets to evaluate potential funders: <http://foundationcenter.org/findfunders/wrksheet/>
- Subscribe to potential funders' list serves/feeds to hear about funding opportunities.

Before you apply...

- Find out your institution's policies about applying for external funding:
 - Development Office
 - Grants Office
 - Institutional Advancement
 - Office of Research
 - Institutional Foundation
 - Board
- Get approval from:
 - Your bossThe person who would sign the contract
 - Any person/department who you need to implement the funded proposal

Utilize any grant writing resources from your funding agency

- [NN/LM MAR/Funding Forum](#)
- [IMLS](#)
- [Longwood Foundation](#)

Great tips for finding funding and deciding to apply

Applying for a Grant: The General Approach

<http://bit.ly/1FvUFY>

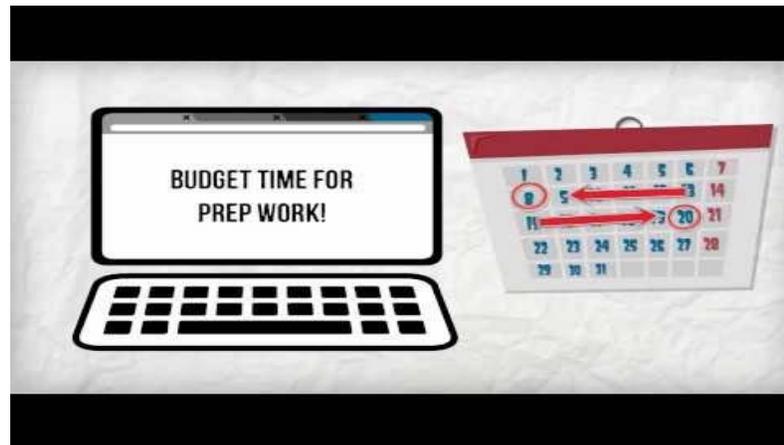
COMMUNITY TOOL BOX

Things to Remember

- Start early
- Review the RFP written guidelines
- Get partners identified
- Pay attention to deadlines



Prep Work



Before Starting to Write

- Gather background information
- Identify project needs
- Identify partners
- Sketch a rough draft of the budget
- Determine who will write the proposal



Think of Your Reviewers



- Avoid excessive “wordiness” and jargon
- Use format/terms from RFP
- Have someone else read the proposal

Sections of the Proposal



- Summary
- Statement of Need
- Project Description
- Budget
- Organizational Information

Summary Statement

- Your project in a nutshell
- Answer: who, what, how, how much
- Also known as an executive summary
- Tell a story—get the reviewer's interest

Identification of Need



- How do you know?
- How will your project address that need?
- How do you know that is the right approach to solving the problem?
- How do you know your organization is the one to fix it?

Description of the Community

- Geographic area that defines the community
- Intended beneficiaries of the project and their relevant characteristics Community assets, challenges, and needs.
- Other recent and current efforts in the community to address the problem/ goal.

Source: <http://ctb.ku.edu/en/writing-grant-application>

Target Population

- Census Bureau:
<http://www.census.gov>
- Fedstats:
<http://www.fedstats.gov/>
- PhPartners:
<http://phpartners.org/>
- State Statistics
<http://delaware.gov/>



How else can you learn about your community?

Planning and Evaluating Health Information Outreach Projects



- Free series from NN/LM
- Booklet 1: Getting Started With Community-Based Outreach
- Booklet 2: Planning Outcomes-Based Outreach Projects
- Booklet 3: Collecting and Analyzing Evaluation Data

<http://nnlm.gov/evaluation/guides.html>

Project Plan

- Specific activities to achieve the objectives
- Describe
 - What
 - How
 - How long
 - Project staff
- Details, details
- **Good Resource** Project Planning and Development Participant Manual from Administration for Native Americans (pdf):

<http://1.usa.gov/1ExGv3Y>

Why project plan

Project Planning helps us to:	Project Planning helps us to eliminate:
Think ahead and prepare for the future	Poor project design
Clarify goals and develop a vision	Overambitious projects
Identify issues that will need to be addressed	Unsustainable projects
Choose between options	Undefined problems
Consider whether a project is possible	Unstructured project work plans
Make the best use of resources	
Motivate staff and the community	
Assign resources and responsibilities	
Achieve the best results	

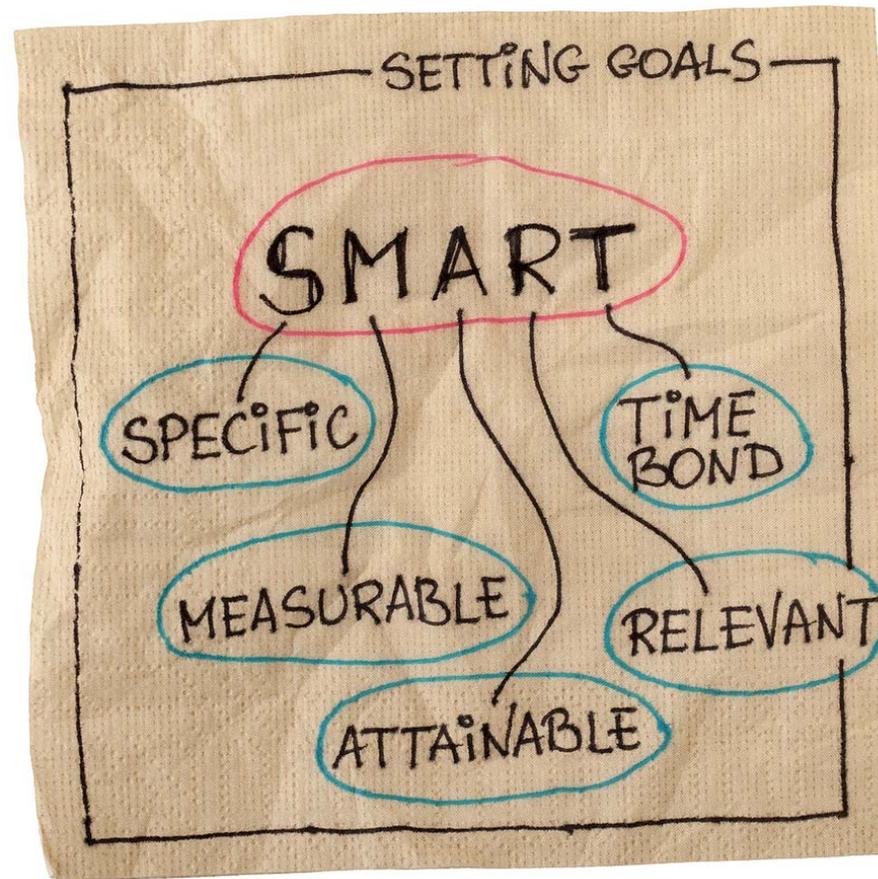
Source: <http://1.usa.gov/1ExGv3Y>

Goals and Objectives: Goals



- Goal: broad statement of the result of change
- General aka “Mushy”
- Ideally what will happen?

Goals and Objectives: Objectives



SMART Objectives Examples

- By the 12th month of the project period, establish and operate a peer mentoring program for 45 middle school students that results in 40 students completing the school year with no unexcused absences or disciplinary actions in the final 6 months of the year. [Source](#)
- By year two of the project, LEA staff will have trained 75% of health education teachers in the school district on the selected scientifically based health education curriculum. [Source](#)

SMART Objectives Examples, cont.

Objective	SMART Objective
We'll train community members using the curriculum.	By the third year of the grant period, program staff will have trained 80% of school nurses on the selected train-the-trainer curriculum.
Participants will understand the importance of smoking cessation.	By the end of the event, 90% of participants will be able to identify at least three techniques that can lead to successful smoking cessation.
Reduce smoking rates.	By 2020, the rate of smoking in the seven-county area will decrease by 25%.

Source: [MN Department of Health](#)

Evaluation

- Establish baseline data first
- Determine the success of project
- Evaluate each goal and objective
- Outreach and Evaluation Research Center (OERC) <http://nnlm.gov/evaluation>

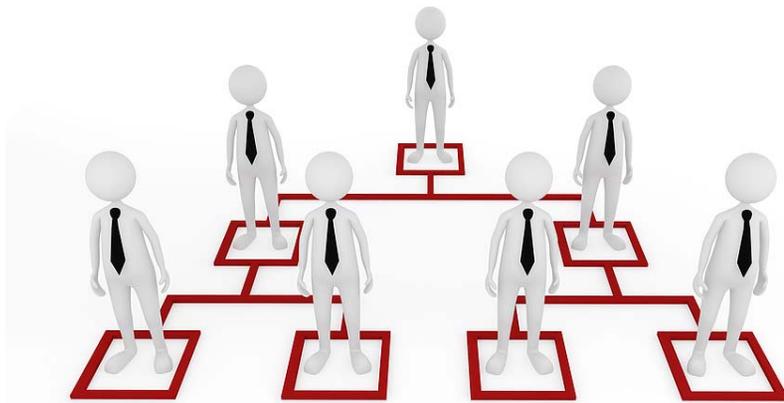


Continuation of Activities

- Will the project continue?
- What will be done with the information?



Organization Information



Number of Employees

Mission

Date Founded

The Budget



Read RFP carefully!

- How funding will be distributed
- Allowable expenses?
 - Indirect Costs
 - Personnel
 - Equipment
 - Travel
 - Giveaways
- Technology requirements

Figure out what you need

- Highlight each item in the narrative that will appear in the budget
- Every item that appears in the budget must be described in the narrative
- Break down each item into parts; be intuitive



Equipment	\$1000
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Equipment	
Dell computer Model #	\$900
Remote Mouse	\$100

Be realistic and complete

- Ensure that the RFP allows for funding of the items included in your narrative
- Include everything you will need
- Contact funder with questions



Indirect Costs

- Costs not readily identifiable with a particular cost objective, but necessary to the operation of the institution
- “Overhead”
- Usually a percentage of total grant
- Do not need to itemize
- Some grants do not allow or cap the level of IDC



Budget Guidelines: Example

- Funding will be processed on a cost reimbursement basis.

Allowable expenses include:

- Personnel (may include professional or support personnel for the project)
 - Travel (may include air travel, ground transportation, parking, hotel, per diem for meals)
 - Equipment (may include rental or purchase of equipment)
 - Purchase of collection materials is permitted, but *must not exceed* 5% of the budget
 - Supplies (may include paper, pens, software, display items)
 - Communications (may include postage, parcel and other delivery services, and telephone/data line charges)
 - Reproduction (may include costs for printing/photocopying of project related materials)
 - Other costs (may include honoraria, exhibit fees, or any other items that do not fit into one of the other lines. Provide a breakdown of what has been included in this category.)
 - Indirect costs (IDC) up to 10% are allowed for this award. It is recommended that due to low funding level, IDC be kept to a minimum.
-
- Expenses are not allowed for:
 - Food

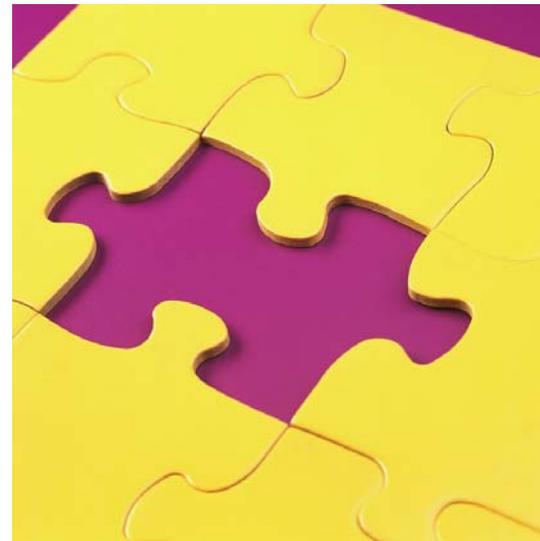
Budget Guidelines: Technology example

If mobile technology or computer hardware is proposed, please include the following as part of your cost proposal:

- For technology or computer hardware purchases under \$3,000 – submit catalog pricing
- For technology or computer hardware purchases \$3,000 or more per item – submit three (3) vendor quotes (valid preferably for 60 days, minimum of 30 days). Quotes may include General Service Administration (GSA) price lists. Reference: <http://www.gsa.gov>.
- For personal appeal items such as cameras, MP3 Players, Smartphones, and laptop computers the proposal must address the following:
 - **Purpose:** There is a legitimate purpose for the items, and use of the items by the awardee will be managed in accordance with institutional policy.
 - **Appropriate Use:** Items will not be used in a way that would discredit the NN/LM, the National Library of Medicine and the National Institutes of Health or the applicable Institution.
 - **Cost Effective:** Must demonstrate requested items are cost effective and appropriate. For example, will generic brands satisfy the minimum requirements? If not, the proposal/request must describe 1) why it is necessary to purchase branded products, 2) benefits in brand name products. How will items further the mission of the NN/LM and achieve the objectives of the contract?
- Vendor quotes are necessary to determine price reasonable for purchase of \$3,000 or more. The absence of competitive quotes must be documented and justified.

Don't forget anything

- In-kind costs
- Specifications
- Quotes
- Hourly Rates
- Salary breakdowns
- Travel
 - Miles per gallon
 - Per diem

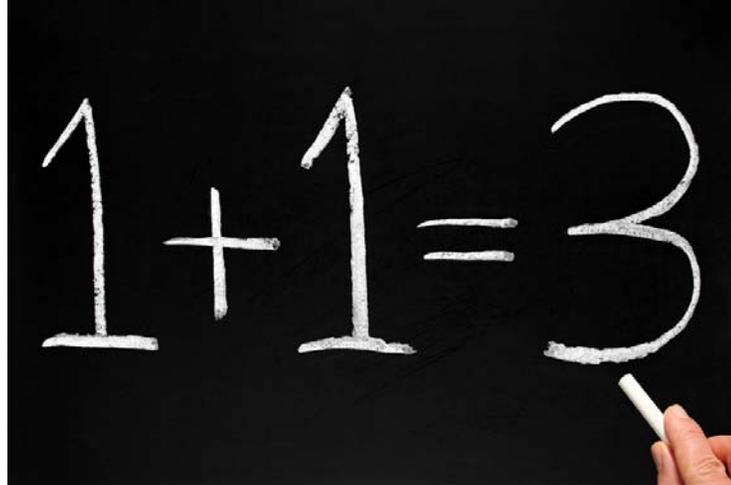


Budgeting Resources

- Proposal Budgeting Basics (Foundation Center): <http://bit.ly/1QXISs3>

Final Budget Thoughts

- Ensure that your figures add up correctly
- Ensure that your proposed budget does not surpass the total funding amount
- Make sure your budget matches narrative!



Appendices

- A marketing or dissemination plan schematic
 - A project staffing flow chart
 - A time line chart of proposed activities
 - An evaluation instrument (e.g., a survey that will be used)
 - Any existing educational or printed materials to be used
 - Biosketches or curriculum vitae of key project personnel, including Advisory Board members and any consultants already identified
 - Letters of Support / Participation
- Source: [The Community Tool Box](#) licensed under CC BY 3.0

Letters of Support

- Unique—no “cut and paste”
- One page
- Indicate support of the project
- Describe existing partnership
- State what the organization will put into the project and how they will benefit

Putting it Together

- Include a table of contents
- Do not bind the proposal
- Don't forget the appendices
- Limit number of files
- Proofread!



A Good Proposal versus A Funded Proposal

Good

- Explains problem
- Has a lot of information, but isn't organized
- Not enough information on collaborations, staff, or objective
- Gaps in response to the review criteria
- Final review by creator

Source: [HRSA](#)

Funded

- Explains problem and what the organization plans on doing to fix it
- Has a lot of information, but the proposal flows and is easy to read and understand
- Describes current/planned collaborations, provides information on staff needed, clearly defines objective
- Responds to all the review criteria
- Reviewed by several people

If you don't get funded:

- Review the comments from the reviewers
- Ask for feedback if you do not get comments
- Have an internal debrief
- Fix the fixable problems
- Maintain a good relationship with the funder. Do not burn bridges!
- Don't get discouraged! Rejection happens.

If you get funded:

- Congratulations!
- Review reporting and other requirements of the grant
- Get started as quickly as possible
- Be a good partner: keep funders “in the loop” for any changes or insurmountable challenges
- Promote your funding to internal and external stakeholders (with permission of your funder)

A strong proposal has:

- Well organized proposal sections
- Well researched and documented statement of the problem
- Creative or innovative strategies for addressing the need / problem
- Feasible goals and objectives
- Measurable objectives
- A sound evaluation plan

Source: [The Community Tool Box](#) licensed under CC BY 3.0

QUESTIONS?



This project has been funded in whole or in part with Federal funds from the National Library of Medicine, National Institutes of Health, under Contract No. HHSN-276-2011-00007-C with the Houston Academy of Medicine-Texas Medical Center Library.

Thank You!

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Slides: <http://nnlm.gov/mar/training/presentations>



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