

Beyond the Proposal: Developing a Grant Strategy

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Learning Goals

- ▶ What is a grant?
- ▶ Grants as revenue
- ▶ Strategies for success
- ▶ Vetting grants
- ▶ Red-flags
- ▶ Grant proposal strategies

Grants...What are they?

- ▶ Funds, services, or goods provided by a grant maker (grantor) to a recipient (grantee) to meet some specified need requested through a grant proposal with no expectation of repayment.
 - ▶ Endless grant variety
 - ▶ “item” granted
 - ▶ Grantors
 - ▶ Specified need
- ▶ Grant proposal components
 - ▶ Need
 - ▶ Solution
 - ▶ Program

Grants are not...FREE!

- ▶ Grants are never and should never be considered Free Money
 - ▶ The hidden costs of grants
 - ▶ Pre-award
 - ▶ Staff time
 - ▶ Post-award
 - ▶ Administration costs
 - ▶ Legal
 - ▶ Finance
 - ▶ Monitoring
 - ▶ Infrastructure

Types of Grants

- ▶ Two Types: Funding and Source
- ▶ Funding Type
 - ▶ Project/Program/Community Impact
 - ▶ Research
- ▶ Source Type
 - ▶ Government-Federal, State, Local
 - ▶ Nonprofit

Grants as Revenue

- ▶ The water and the bucket

Grant Funding



Infrastructure



- ▶ Some programmatic considerations
 - ▶ Continuation of grant funding is never guaranteed
 - ▶ One-Time Growth versus Sustainability
 - ▶ Department V Project V Capital request

Strategies for Success

- ▶ Identify and hire essential personnel
 - ▶ Grant Writer
 - ▶ Project/program manager
 - ▶ Leadership
- ▶ Prepare auxiliary departments
 - ▶ Legal
 - ▶ Finance
 - ▶ IT
- ▶ Other keys
 - ▶ Identifying your “Champions”
 - ▶ Strategic planning

Strategies for Success Continued

Part of Strategic Plan	Infrastructure Need for Grant	
	No Growth	Growth
Yes	Always	Sometimes
No	Sometimes	Never

The table is a 2x2 matrix with a 3x2 grid of content cells. The top row of the content cells contains 'No Growth' and 'Growth'. The left column contains 'Yes' and 'No'. The right column contains 'Always' and 'Sometimes' (top row) and 'Sometimes' and 'Never' (bottom row). Arrows indicate a flow: vertical arrows point down from 'No Growth' to 'Always' and from 'Growth' to 'Sometimes'; horizontal arrows point right from 'Yes' to 'Always' and from 'Sometimes' to 'Never'; vertical arrows point down from 'Always' to 'Sometimes' and from 'Sometimes' to 'Never'; and horizontal arrows point right from 'No' to 'Sometimes' and from 'Sometimes' to 'Never'.

Vetting Grants

RFP Vetting

- ▶ RFP vetting
 - ▶ Eligibility
 - ▶ Type of support
 - ▶ Patient population
 - ▶ Match/reporting requirements
 - ▶ Collaboration requirements
 - ▶ MOU
 - ▶ Letter of support
 - ▶ Data/patient/service sharing

Vetting Grants Continued

Program Vetting

- ▶ Red-Flags
 - ▶ Implementation team
 - ▶ No clear leadership
 - ▶ No clear direction
 - ▶ Inability to monitor performance metrics
 - ▶ No managerial robustness
 - ▶ Program ideas
 - ▶ Expansion of services
 - ▶ FTEs!!!
 - ▶ Chasing Dollars

Grant Proposal Strategies



Write Short,
Apply Long

Ad Hoc

Chasing Dollars

Grant Strategies Continued

- ▶ Chasing Dollars
 - ▶ Write a grant proposal to match an RFP.
- ▶ Ad Hoc
 - ▶ Find RFPs to match identified needs as they surface.
- ▶ Write Short, Apply Long
 - ▶ Identify a few specific, but strategic needs.
 - ▶ Prepare grant templates for each.
 - ▶ Create a grant calendar.
 - ▶ Apply to multiple opportunities with the same need.

Questions?

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