Grant Writing: Words Matter - Alignment Matters More

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Workshop Goals

1. Gain key grant-writing skills

2. Understand how alignment is key to funding success

   a. Aligning strategy to revenue requests

   b. Creating a fundable vision

3. Linking grant budget to overall revenue strategy

   a. Expanding without bleeding resources

   b. Strategic Alignment of funds for visionary growth

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What is Grants Management?

The time frame for the grant (startup to completion) and the activities that occur during that timeframe

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General Guidelines

1. Do your homework! Research, research, research. ...

2. Understand problem and present a logical solution to the problem. Don't be afraid to ask questions.

3. Answer their questions succinctly and specifically – follow their rules and guidelines

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General Guidelines

4. Convince the funder you know what you're doing and that you are the **BEST** person to give the money to.

5. Tell the same story in the budget and the proposal narrative.

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Understanding Grants

- **Types of Grants**
  - Capital Grants
  - General Operating Grants
  - Program/Project Grants
  - Start-up Grants
  - Technical Assistance Grants
  - Planning Grants
  - Research Grants

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Revenue Management

- Start with Strategy
- Conduct a SWOT analysis
- In trying to secure funds we often jump out of our niche.
- Result: short term gain (maybe), long term crash and burn (most likely).
  - Credibility damaged

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Running AMUK

Womb to Tomb in Southeastern, MA

Alignment Matters!

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Kenny Rogers

The Gambler:

Know when to hold

Know when to fold 'em

Know when to walk away

Know when to run…

https://www.youtube.com/watch?v=7hx4gdlfamo&list=RD7hx4gdlfamo&t=155Gambler

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Vision

- You need to create a fundable vision
- If the reader sees what you are doing and feels its doable and deliverable, its more likely to get funded.
- Creativity matters
  - One say we will put man on the moon. JFK
  - I had a dream… MLK

What can you do, that no one else is doing, this believable and fundable.

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Writing the Proposal

- **Abstract** – what are you proposing – usually about 3 sentences.

- **Goals (Aims) and Objectives** – behavioral/measurable

- **Methodology**– how will you accomplish what you have said you will do? Is what you propose grounded in evidence? Implementation Plan

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Writing the Proposal

- **Timelines** – include everything here – hiring, training, startup, program initiatives and when each begins and ends, evaluation, etc. (graphical is easiest to read).

- **Evaluation** – how will you measure – Process? Impact? Outcome? Qualitative vs. Quantitative? Formative? Summative?

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What is your abstract?

3-4 Sentences
- Summary of the grant
- Goals and objectives (succinctly)
- Model Summarized

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Goals (Aims)/Objectives

- Clear
- Concise
- Achievable
- Measurable

In year one, 35 injection opioid users will successfully stop using opioids for 6+ months through our MAT program.

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Methodology

1. What is your plan of operation
2. What are your staffing needs
3. What activities will occur
4. What are your training needs
5. What is your implementation plan

This is the bulk of your narrative!

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Methodology cont'd

5. What will you accomplish?
6. Why is it important?
7. Who will benefit? How?
8. What will success look like?

What model will you use –ground this part with an evidence based program
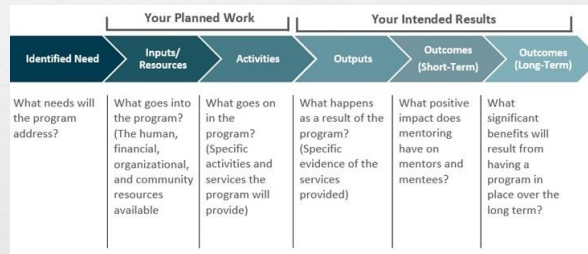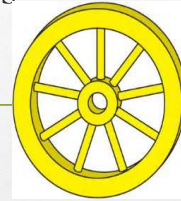
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Evidence Based Models

Why are Models Important???

- Social Determinants of Health
- Hub and Spoke
- Logic Model
- Other

Your Planned Work			Your Intended Results		
Identified Need	Inputs/ Resources	Activities	Outputs	Outcomes (Short-Term)	Outcomes (Long-Term)
What needs will the program address?	What goes into the program? (The human, financial, organizational, and community resources available	What goes on in the program? (Specific activities and services the program will provide)	What happens as a result of the program? (Specific evidence of the services provided)	What positive impact does mentoring have on mentors and mentees?	What significant benefits will result from having a program in place over the long term?

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Operating Plan

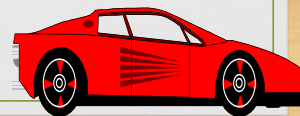**Example: Driving a Car Cross Country**

Vision: Vacation, Seeing the Country, Optimal Relaxation

Mission: Reaching California

Strategic Plan: Road Map/Trip Tic

Operating Plan: oil changes, gas fill-ups, money for trip, rest stops, etc.

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Operating Plan

- What does your operating plan need to look like? What will be included?

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Staffing Needs

- Counselors
- Case Managers
- Secretarial
- Training staff
- Consultants
- Managers
- Peer recovery coaches

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Timelines

- What needs to be done first
- How will you sequence activities for success
- What is the timeline for each activity
- What is the timeline to complete each objective

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Evaluation Plan

- **Measurable**
- **Measurable**
- **Measurable**
- Link the objectives directly to the evaluation
- Be specific on how you will evaluate

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Budget

- Numerically links:
  - methodology (activities)
  - personnel
  - training
  - evaluation ***

  This is where you align strategy to revenue. **FIT/FIT** is key!

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Where do I begin?

If you don't know where you are going, then it doesn't matter which way you go.

Cheshire Cat in Alice in Wonderland   https://www.youtube.com/watch?v=viauOQ_zn5I

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SWOT Analysis

Strengths/Weaknesses (INTERNAL)

- Staff Capabilities
- Quality of Programs/Services
- Reputation of Treatment Program
- Financial Situation
- Office Facilities and Equipment

Opportunities/Threats (EXTERNAL)

- Political Environment
- Economic Conditions
- Legislative Trends
- Social Trends and Changes
- Technological Advances
- Demographic Changes
- Legal Environment

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What do you do best as an organization?

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In what area do you seek to secure funding?
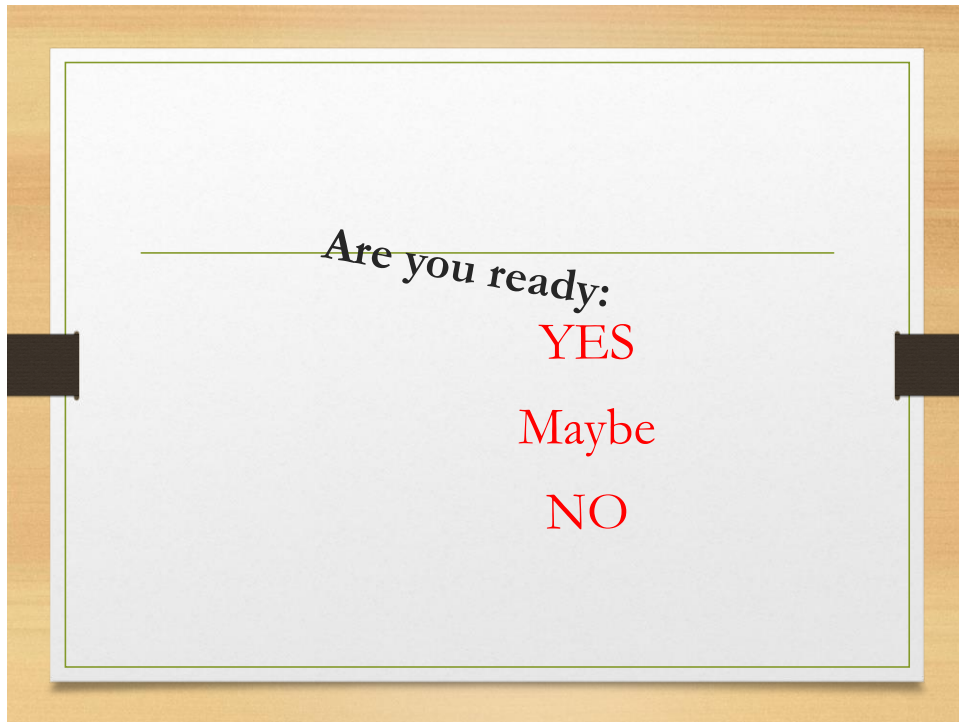
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Organizational Readiness

- Do you have time to take on a new initiative?

- Do you have someone that can write the grant?

- Do you have someone that can oversee the grant?

- Can you show financially stable budgets?

- Can you show success with other grants?

- Can you show alignment between this initiative and your core mission?

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Are you ready:

YES

Maybe

NO

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Identification of the RIGHT RFP's

- What do you need to be successful with what you would like to propose?
  - How much revenue?
  - Staffing?
  - Training?
  - Supplies?
  - Start-up?
- What can you contribute to support your request?

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Who can help you?

- **Partners/Collaborators**
- **Letters of support**
- **Affiliation agreements**

- Show community connectedness and ability to not waste **$$**

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Funding Options

- Foundation monies
- Community Funds (development or block grants)
- State requests for funding
- Federal funding requests

- Is this start-up or continuation?
- Is it research or programmatic funding?
- *How will you maintain the program once the funding is done?*

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Linking grant budget to organizational strategy.

- Link your grant budget to your overall organizational revenue strategy.
- If you show it fits, you show it can continue once the grant ends.
- This also shows capability to provide the services.
- Applying for random grants is not strategic.

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Grant Writing Process

- Be specific
- Be succinct and on point
- Write error free
- Show evidence of success with past funding
- Use evidence based programming
- Collaborate to strengthen proposal
- Show your strengths (history)
- Show your ability to continue program

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SAMHSA

SAMHSA Block Grant Application Information

https://www.samhsa.gov/sites/default/files/grants/fy 18-19-block-grant-application.pdf

Application Forms and Resources

https://www.samhsa.gov/grants/applying/forms-resources

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Tips for Writing

- Start with a good (unique) idea!
- Establish yourself as a researcher – credibility matters
- Research your topic – don't assume you know what is needed.
- Identify affiliation partners with written agreements – make clear everyone's roles
- Look at successful proposals of colleagues

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Tips for Writing

- Read the FOA (Funding Opportunity Announcement) carefully.
- If you have questions, contact the funding organization or your research office
- Prepare your proposal early--well before the deadline.
- Make your first proposal your best proposal. Convey your confidence and enthusiasm for the project.

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Tips for Writing

- Do your homework and know the literature and issues, questions and controversies in your area.
- Place your work in perspective. Cite others. If there are two camps, make sure you cite both sides.
- Make your priorities clear. Provide a timeline.
- Be focused.

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Tips for Writing

- Discuss potential problems and pitfalls. Describe alternate strategies.

- Carefully consider your funding needs. Start with personnel--you will need to explain fully the role of each person on the grant.

- Reviewers will judge your competence, in part, by how well your funding request matches the scope of the project.

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Tips for Writing

- Use a clear and concise writing style.

- Proofread! Have zero tolerance for typographical errors, misspellings or sloppy formatting.

- Critique your own proposal.

- Have others read your final draft, as well

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Once funded…

Challenges include:

- Start-up takes time
- Make sure you all for contract signatures
- Purchase Orders signed from both sides
- Implementation of affiliation agreements
- Hiring and training of staff
- Purchasing of supplies and materials
- Setting up offices, computers, etc.

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