

# FUNDED



 A GRANTS OFFICE PUBLICATION

**LEVERAGING ECONOMIC  
DEVELOPMENT GRANTS  
FOR HEALTH CARE  
AS A BUSINESS**

**MOVING EDUCATION GRANT  
PROJECTS FROM IDEA TO ACTION**

**FIRST RESPONDER NETWORK FAQs**

**SOURCES OF GRANT FUNDING**

**PLUS SUMMARY INFO ON 6 EXCITING GRANT OPPORTUNITIES!**

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GRANTS OFFICE

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### ON THE COVER

In this issue, we cover how healthcare providers could gain access to economic development funding by getting into the "health care as a business" mindset.

Read more on page 11.

## LETTER FROM THE EDITOR

# Dear Readers,

The landscape of grant funding is certainly varied, extending as it does across all areas of the public sector and many segments of the private sector as well. And this month's issue on FUNDED certainly reflects the diversity of these opportunities - from education to public safety to telehealth and economic development.

Elizabeth Evans kicks things off by providing us with a roadmap for bringing an education project idea to life with grant funding, step-by-step. Of particular note, establishing a team at the beginning of the project (Step 1 in Elizabeth's roadmap) helps create buy in and legitimacy for the project as it evolves, rather than leaving project leaders to solicit support for a project 12 hours before the application deadline.

Chris LaPage's article on health care as a business takes healthcare providers beyond mere services and recognizes their role in driving economic development across communities. Indeed, healthcare institutions are often at the center of many communities' economies, whether or not they are recognized as such in community economic development plans, which tend to focus on private sector development.

Finally, Ashley Schultz gives us a timely and informative update on the national public safety broadband network, FirstNet, including grants that public safety and first responder agencies can use to leverage FirstNet's capacity, security, and public safety prioritization. Among the many emerging funding priorities of the new administration, including the opioid epidemic and cybersecurity, FirstNet adoption and expansion promises to figure prominently in future public safety-focused grant programs.

Be sure to check out our webcasts and come visit us at the conferences our team will be presenting at all over the country in the coming months. We'd love to meet you in person! As always, if you have comments, feedback, corrections, or topics for future issues, feel free to drop me a line at: [mpaddock@grantsoffice.com](mailto:mpaddock@grantsoffice.com). I hope you enjoy this issue of FUNDED as much as we've enjoyed bringing it to you!

Sincerely,

Michael Paddock  
Editor and Publisher,  
**FUNDED**



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## PROGRAM SNAPSHOT

# INNOVATIVE TECHNOLOGY EXPERIENCES FOR STUDENTS & TEACHERS (ITEST) GRANT PROGRAM

**SUMMARY:** The ITEST program funds foundational and applied research projects addressing the development, implementation, and dissemination of innovative strategies, tools, and models for projects that:

- Increase students' awareness of STEM and cognate careers;
- Motivate students to pursue the appropriate education pathways for STEM and cognate careers; and/or
- Provide students with technology-rich experiences that develop disciplinary-based knowledge and practices, and non-cognitive skills (e.g., critical thinking and communication skills) needed for entering STEM workforce sectors.

ITEST projects may adopt an interdisciplinary focus on one or more STEM domains or focus on sub-discipline(s) within a domain. ITEST projects must involve students, and may also include teachers. ITEST is especially interested in broadening participation of student groups from traditionally underrepresented in STEM and cognate intensive education and workforce domains. Strongly encouraged are projects that actively engage business and industry to better ensure K-12 experiences are likely to foster the skill-sets of emerging STEM and cognate careers. ITEST projects may engage students in school or out of school, or through a blend of learning environments. Individual projects may engage students at a single grade or age level, or at multiple elementary, middle, or secondary school grade or age levels.

ITEST program priorities include: (1) projects that examine strategies to promote student familiarity and appropriate competencies with emerging technologies that are, or will likely become, prevalent within STEM workplace environments; and (2) projects that examine factors that promote greater access to these emerging technologies among students from populations underrepresented in the STEM workforce.

**DEADLINE:** Applications must be submitted by 5:00 PM local time of proposer on September 5, 2017. Deadline for applications in FY 2018 is August 8, 2018. Applications will be due on the second Wednesday in August, annually thereafter.

**ELIGIBILITY:** All U.S. organizations with an educational mission are eligible for ITEST. All ITEST projects must demonstrate evidence of partnerships and collaboration in the formulation, implementation, and/or interpretation and dissemination of the project. Eligibility for Innovation through Institutional Integration is limited to institutions of higher education (including two- and four-year colleges) located and accredited in the US, acting on behalf of their faculty members.

**FOR MORE INFORMATION:** [https://www.nsf.gov/funding/pgm\\_summ.jsp?pims\\_id=5467](https://www.nsf.gov/funding/pgm_summ.jsp?pims_id=5467)

## PROGRAM SNAPSHOT

# ADVANCED TECHNOLOGICAL EDUCATION (ATE) GRANT PROGRAM

**SUMMARY:** With an emphasis on two-year colleges, the ATE program focuses on the education of technicians for the high-technology fields that drive our nation's economy. The program involves partnerships between academic institutions and industry to promote improvement in the education of science and engineering technicians at the undergraduate and secondary school levels. The ATE program supports curriculum development; professional development of college faculty and secondary school teachers; career pathways to two-year colleges from secondary schools and from two-year colleges to four-year institutions; and other activities. Another goal is articulation between two-year and four-year programs for K-12 prospective STEM teachers that focus on technological education. The ATE program supports proposals in four major tracks: Projects, Centers, Targeted Research in Technician Education, and Conferences and Workshops. Disciplines of particular interest include:

- Biotechnology/Biology
- Biotechnology/Chemistry
- Engineering
- Evaluation/Research
- Geographic Information Systems/Geosciences
- Information technology/Computer Science
- Information technology/Cybersecurity
- New to ATE track

The ATE program encourages proposals from Minority Serving Institutions and other institutions that support the recruitment, retention, and completion of underrepresented students in technician education programs. The ATE program is particularly interested in projects addressing issues in rural technician education and projects that broaden the diversity of the entry-level technical workforce including strategies to recruit veterans into technician education programs. The ATE program does not support projects that focus on students who will become health, veterinary, or medical technicians. Activities may have either a national or a regional focus, but not a purely local one.

**DEADLINE:** Full proposals are due October 5, 2017, October 4, 2018, and October 3, 2019.

**ELIGIBILITY:** Universities and Colleges, Non-profit, non-academic organizations, For-profit organizations, State and Local Governments, and Unaffiliated Individuals are eligible to apply. Two-year colleges and other associate degree-granting institutions are especially encouraged to submit proposals, and all proposals are expected to include one or more two-year colleges in leadership roles.

**FOR MORE INFORMATION:** [http://www.nsf.gov/funding/pgm\\_summ.jsp?pims\\_id=5464](http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=5464)

# Moving Your Grant Funded Education Project from Idea to Action

*By Elizabeth Evans*



Generating ideas for projects is easy, but what about actually putting those ideas into action? A common pitfall of group brainstorming sessions is that no single person feels responsibility for implementing a task unless it is specifically designated to them by the group. Avoid stall out by designating each specific area of the project to an individual task leader. Even if that person isn't the one to carry out the activity, they are there to make sure that nothing related to that activity falls to the wayside. Shared accountability usually inspires team members to be more actively engaged in the planning process as well.

Imagine yourself in a teacher's lounge: colorfully painted walls, a bulletin board near the door with announcements of upcoming deadlines and school events, several tables with chairs haphazardly pushed in, a refrigerator softly humming in the background, and a wall lined with white boards - filled with suggestions, ideas, and action items from the previous week's professional development and brainstorming session on school improvement. Focusing on the whiteboards, you read some of the ideas so passionately discussed just a few days earlier: "growing STEM related studies programs", "professional development opportunities for staff", "strengthening school safety and emergency preparedness", "expanding college-readiness and career prep", "rising

standardized test scores", and in big block letters, "FUNDING" followed by an oversized interabang.

Undoubtedly, when discussed in smaller break-out groups all of these projects involved technology in some form or another (e.g. a media center computer lab for students to study and complete homework in, videoconferencing with other schools to share in professional development, tablets for student use in the simulation of animal dissections, 3D printers for a new Maker Space). But what now? There were so many great ideas, how does one move forward?

Following, we've outlined five of the major milestones (and one tip!) that your district can take

to get your project idea “grant ready” this summer.

### **1. Establish a team**

As the saying goes, “it takes a village to raise a child”, and so too will you need to rely on various team member’s strengths and expertise to bring your project to fruition. Think about the project’s stakeholders. Who should be involved in these discussions? Who are the movers and shakers, the boots on the ground, and the ones with the political power to make/approve decisions? Include people whose expertise will be necessary for a successful project. For example, if technology is part of the project, be sure to include someone from IT early on who knows what basic infrastructure will be needed to support the rollout of any grant funded classroom computer equipment.

### **2. Draft a preliminary program idea**

This step closely follows the first, other times it may preempt it. Either way, in order to know which potential sources of funding are most relevant, you’ll first need to have a general idea of what it is you want your project to accomplish. You or others on the team may have kicked around a few vague ideas, but you’ll need to refine these ideas a bit more in order to effectively do your grants research. You’re interested in growing the STEM offerings within the district? Great! Which schools within the district have the greatest need or lowest performing students within the STEM fields? What grades would you like to focus on? Which STEM domains are you considering offering additional programming within? Will these programs be integrated into the curriculum as part of the regular school day or would you like to offer the support as an after school program?

While your idea doesn’t have to be fully conceptualized, determining a few of these details will help you “sort the wheat from the chaff” during phase 3. These ideas do not need to be set in stone,

rather, it may be more helpful to think about how these ideas could be adapted to later meet the requirements of the target grants identified. What is important for this stage is that you are able to state what your specific challenges/problems are and how you think you might hone in on a solution.

### **3. Identify Potential Sources of Funding**

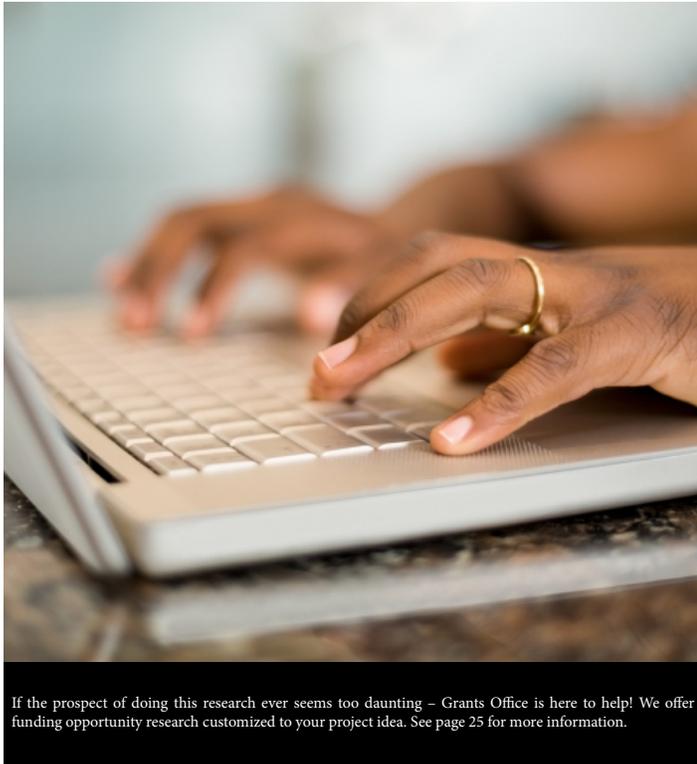
Once you have a basic idea of what your project is going to be about, you can more easily start looking for funding. As covered on page 23 of this issue, there are 3 different sources of grant funding: Federal, State, and Foundation. The best technique to use for searching these different sources varies, but will always be quite time intensive.

Checking federal clearing houses such as grants.gov are a good place to start if you want to know about what opportunities are currently accepting proposals. The US Department of Education also posts a forecast each year announcing grants that are on the horizon. Don’t forget to browse your state agency websites too. State agencies – beyond the state’s department of education – will unexpectedly host education/training oriented opportunities from time to time. For example, Pennsylvania’s Department of Environmental Protection host an annual Environmental Education grant competition, while New Jersey’s Department of Labor and Workforce Development hosts an annual Youth Transitions to Work Program competition. As for researching foundation funding, there are several data bases which can be leveraged to aid in this task. These data bases often come with a monthly or yearly subscription cost, but make foundation funder research much easier than googling aimlessly.

What is important to keep in mind when conducting your grants research is to continually go back to your preliminary program idea and check that grant opportunity against that idea. If the funder’s priorities do not align with your project idea, move

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on. If the funder doesn't make grants to projects supporting your target population or in your geographic area, move on. If the funder doesn't give to schools or districts, move on! There are hundreds of thousands of potential funders that could be interested in your project, so there isn't a need at this stage to waste energy trying to fit the proverbial "square peg in a round hole".



If the prospect of doing this research ever seems too daunting – Grants Office is here to help! We offer funding opportunity research customized to your project idea. See page 25 for more information.

### 4. Finalize your program design

By this point you've hopefully narrowed down your potential sources of funding to a small handful of possible grants. Of these, you'll want to choose one to focus on at a time. It is at this point that you'll need to take your preliminary program idea and refine it to match perfectly with the funder's priority and the specific grant's solicitation. If a current solicitation isn't available during this phase, you may be able to use the most recently expired one in order to get the ball rolling.

You'll now want to take your general draft idea and

drill down to specifics based on the specific funding opportunity. Grant funders love specifics. What are your SMART (specific, measurable, attainable, relevant, timely) goals for the project? What are the activities that will take place to ensure these goals are achieved? Who will be responsible for various tasks? What makes that person the right individual for the job? When will these activities be completed by? How many students will be served? Where will activities physically occur? What will success look like for your project and how will you know you've achieved it? What makes your organization uniquely qualified to carry out the project above all others? How does your project address the priorities of the grant program? These are just some of the basic details that grant funders expect to see in requests for support. Note that additional information may be required depending on the specific grant to which you are applying, so be sure to address those specific requirements as well.

Further, as you are determining these details, be sure to record any decisions that are made. While we have not included a unique proposal development and submission step, which could arguably be a 6<sup>th</sup> milestone, the results of finalizing your program design will be the information that you ultimately need to include when drafting your grant proposal.

### 5. Draft a project budget & justification

Proposal budgets are all about explaining the need for each expense. Budgets tell a story all on their own, thus consider what story your budget might tell the funder if he or she doesn't read your proposal narrative. Is each line item tied to your project's goals and objects in some way? Will the connection be clear to the funder?

Additionally, be realistic in terms of what each line item will cost. Seek quotes from vendors. These should be included as attachments, if requested

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by the funder. If you are applying for a multi-year grant, consider that prices may inflate over time. Above all else, be sure that you speak with your Business Administrator or authorized fiscal agent regarding procurement policies. In addition to the stipulations put forth in the grant, you should always defer to the regulations set forth by your local and state government when considering how you will go about making new purchases and acquisitions.

### **Tip: Seek help where needed**

Avoid getting in over your head; know your limits and when to rely on others for their support or expertise. In doing so it's possible that you may have to look outside of your organization for

assistance with various aspects of your project, be it creating an effective program assessment or drafting a grant proposal narrative. Asking for outside help from professionals dedicated to those specific tasks will ensure a level of quality that you may not be capable or have the time to provide yourself. For example, even if you are confident in your ability to design and carry out all aspects of the project, hiring a grant writer to help put your ideas on to the page can be a huge time saver and stress reliever!

Hopefully you'll be able to take these suggestions and move your project from idea to action before the start of the new school year!

### A side note on grant funding for **TECHNOLOGY** projects:

While many grants will fund education technology as a component of the program, it is important to remember that to grant funders technology is the means not the end. Don't be seduced by the concept of, "oh, well I can just apply to a grant for that new computer lab!" Put another way – funders rarely dole out grant monies expressly for the sake of technology purchases or upgrades (the USDA's Distance Learning and Telemedicine grant being one exception). Rather, funders award money to those projects that support some larger programmatic goal (e.g. student health and wellness, or extended learning time opportunities). This is because grant programs are created with the intended purpose of solving some type of dilemma in a unique, innovative way. So, as long as you are able to justify the need (i.e. the requested technology is essential to facilitating the success of the project) then the odds are good that the technology line item will be approved if the project is funded. Of course, you'll want to check the specific grant's guidance because exceptions do exist, however, these usually occur on a state by state basis and one should consult his or her State Education Department/the funding agency for more information.

## PROGRAM SNAPSHOT

# RURAL HEALTH CARE SERVICES OUTREACH PROGRAM

**SUMMARY:** This program seeks to improve outreach and service delivery in local and regional rural communities. The goals for the Outreach Program are the following:

- Expand the delivery of health care services to include new and enhanced services exclusively in rural communities
- Deliver health care services through a strong consortium, in which every consortium member organization is actively involved and engaged in the planning and delivery of services
- Utilize and/or adapt an evidence-based or promising practice model(s) in the delivery of health care services
- Improve population health, demonstrate health outcomes and sustainability

Proposed projects will have an outcomes-oriented approach that will enhance and sustain the delivery of effective health care in rural communities. Proposed projects will be grounded in an evidence-based or promising practice model(s) in order to avoid “reinventing the wheel”. Projects based on an evidence-based or promising practice model have shown to be effective in addressing the community’s need, improving the health status of its residents and sustaining the project beyond Federal funding. Outreach projects can take the framework or methodology of an evidence-based or promising practice model and tailor it to their community’s need and organization.

**NEXT ANTICIPATED DEADLINE:** It is expected that a new solicitation will be released soon with proposals to be due in November of 2017.

**ELIGIBILITY:** Eligible lead applicants are rural public or rural nonprofit private entities that represent a consortium of three or more organizations that deliver health care services in rural areas. Only the applicant organization is required to be a rural public or rural nonprofit private entity. Faith-based and community-based organizations as well as federally recognized tribal organizations are eligible to apply.

**FOR MORE INFORMATION:** <https://www.hrsa.gov/ruralhealth/programopportunities/fundingopportunities/default.aspx?id=e325b43e-a8ba-4368-ac25-363f6bab4115>

## FUNDED PROJECT HIGHLIGHT

# RURAL HEALTH CARE SERVICES OUTREACH PROGRAM

**FUNDED ORGANIZATION:** Prairie du Chien Memorial Hospital (Critical Access Hospital), Wisconsin.

**AMOUNT:** \$589,925 over three years

### PROJECT DESCRIPTION:

Prairie du Chien Memorial Hospital, doing business as Crossing Rivers Health (CRH) (with a hospital and two clinics serving rural Wisconsin), has partnered with Crawford County Health and Human Services Department and Richland County Health and Human Services Department (serving rural Wisconsin), to design and implement a much-needed telemedicine system that will dramatically enhance the availability of specialized mental health services accessible in remote, rural locations throughout Wisconsin. Telemedicine networks have dramatically reduced travel time requirements for both patients and doctors, focusing on improving access to much-needed psychiatric and behavioral health services.

The initiative has improved health outcomes of patients with mental health issues, and increased knowledge levels about the functionality of Telemedicine to support primary and specialty health care with providers, patients, and consumers. The project budget has been designed to support full-scale sustainability, ensuring all required technology and equipment necessary for implementation are purchased and utilized during the initial project period. Over three years, the consortium partners have served at least 1,500 patients through Telemedicine capabilities. Each patient has been tracked throughout their participation, revealing a picture of progress, care received, medicines prescribed, and status updates. Baseline measures were collected (demographics, PIMS, project-specific measures), with ongoing monitoring occurring every 90 days for individual screening. Technology will facilitate the comparison of resulting clinical results by sub-group (gender, age, insurance status), enabling the consortium to measure differences in impact among unique population sectors. These communities in rural SW Wisconsin have been identified as Health Professional Shortage Areas for mental health services. A full-time Psychiatrist was hired to address this critical gap in services. The new Psychiatrist has divided their time among five unique sites, managing a caseload of approximately 1,250 unique patients.

The addition of telemedicine technologies has enhanced both the depth and the breadth of these planned services - permitting the Psychiatrist and mental health care staff to work with patients in crisis virtually over a secure network, eliminating the barrier of transportation for patients AND mental health providers. Telemedicine allows patients to have more frequent contact with their clinician, and dramatically reduce the waiting time for those wishing to schedule an immediate appointment. These technologies have the potential to dramatically improve health outcomes for patients suffering from mental health issues in rural, remote communities.

**FOR MORE INFORMATION:** <https://www.ruralhealthinfo.org/pdf/2015-2018-rural-health-care-services-outreach-grant-grantee-directory.pdf> and <http://federaltelemedicine.com/?p=3901>

# Healthcare is a Business: Leveraging Economic Development Grants to Fund Projects

*By Chris LaPage*

Many folks are reluctant to think of healthcare as a business. One reason for this may be structural in nature. Many providers, including hospitals and health systems, are organized on a not-for-profit basis. In other instances, this reluctance may be philosophical and based on whether one views healthcare access as a right or as a commodity. Many providers do not like to think of themselves in the same light as Corporate America, where providers are suppliers and patients are consumers. Regardless of one's viewpoint, however, the honest truth is that utilizing the economic development angle can lead healthcare organizations to readily available grant funding for their important projects and initiatives. Further, this is true whether your organization is organized on a for-profit or not-for profit basis.

## **Making the Economic Development Case for Healthcare Projects - Employers**

There are two primary ways in which healthcare agencies are part of the economic engine of a community. The first way involves the role of healthcare organizations as employers. Economic development is centered on driving growth and opportunity in local and regional economies. In many areas, a hospital or health system may be the primary employer for the entire region. Thus, these types of entities have the ability to take advantage of economic development grants when the projects involve creating or saving jobs. For example, a health clinic may be trying to

fund the opening of an after-hours urgent care center to treat patients. Such an operation may require the clinic to hire 5 new physicians, 15 additional nurses, and 50 extra individuals to fill out various support staff roles. By creating these new jobs, the clinic may then be eligible for an economic development grant that would fund the construction, renovation and outfitting of the new facility. Likewise, a healthcare organization may be able to secure economic development funding when an urgent issue (e.g. HVAC needs to be replaced) may threaten the operation of a center and put jobs at risk.

As an employer, the other major area where healthcare agencies play a role in economic growth is through workforce development. This is especially true in the healthcare sector where providers, such as major academic medical centers and teaching hospitals provide a direct role in the training and educating of health professionals. Even community-based providers play a role in training health professionals, whether it be continuing education or more formalized certificate programs. In addition, many healthcare organizations utilize foreign labor to fill advanced job functions, whether it be specialty physicians, nurses, or even health IT professionals. Thus, healthcare entities are in prime position to capitalize on grants that focus on training American workers to fill such positions. The U.S. Department of Labor is one funder that utilizes H-1b visa fees to fund grant programs in this area. The last iteration was known as *America's Promise Job Driven Grant Program*.



Healthcare is big business. The Centers for Medicare and Medicaid Services (CMS) indicates that healthcare spending grew 5.8% in 2015, reaching \$3.2 trillion and 17.8% of the United State's Gross Domestic Product (GDP). Source: <https://www.cms.gov/Research-Statistics-Data-and-Systems/Statistics-Trends-and-Reports/NationalHealthExpendData/NationalHealthAccountsHistorical.html>

## **Making the Economic Development Case for Healthcare Projects - Healers**

If you want to grow a garden, you cannot simply throw a seed on the ground and expect that the intended outcome will be realized. A variety of conditions must be present for that seed to flourish, such as temperature, precipitation, and soil nutrients. The same is true for economic growth... certain conditions must be in place in order for it to occur. As such, the other way in which healthcare organizations can make their case for economic development funding is more abstract. A necessary precursor to economic development are happy and healthy individuals that can fill jobs and contribute to the economy. A project

that improves the health of a local community by definition is one that will contribute to economic development. Healthier individuals have lower rates of absenteeism and are more likely to be gainfully employed. In turn, employed individuals are more likely to have discretionary income to pump into the local economy as consumers. The U.S. Department of Agriculture (USDA) recognizes that a healthy community is precursor to economic growth, and has many grant programs that focus on economic development in rural communities. Consequently, these programs are very favorable to projects that improve healthcare service delivery and help overcome health professional workforce shortages that are common in rural areas. These projects may include construction and renovation to increase the capacity of rural health clinics and

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critical access hospitals, or even telemedicine initiatives that leverage video conferencing technologies to overcome provider shortages.

### Where to Find Economic Development Grants – Federal Level

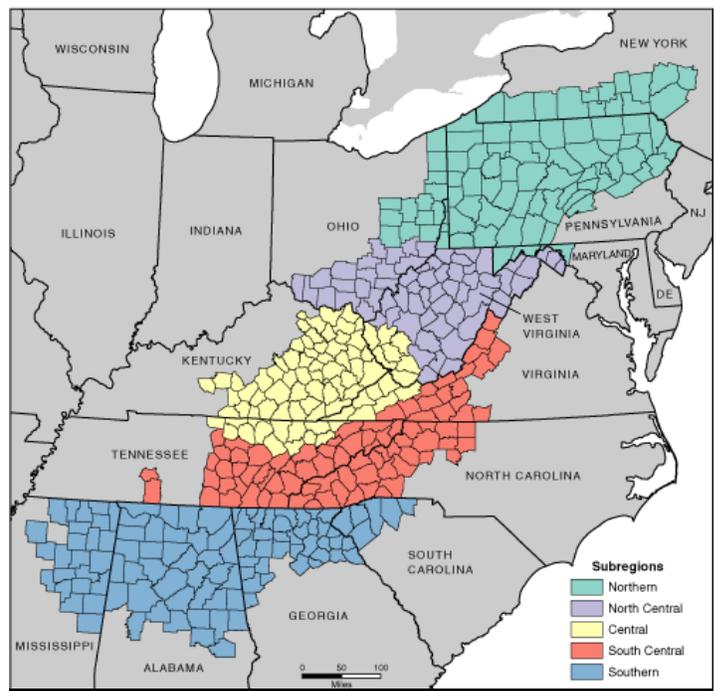
There are many agencies at the federal level that come into play when it comes to funding economic development projects. The U.S. Economic Development Agency (EDA) is housed within the U.S. Department of Commerce (DOC) and has an explicit focus on funding activities that promote economic growth. EDA funds public works, economic adjustment, and trade adjustment assistance programs that public, not-for-profit, and – in some instances – even for-profit healthcare organizations can leverage for their initiatives. As previously discussed, the USDA has similar programs that target rural areas. Housing and Urban Development (HUD) of the USDA has programming that focuses on community and economic development in densely populated urban areas. The Bureau of Indian Affairs within the U.S. Department of the Interior (DOI) along with the Administration for Native Americans within the U.S. Department of Health & Human Services (HHS) have many programs that target economic development of tribal communities, including projects that aim to improve the health status of these communities.

On the workforce development side, there are other federal organizations that healthcare agencies should research when prospecting funding sources for their projects. The Health Resources and Services Administration (HRSA) within HHS has a multitude of programs that specifically target health professional education and training. HRSA's main goal is to address disparities in both urban and rural health professional shortage areas (HPSAs). The U.S. Department of Labor's Employment and Training Administration (DOLETA) also has grant

programming that targets workforce development across many industries, including healthcare.

### Where to Find Economic Development Grants – Regional Level

Another aspect to consider when targeting economic development grants for healthcare projects is federal funding that is targeted at specific regions of the United States. The federal government sets aside funding for both the Appalachia and the Delta Regions. The Appalachian Regional Commission (ARC) organizes activities in the Appalachian region. While these are federal dollars, each state's division of commerce or economic development administers their own ARC program and makes decisions on disbursements. Thus, application deadlines for potential applicants varies across each of the states in the Appalachian expanse. Generally, these funds are open to any activities that improve the lives of individuals living in the region, including the health status of the population.



Subregion Map by Appalachian Regional Commission, November 2009.  
Source: [https://www.arc.gov/assets/maps/Subregions\\_2009\\_Map.gif](https://www.arc.gov/assets/maps/Subregions_2009_Map.gif)

## Where to Find Economic Development Grants – States & Foundations



Delta Region Map by National Park Service.  
Source: [https://www.nps.gov/nhl/learn/delta/maps/map\\_area.gif](https://www.nps.gov/nhl/learn/delta/maps/map_area.gif)

While there are several options at the federal and regional level, the bulk of economic development funding is dished out by states. In an effort to attract businesses and boost state and local economies, the majority of states continue to put an emphasis on economic development funding even when they are experiencing budget crunches in other areas. As a grantseeker, it is imperative that you research funding at the state level by focusing on the organizations that are analogous to the federal agencies previously mentioned. In most states, economic development funding is housed under the umbrella of the state’s department of commerce. Like the federal government, most states will have an arm that focuses on workforce development, whether it be housed under departments that focus on labor, or community colleges and higher education. In some instances, states set up programs specifically to offer potential applicants non-federal dollars so they can compete for the large federal awards available.

In terms of the delta region, funding and activities are overseen by the Delta Regional Authority (DRA). However, unlike ARC funding which is controlled by each state, funding for the delta region is often times administered directly by federal agencies through open and competitive grant programs. For instance, the USDA oversees the *Delta Health Care Services Grant Program*, which aims to improve health services in the rural areas of the delta region. Funding through this program is available to local and regional consortiums of academic health and research institutes, institutions of higher education and economic development agencies. The program can fund anything from telemedicine projects to health professional education and training initiatives.

Finally, your prospecting due diligence would not be complete without considering private and corporate foundations that focus on health as well as community and economic development. Grant-giving foundations are set up to support projects where impact can be easily tallied, whether it is the number of patients benefited or number of jobs created. Furthermore, local and regional foundations typically have a much closer connection to the service area than federal or even state agencies. It is also important to consider where you are located geographically when considering foundations. There may be foundations that specifically target certain regions, such as the Great Lakes or Rocky Mountains. The key is to make sure you research the foundation’s

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specific interests and tailor your request to fit within their priority areas.

### In Conclusion...

There are many ways in which healthcare projects can leverage economic development grants. A vibrant economy by definition requires a healthy workforce, and healthcare providers are often times among the largest employers in a locality or region. Regardless of where one stands on philosophical spectrum of healthcare delivery, being able to think of healthcare as a business is vital to capitalizing on economic development funding. Fortunately, presenting your healthcare organization as a business to acquire grant funding does not require that you actually start treating patients the same as any other consumer would be treated in traditional business models. All this mind set does is give you a potential angle to fund an important project that will benefit the patients you serve.



Its all about the Benjamins; economic development is more than an angle when it comes to funding healthcare projects. Healthcare is a significant component of the domestic economy.

## PROGRAM SNAPSHOT

# COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM

**SUMMARY:** Community Development Block Grants (CDBG) provide funding to carry out a wide range of community development activities directed toward neighborhood revitalization, economic development, and improved community facilities. CDBG activities should accomplish one of two national objectives: (1) Benefit low- and moderate-income persons; or (2) Aid in the prevention or elimination of slums and blight.

Potential CDBG-Funded Projects:

- Construction of public facilities and improvements, such as water and sewer facilities, streets, neighborhood centers, and the conversion of school buildings for these eligible purposes
- Activities relating to energy conservation and renewable energy resources
- Rehabilitation or demolition of residential and non-residential structures
- Private homeownership assistance
- Private business assistance to carry out economic development and job creation/retention activities

**NEXT ANTICIPATED DEADLINE:** The timing of CDBG applications will vary based on eligibility:

- Entitlement Communities - In developing program and funding priorities, applicants are able to choose the timing of each program year. Plans are due 45-days before that date.
- Non-Entitlement Communities - Deadlines vary in each State. Contact the HUD field office that serves your area for additional information.

**ELIGIBILITY:** Recipients of CDBG funding are divided into two categories:

- Entitlement Communities - Entitlement communities are units of local government in metropolitan cities with populations of at least 50,000 or urban counties with populations of at least 200,000. These applicants develop their own programs and funding priorities. Formula funding is provided directly from HUD annually.
- Non-entitlement Communities - Non-entitlement areas include units of local government that do not receive CDBG funds directly from HUD. Non-entitlement areas are cities with populations of less than 50,000, and counties with populations of less than 200,000. Each state develops programs and funding priorities for non-entitlement communities. Local governments must submit applications for competitive funding to their state administering agency.

**FOR MORE INFORMATION:** [https://portal.hud.gov/hudportal/HUD?src=/program\\_offices/comm\\_planning/communitydevelopment/programs](https://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs)

# First Responder Network: Frequently Answered Questions

*By Ashley Schultz*

On March 30, 2017, the Department of Commerce awarded AT&T with a 25-year contract to build, maintain, and operate a communications network for first responders (FirstNet). This contract provides AT&T with access to 20 MHz of the 700 MHz spectrum set aside by Congress for the nationwide network, in addition to \$6.5 billion to support infrastructure build-out<sup>1</sup>. In a press release following the announcement, AT&T CEO Randall Stephenson called the decision a “landmark day for public safety across the country.” He maintained that FirstNet adoption would spur private sector innovation, while placing the US as a global frontrunner in public safety operations. AT&T’s work on the network is anticipated to start this fall. The company will invest \$46.5 million into FirstNet and, moreover, anticipates creating tens of thousands of jobs in the process.

## **How will this 25-year, \$50+ billion project affect public safety organizations?**

In the current system, public safety entities use communication devices programed to operate within commercial networks. These devices rely on the same radio frequencies as our private devices (i.e. cell phones, tablets, radios). Unfortunately, in the event of a disaster in a high population area – say a large sporting venue – emergency transmissions can be interrupted by the flurry of cellphone calls, texts, and other private transmissions. This is because commercial networks are unable to prioritize one transmission over another. Today’s networks are also severely limited in rural areas. Have you ever lost cellphone reception while



According to the National Telecommunications & Information Administration, an estimated 5.4 million fire, police, and EMT users are expected to join FirstNet over the next 10 years.<sup>3</sup>

The same thing can happen to the communications gear of rescue agencies during emergencies! Commercial networks are unable to provide the same level of coverage in rural areas as their urban counterparts. This creates an unfair discrepancy in the level of coverage available to US residents in life-threatening situations.

The Middle Class Tax Relief and Job Creation Act of 2012 aimed to address these issues by opening additional network capacity on the radio spectrum. The new bandwidth – dubbed FirstNet – prioritizes public safety users and limits the number of additional private users on that portion of the spectrum. The Act also requires FirstNet-enabling infrastructure to reach “substantial rural coverage,” facilitating – for the first time – communication between the nation’s most remote entities<sup>2</sup>. FirstNet promises even more features in the future, including high-speed data transmission, new communication devices, apps, and image/video transfer. In total, 5.4 million users are anticipated to abandon their commercial networks for this new public-private network led by AT&T<sup>3</sup>.

### **What costs will FirstNet adoption bring to local public safety entities?**

State and local governments will still be on the hook for monthly subscription costs to utilize the new portion of the spectrum. Early estimates by the Department of Commerce claim FirstNet will be offered at a “highly attractive rate”<sup>4</sup>. A better understanding of those figures will be available this fall, once States enter financial negotiations with AT&T and FirstNet representatives. In the meantime, public safety entities are looking for assurance that they’ll see a reduction in operating costs if they drop contracts with their existing commercial providers.

The initial transition to FirstNet will bring additional costs in manpower and equipment purchases. For example, public safety organizations will be expected to commit staff time to re-configure their existing communication network to the new bandwidth. If the organization cannot complete this work in-house, the agencies may look to hire third party contractors. Further, if outdated equipment cannot be re-programmed, agencies would see additional costs for procuring new devices (i.e. radios, vehicle repeaters, fixed site repeaters, antenna combiners). Transition teams, whether they be in-house or separately contracted, will also be required to train personnel on the new platforms, updated devices, and additional applications.

### **Will there be new grant programs for the costs of FirstNet adoption?**

The short answer: Nothing yet!

The Middle Class Tax Relief and Job Creation Act of 2012 provided \$116.5 million in grant funding for U.S. states and territories to identify, plan, and implement ways to adopt the new public safety network. States administered those dollars from 2013 through 2016, well before AT&T was

announced as the lead contractor of the future FirstNet program.

Additional funding set aside in the 2012 act supports states that “opt-out” of the FirstNet program entirely. Such areas would instead be eligible for \$5.5 billion to develop their own public safety networks. One caveat to this funding is laid out in the 2012 legislation: funds may only be used for constructing the alternative state network. Department of Commerce staff have since confirmed this limitation. Funds may not be used for upkeep and/or maintenance of a state’s independent network. Extending that further, close interpretation of the act may also prevent local public safety agencies from applying for staff time, equipment purchases, and consulting services they need for their own implementation. It will therefore be up to the opt-out states to provide additional financial support to local entities. A better understanding of these programs is expected for the fall, by which time states shall have chosen whether to align themselves with the FirstNet offerings or to propose their own alternative networks.

### **Can any existing grant programs support the costs FirstNet adoption?**

Absolutely! With no new funding streams on the horizon, we suggest public safety agencies pursuing FirstNet (or any state alternatives) look to leverage existing federal programs. Well-established funding streams through the Departments of Justice, Homeland Security, Transportation, and the USDA’s Rural Development Office are available to support a wide range of public safety activities. Local entities can secure funding to purchase FirstNet subscriptions, applications, and devices, while also launching new approaches to address the local needs within their community.

# FEATURE



Keep watch on FirstNet's progress on the First Responder Network Authority's webpage: <https://www.firstnet.gov/>.

To help, we've listed a sampling of programs suitable for FirstNet projects in the table on the following page. It's important to note that the individual parameters of each grant program will determine **how** adoption can be supported. Use

this list as a starting point in your pursuit for these grant funds. Once you've identified some potential options, dive into the program guidance for more specifics.

1 Jackson, Donny. "It's Official: AT&T Awarded Historic FirstNet Contract." IWCE's Urgent Communications. 30 March 2017. Web. <http://urgentcomm.com/public-safety-broadbandfirstnet/it-s-official-att-awarded-historic-firstnet-contract>

2 Middle Class Tax Relief and Job Creation Act of 2012, § 112-96 (2012). Web. <https://www.gpo.gov/fdsys/pkg/PLAW-112publ96/pdf/PLAW-112publ96.pdf>

3 FirstNet, "Vision for the Future: Regional Workshop," June 26, 2013, [http://www.ntia.doc.gov/files/ntia/publications/regional\\_workshop\\_vision\\_memphis\\_06262013.pdf](http://www.ntia.doc.gov/files/ntia/publications/regional_workshop_vision_memphis_06262013.pdf)

4 FirstNet, "FirstNet Overview: Why FirstNet," <http://www.firstnet.gov/sites/default/files/firstnet-overview-why-firstnet.pptx>

# FEATURE

Grant Program	Local Law Enforcement Agencies	Fire/EMS Response	Emergency Management Agencies	Public Health Agencies	Transportation Agencies
Airport Improvement Grant Program					X
Assistance to Firefighters (AFG) Program		X			
Byrne Criminal Justice Innovation (BCJI) Program	X				
Community Facilities Grant and Loan Program	X	X	X	X	
Coordinated Tribal Assistance (CTAS)	X				
COPS Anti-Methamphetamine Program (CAMP)	X				
COPS Anti-Heroin Task Force (AHTF) Program	X				
Distance Learning and Telemedicine (DLT) Program				X	
Enhanced-911 (E911) Grant Program	X	X	X		
Emergency Management Performance Grants (EMPG)	X	X	X	X	X
Grants to Reduce Sexual Assault, Dating Violence, and Stalking on Campus	X			X	
Hospital Preparedness Program (HPP) and Public Health Emergency Preparedness (PHEP)			X	X	
Improving Criminal Justice Responses Program	X			X	
Justice Assistance Grants (JAG)	X				
Operation Stonegarden (OPSG) Program	X	X	X		X
Port Security Grant Program (PSGP)	X	X	X		X
Rural Health Network Development (RHND) Program				X	
Smart Policing Initiative (SPI) Program	X				
State Homeland Security Program (SHSP)	X	X	X	X	X
Transit Security Grant Program (TSGP)					X
Tribal Homeland Security Grant Program (THSGP)	X				
Urban Areas Security Initiative (UASI) Program	X	X	X	X	X

## PROGRAM SNAPSHOT

# ASSISTANCE TO FIREFIGHTERS GRANT (AFG) PROGRAM

**SUMMARY:** The purpose of the AFG Program is to enhance the safety of the public and firefighters with respect to fire and fire-related hazards by providing direct financial assistance for critically needed resources to equip and train emergency personnel to recognized standards, enhance operational efficiencies, foster interoperability, and support community resilience.

Potential AFG-Funded Projects:

1. Operations and Safety - The five fundable activities included in this program are: (a) firefighter training, (b) firefighter equipment, (c) firefighter personal protective equipment (PPE), (d) firefighter wellness and fitness, (e) modifications to fire stations and facilities.
2. Vehicle Acquisition - New, custom, or stock AFG Program-compliant Vehicles are eligible for funding
3. Regional Projects - Any eligible entity may act as a host applicant and apply for large-scale projects on behalf of itself and any number of other local AFG eligible organizations that will be participating partners in the award. Joint/Regional projects should achieve greater cost effectiveness and regional efficiency and resilience.

**NEXT ANTICIPATED DEADLINE:** It is expected that a new solicitation will be released soon with proposals to be due in November of 2017.

**ELIGIBILITY:** Fire Departments, EMS organizations not affiliated with a hospital, and State Fire Training Academies (SFTA) are eligible to apply.

**FOR MORE INFORMATION:** <http://www.fema.gov/assistance-firefighters-grant>

## FUNDED PROJECT HIGHLIGHT

# ASSISTANCE TO FIREFIGHTERS GRANT (AFG) PROGRAM

**FUNDED ORGANIZATION:** Chester County, Pennsylvania

**AMOUNT FUNDED:** \$500,000 over one year

**PROJECT DESCRIPTION:**

Twelve Chester County fire companies have been better equipped to operate on the Chester County Department of Emergency Services' new voice radio system thanks to two Federal grant awards issued by the U.S. Department of Homeland Security.

Lionville Fire Company acted as a host applicant for one grant application to benefit fire companies along the Main Line and eastern areas of the County, while the Po-Mar-Lin Fire Company of Unionville hosted a grant to benefit the County's southern communities. The county will use these funds to upgrade radio equipment and improve communication capabilities during emergencies. These upgrades will make their communities safer and make the jobs of these emergency responders less dangerous.

The Assistance to Firefighters Grant has been able to ease the financial strain on municipalities to support public safety initiatives. These funds supplement the county's goal of allocating portable radios, Computer Aided Dispatch Systems and a Public Safety Training Campus.

Chester County's emergency responders received a much needed upgrade in critical, life-saving communications with the new Harris APCO P25 Phase 2 Digital Voice Radio System. Their emergency responders now have a state-of-the-art emergency communications system and equipment, providing 99.8% portable, on-street radio coverage and improved in-building coverage.

Chester county fire departments purchased over 200 new portable radios at a cost of \$2,500 each.

**FOR MORE INFORMATION:** [http://www.pomarlinfc.org/apps/public/news/newsView.cfm?News\\_ID=24](http://www.pomarlinfc.org/apps/public/news/newsView.cfm?News_ID=24)

# GRANT FUNDING SOURCES

Grant funding typically comes from one of two sources: the government or private entities. Government sponsored grants can be further broken down into two categories: federal and state.

- **The Federal Government** - Approximately \$500 billion each year is issued from one of the 26 Federal grantmaking agencies. These grants tend to be large (often \$250,000 to \$500,000 in size) and restricted to broad, national priorities.
- **State Governments** - Funding amount varies by state and is issued from a state agency, either using funds derived from within the state or passing through funds received from elsewhere (most often a federal agency). These grants tend to be more accessible, smaller than federal grants, and more in line with state priorities.
- **Private Giving** - Foundations and corporations provide approximately \$50 billion each year in funding, and they tend to be the most responsive to locally developed projects and local needs.

All three of these sources may figure in to an organization's funding strategy. A common approach is to fund the bulk of a project with federal and state funds, then apply to foundations to support the local elements that fall outside the parameters of the government funders, or to cover the required matching costs.

## PROGRAM SNAPSHOT

# CAMPUS CYBERINFRASTRUCTURE (CC\*) GRANT PROGRAM

**SUMMARY:** The Campus Cyberinfrastructure (CC\*) program invests in coordinated campus-level data, networking, and computing infrastructure, capabilities, and integrated services leading to higher levels of performance, reliability and predictability for science applications and distributed research projects. Science-driven requirements are the primary motivation for any proposed activity.

CC\* awards will be made in seven areas:

- Data Driven- Multi-Campus/Multi-Institution Model Implementations.
- Cyber Team
- Data Driven Networking Infrastructure for the Campus and Researchers
- Network Design and Implementation for Small Institutions
- Network Integration and Applied Innovation
- Campus Computing
- Innovative Integrated Storage

A common theme across all aspects of the CC\* program is the critical importance of the partnership among campus-level CI experts, including the campus information Technology (IT)/networking/data organization, contributing domain scientists, research groups and educators necessary to engage in, and drive, new network and data-centric capabilities in support of scientific discovery. Proposals across the program should reflect and demonstrate this partnership on campus. Proposals will be evaluated on the strength of institutional partnerships, as they are expected to play a central role in developing and implementing the eventual network and data infrastructure upgrades.

**NEXT ANTICIPATED DEADLINE:** It is expected that a new solicitation will be released soon with proposals to be due in September of 2017.

**ELIGIBILITY:** The following entities are eligible -

1. Universities and colleges (for all program areas), which includes:
  - Two-and four-year colleges, and
  - Community colleges
2. Non-profit, non-academic organizations (only for Cyber Team category), which includes:
  - Independent museums,
  - Observatories,
  - Research labs, and
  - Professional societies and similar organizations in the U.S. associated with educational or research activities.

**FOR MORE INFORMATION:** [https://www.nsf.gov/funding/pgm\\_summ.jsp?pims\\_id=504748](https://www.nsf.gov/funding/pgm_summ.jsp?pims_id=504748)



## Interested in Grants Seeking Support for your School?

Grants Office's K-12 Grants Support Program provides school districts, charter schools, and affiliated local educational foundations with grants information, customized funder research, and consultation to develop project ideas, obtain funding for new projects, and even expand initiatives already in progress. Visit [www.k12grants.com](http://www.k12grants.com) for more information!

### *The K-12 Grants Support Program provides assistance at ALL levels of grant development*

- No time to search opportunities for a specific grant project - **Let Grants Office do the research for you!** Our consultants will provide you with a customized funding research report, and organize a follow-up phone call to discuss the available grant opportunities.
- Already interested in a grant opportunity, but not sure where to go next? **Grants Office Consultants are available to coach you through the application process!** Grants Office will be there every step of the way while developing your project plan. We can make sure you don't miss any important details or proposal requirements.
- Is someone in your district able to write your grant proposal, but not 100% confident in their work? **Grants Office Reviewers can edit your proposal draft(s) prior to submission.** We'll tell you where to trim the fat, where to bulk up the detail, as well as offering tips to make a more compelling case to the funder.
- If you do not have the time or resources needed to draft your own grant proposal, **Grants Office can provide writing assistance as well.** Grants Office will work with you to get your project ideas on to paper and submitted!

Grants Office is a national grants development services firm with a 15-year track record of helping schools find and secure funding. If your school or district is part of the New Jersey School Boards Association or the Pennsylvania School Boards Association speak to us today for a special offer!

# HEADED TO CONFERENCES? ATTEND ONE OF OUR SESSIONS!

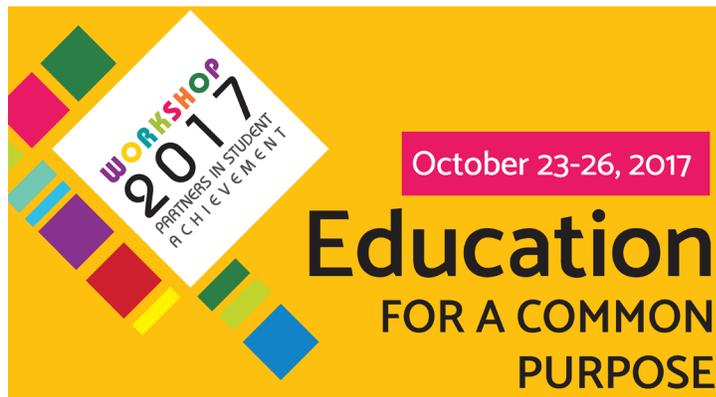


## **Pennsylvania School Boards Association School Leadership Conference Hershey, PA**

"The PSBA Grants Support Program & Going After Foundation Grant Funding"  
Wednesday, October 18, 2017 at 11:30 am  
Hershey Lodge & Convention Center  
More Info: <http://bit.ly/2uSdd2v>

## **New Jersey School Boards Association Workshop Atlantic City, NJ**

"The NJSBA Grants Support Program & Going After Foundation Grant Funding"  
**Tuesday, October 24, 2017 at 10 am**  
Atlantic City Convention Center  
More Info: <http://bit.ly/2v1G1bD>



## **Grant Professionals Association Annual Conference San Diego, CA**

"Finding & Securing Funding for Health Care Projects"  
Saturday, November 11, 2017 at 10:30 am  
Paradise Point Resort  
More Info: <http://bit.ly/2sXUgJT>



## UPCOMING GRANTSCAST EVENTS

- **Funding to Deliver Cutting Edge STEM Education** - Sponsored by Microsoft, Connection Public Sector Solutions, & Intel  
September 28, 2017 at 2:00 pm EST  
Register: <http://bit.ly/2tMHTne>
- **Doing More with Foundation Funding** - Sponsored by Sponsored by Microsoft, Connection Public Sector Solutions, & Intel  
October 31, 2017 at 2:00 pm EST  
Register: <http://bit.ly/2sUH09y>
- **Funding Technology-Enabled Literacy Education** - Sponsored by Sponsored by Microsoft, Connection Public Sector Solutions, & Intel  
November 30, 2017 at 2:00 pm EST  
Register: <http://bit.ly/2t86O6h>

## RECENT GRANTSCAST RECORDINGS

- **Funding Your Campus-Wide Private Cloud for Research, Classroom, & Beyond!** - Sponsored by NetApp & Technology Data Solutions  
Replay: <http://bit.ly/2uGGlwo>

Find more replays at: <http://www.grantsoffice.info/webcasts.aspx>

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