

FUNDED

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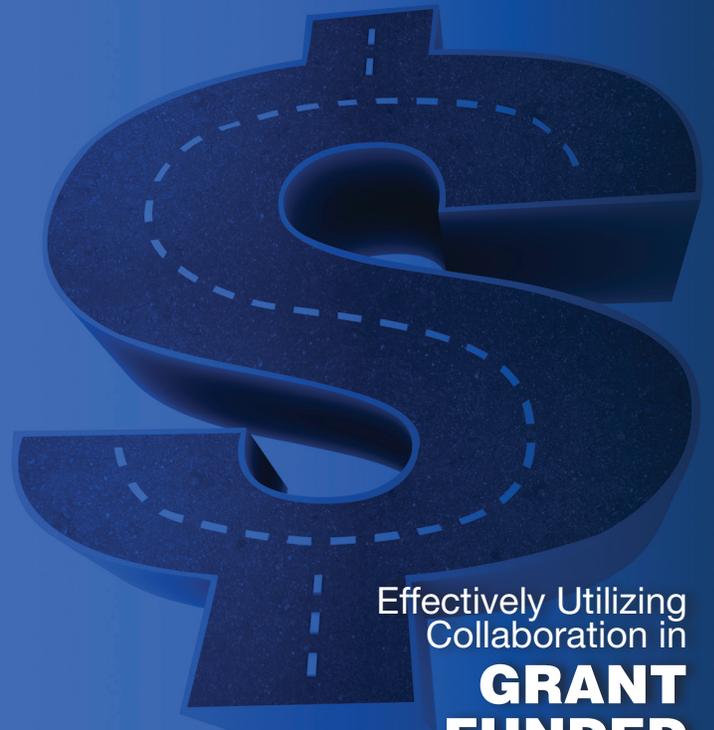
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FUNDER SPOTLIGHT

JAG past and
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For more information on how we can help you succeed, contact Susannah Mayhall at smayhall@grantsoffice.com today!



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A FLOOD OF HOMELAND SECURITY MONEY MAY BE COMING TO A TOWN NEAR YOU

By Michael Paddock

Since it first started distributing funding in 2002 to prepare for, prevent, deter, and respond to terrorist attacks in the United States, the Department of Homeland Security (DHS) has had a problem. Because of a Congressional mandate, precipitated either by interests in Federalism or just political expediency, most of the homeland security money out of DHS had to pass through governor-designated state administrative agencies (SAAs) on its way to local first responders – the police, firefighters, medical personnel, and city and county emergency management officials who are on the front lines of homeland security, and most other security for that matter.

The states, for their part, have been quite different from one to the other in how they affect, or fail to affect, this redistribution. The net result has been that across the country, a significant amount of the homeland security funding since has not been spent. **Recent DHS guidance on spending past years' unspent money put the 2007-2012 amount still sitting in state coffers as high as \$8.6 billion.** Some of that may be in the works in the form of a project that is still in the process of rolling out, but a significant portion of the unspent money is either unallocated on the state SAA balance sheet or committed to past projects that either didn't need all their money or never got off the ground.

Over the next 18 months, all that money is about to be spent.

In February, along with the 2012 Homeland Security Grant Program guidance, DHS published a six-page document entitled, "Guidance to State Administrative Agencies to Expedite the Expenditure of Certain DHS/FEMA Grant Funding."

In just a few pages, DHS has effectively set the stage for what promises to be a local spending spree on projects and purchases that support building and sustaining core capabilities and that can be completed quickly.

Just how quickly the money has to be spent depends on the fiscal year from which it was appropriated.

FY 2007 funding must be spent by **June 30, 2012.**

FY 2008 and 2009 funding must be spent by **September 30, 2012.**

FY 2010 funding must be spent by **September 30, 2013.**

FY 2011 and 2012 funding must be spent by the **end date cited on the award agreement.**

What does this mean at the local level?

Expect states to react in four ways to this new guidance:

- Do nothing and simply lose the money – these guys should be run out of town on a rail!
- Open up a competitive application process to find new projects that will improve core capabilities and spend the money fast
- Turn up the heat on existing projects to accelerate their completion

- Allocate remaining funding broadly across the state for counties and cities to use right away on any allowable activity

In any scenario that doesn't involve the SAA doing nothing, there will be a significant influx of homeland security funding for local agencies, including those who don't typically receive that type of funding, but always could – like schools, hospitals, and nonprofit services organizations that would have a role in emergency response.

Moreover, the urgency to spend the money will create new opportunities for projects and ideas that have been on hold or didn't qualify for funding in the past, based on state or federal restrictions. Several of the most restrictive federal guidelines (such as use of funds for overtime expenses and maintenance on equipment not purchased with DHS funding) have been relaxed or eliminated altogether.

Don't miss this opportunity!

The potential for such a wide range of organizations and projects to receive funds based on this new DHS guidance makes it an opportunity that is worth pursuing, even if your organization has never before received any homeland security funding.

Because the action will occur at the state level (the SAA), it will be important to monitor state funding notifications as they are released. To stay on top of things, you should check your state office of emergency management or homeland security website regularly. You can also get timely and reliable funding information by subscribing to Grants Office's UPstream Interactive Grants Intelligence, accessible from the grantsoffice.com homepage.

Have (or develop) a project on paper that you can share with local and regional emergency management officials. Local and regional working groups have a lot of influence on how homeland security dollars are allocated, and they will also be more aware than most about how the state is distributing its unspent money.

Lastly, use the momentum you are able to build for grantseeking within your community to identify other project and priorities that also need funding. They may not all be eligible for DHS dollars, but they certainly could be funded through one of the thousands of other grant programs and private foundation sources that make up the grants landscape. 

EFFECTIVELY UTILIZING COLLABORATION IN GRANT-FUNDED PROJECTS

By Susannah Mayhall

With the U.S. Government's increasing focus on streamlining resources and engaging in whole-community and regional approaches to education, law enforcement, and healthcare, collaboration is a critical component of several federal grant programs. Many organizations are already engaged in valuable and mutually beneficial collaborative projects that fit seamlessly within the guidelines of the grant to which they're applying for funding. However, sometimes a grant's requirements might lead you down a new path of collaboration. While there are obvious benefits to working with other organizations to accomplish a project—additional personnel and support, additional resources, broader project impact—there can also be pitfalls that result from miscommunication, different organizational objectives, and the failure of one or more partners to fulfill their responsibilities, all of which can threaten the success of the project. There are several steps you can take in the beginning to ensure that your collaborative efforts will be more likely to result in a successful project period, increasing your likelihood of building on a successful partnership and receiving future grant awards for continued impact in your community.

The first step in entering into a collaborative partnership for a grant project is to identify your partners. Sometimes the grant program will explicitly state the types of partners encouraged or required for the program. For example, the Department of Justice's COPS Secure Our Schools (SOS) program requires applying law enforcement agencies to have primary law enforcement authority within a partner primary or secondary school. Other programs will suggest a variety of partner types or encourage collaborative efforts among several organizations or regions. In order to make the most of your collabora-

tion, choose partners carefully. Not only will demonstrating a logical and beneficial alliance strengthen your grant application in the eyes of reviewers, it will also serve you well during the project period as you work with your partners to accomplish your stated objectives. However, be wary of forming partnerships with other entities solely because the relationship will look favorable in the reviewers' eyes—if the collaboration is not founded on solid ground, you will risk losing your funding by failing to accomplish your goals or having one or more partners back out of the project entirely. When searching for appropriate grant project partners, look for organizations with a vested interest in the project's success, such as organizations with whom you have successfully worked in the past or organizations whose principles and goals align with your own.

After you've identified your partners, carefully review the grant guidance with each partner and clearly discuss each partner's roles and responsibilities should the project receive funding. You will need to demonstrate these responsibilities in some form of documentation for the grant application, typically either in a Letter of Support (LOS) from each partner or a more formal Memorandum of Understanding (MOU). While some organizations may shy away from more formal arrangements, MOUs can be very useful for stating specific roles, responsibilities, milestones, organizational and administrative design, and other project-related details. MOUs can also be used to set forth steps to be taken should one of the partners fail to complete their responsibilities or drop out of the project entirely. Whether you choose to use Letters of Support or MOUs, make sure to use concrete language and avoid vague descriptions of activities—not only will direct language assure the funding agency that your project is well-planned

and low-risk, but the document can serve as the cornerstone of your collaboration throughout the project period. Putting a little extra effort in at this initial stage of the process can make the year(s) of the grant period flow much more smoothly and meet greater success.

Should your project receive funding, it is crucial to its success that you set up meeting points among the partners throughout the project period. Regular and clear communication will keep everyone on the same page and prevent efforts being wasted or action steps falling through the cracks. Like any relationship, a grant project partnership can be challenging, and it is important to recognize potential challenges early on in the process and continually evaluate the status of the project and the contributions made by each partner, as well as the opinions of each partner on the success of the project and how it is affecting the organizations and their constituents/community, either positively or negatively. As a typical grant project period ranges from 1-5 years, the health of the collaboration must be maintained for a period of time well beyond the initial grant application. Organizations that feel “strong-armed” into the project in the beginning will make work more difficult down the line if they are not contributing their fair share. On the flip side, if care is taken in the planning stages, collaboration can exponentially increase your success in accomplishing your goals and seeing your project through to completion.

While adding additional organizations to your project may feel like a “too many cooks in the kitchen” situation at times, collaboration can be a great asset, and a solid investment for future impact on your community. 📌



Edward Byrne Memorial Justice Assistance (JAG) Program: Past and Present

By Ali Palmieri

The Edward Byrne Memorial Justice Assistance Grant (JAG) Program has been a staple in the public safety landscape since it was created in 2005. With its range of program areas including law enforcement, planning, evaluation, technology improvement and crime victim and witness initiatives it is a program that is appealing and accessible to grantseekers. JAG is the leading source of federal justice funding to state and local jurisdictions.

JAG Formula funding is calculated by the Bureau of Justice Statistics (BJS) for each state and territory, a minimum base allocation which, based on congressional mandated JAG

formula, can be enhanced by the state's share of the national population and the state's share of the country's Part 1 violent crime statistics. Once the state funding is calculated, 60 percent of the allocation is awarded to the state and 40 percent to eligible units of local government. If your state government is not listed to qualify for a direct award, you may be eligible for the allocation that is required to be "passed-through" to units of local government.

One of the major changes in the program for FY2012 is the fact that JAG funds can now be used to purchase bulletproof vests. In order to purchase vests with JAG funds, jurisdictions must certify that law enforcement agencies receiv-

ing vests purchased with JAG funds, have a written "mandatory wear" policy in effect. Bulletproof vests purchased with JAG funds may be purchased at any threat level, make, or model from any distributor or manufacturer, as long as the vests have been tested and found to comply with applicable National Institute of Justice ballistic or stab standards. This new aspect may be a factor that helps to open up the program to law enforcement agencies who had hoped to use the funds for this purpose in the past.

Both the Local and State solicitations have been released and are due on May 14, 2012. Allocations for both programs can be found here:

<https://www.bja.gov/programs/jag/12jagallocations.html>. For an FY 2012 award, the project start date will be October 1, 2011 with a project end date of September 30, 2015. Each state may hold separate competitive programs so be on the lookout in your state for these local competitions. Although state programs may have different names or different sounding initiatives, they will still fall under the blanket of the program areas listed in the federal guidance. ♦

JAG Local Solicitation:

<https://www.bja.gov/Funding/12JAGLocalSol.pdf>.

JAG State Solicitation:

<https://www.bja.gov/Funding/12JAGStateSol.pdf>.

HOW TO...

ENSURE YOUR GRANT APPLICATION GETS DENIED

By Susannah Mayhall

In today's competitive grants market, there are a variety of sure-fire ways to get your grant proposal tossed into the rejection pile.

1. DON'T FOLLOW THE INSTRUCTIONS.

This is the easiest way to ensure that your grant proposal won't get funded. By leaving out required attachments, going over the page limit, using margins or fonts that aren't allowed, incorrectly identifying narrative portions, or ignoring any other requirements from the guidance, your application is sure to get rejected. In these lean times, grant competition levels are at an all-time high. Reviewers faced with thousands of applications that request millions (or even billions) over the funding that is available will be quick to toss out applications that clearly failed to follow the instructions. In order to stand a chance of getting your grant, be sure to take extra caution that you follow every detail laid out in the guidance, whether related to spacing, heading titles, or content.

2. WAIT UNTIL THE LAST MINUTE TO DEVELOP PROJECT DETAILS.

You might think reviewers won't notice that your objectives, goals, and outcomes were thrown together in a few hours the day of submission, but you're probably wrong. When compared with proposals that were developed over a long period of time and are obviously not only well-thought out, but well-aligned with the grant program, a hastily drawn proposal will lose its competitive edge. Two

ways to give yourself as much project development time as possible: 1) Study annual federal programs' guidance documents from previous years and begin mapping your project well in advance and 2) Begin brainstorming project details as soon as the official guidance is released, rather than waiting until a few days (or hours!) before you must submit.

3. USE AS LITTLE DETAIL AS POSSIBLE IN YOUR BUDGET.

Just as quickly-written narratives will be unlikely to demonstrate well-planned projects, budgets with non-specific, rounded numbers and categories simply do not convey to reviewers that the project is shovel-ready and likely to be successful. Instead of requesting \$200,000 for technology equipment, be as specific as possible by getting actual quotes and describing the equipment you need to by and, if a budget narrative is required, that item's relevance to your project.

4. INCLUDE VAGUE AND ELUSIVE SUPPORTING MATERIALS.

You may receive supporting materials such as letters of support or commitment from a variety of people or groups. Frequently, applicants will receive and include letters from politicians, vendors, or other entities that only show very general support for

the project. Unfortunately, these letters rarely hold water with reviewers because of their vague language and lack of information concerning how the writer will support the project. Find partners and supporters who will provide specific contributions to the project, particularly those with whom you have a track record of successful collaboration.

5. CONFUSE REVIEWERS WITH FLOWERY LANGUAGE AND ILLOGICAL FLOW.

If you have to pull out a thesaurus or dictionary to word your narrative, it's likely that the reviewer will too. Don't confuse your audience by using circular logic, jumping from thought to thought with no connection, or using unfamiliar or decorative language. While such writing surely has its place, grant narratives are persuasive in nature and should serve to convince the reader that your project makes sense, will be a good investment, and will accomplish the grant program's goals. If the reviewer has to read part of an application more than once for it to make sense, that application will be an easy one to toss away in favor of a clearly laid-out project.

6. MISS THE DEADLINE.

Even easier than not following instructions—if proposals are due at 4:30 p.m. and you click submit

at 4:31, your application will go straight to the rejected heap without ever touching a reviewer's hands. In today's increasingly electronic submission formats, the difference of a few seconds can keep your application from being on time or late. Don't wait until the last minute to submit—if at all possible, shoot for a day or two in advance so that you won't get sidetracked by technical difficulties or other last-minute distractions that could cause you to miss the deadline.

7. MAKE PROMISES YOU CAN'T KEEP.

When trying to increase the competitiveness of your application, you might be tempted to go overboard on details such as how much you will contribute in matching funds or the degree to which your project is anticipated to impact your target population. However, if you do get selected for funding and can't meet the promises set forth in your application, you could very well lose your funding and your chances of applying to future rounds. Be aggressive but realistic so those promises don't come back to haunt you when you're implementing the project.

8. WRITE A "SHOPPING CART" PROPOSAL.

We all have "wish lists" of items that we either need or want, be it technology equipment, materials, or personnel. However, grants are different from loans or lines of credit in that they are provided in order to accomplish certain aims. If your proposal lacks concrete details concerning how your project aligns to the grant program, or provides a laundry list of equipment in the budget that lacks a clear function in relation to the program goals, reviewers are not likely to view your project as a good choice for accomplishing the goals of the grant. Start with the programmatic aspects and choose budget items that will help you implement the project, instead of starting with a product and failing to develop a well-planned project.

9. USE A TEMPLATE PROPOSAL.

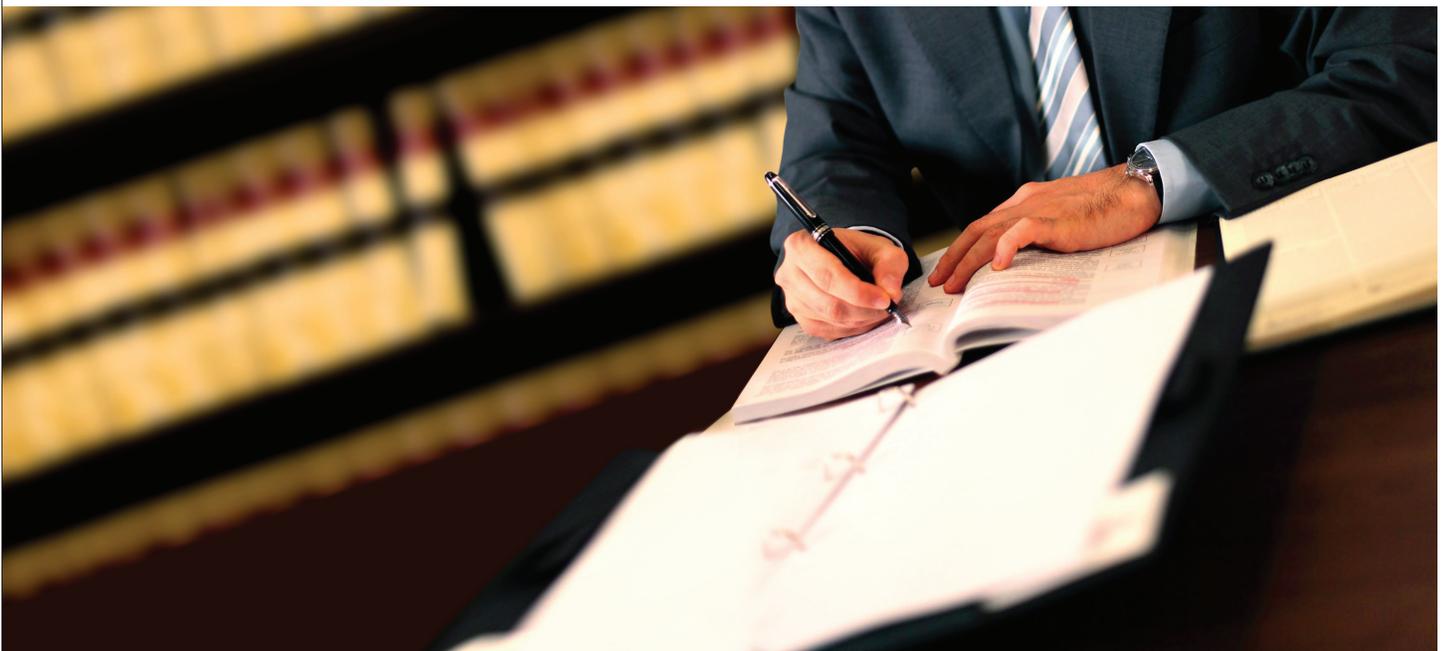
Similar to failing to follow directions, using the same template narrative for every program to which you apply will usually not result in a responsive proposal. Grant applications are hard

work—each one will take time and effort to complete. Make sure that effort is utilized to the greatest extent by crafting responsive, individual proposals for each unique grant program.

10. APPLY TO PROGRAMS WITHOUT RESEARCHING THEM FIRST.

Likewise, because of the time it should take to prepare a solid proposal, ensure that you are spending your valuable time on programs that really align with your project and are more likely to fund it. Although there are never guarantees of funding, you are more likely to be successful by putting a good amount of effort into a smaller number of well-aligned grant programs than you are quickly shooting out applications to every program you come across without taking the time to research the program's goals, typical award amount, and past funded projects, if available.

When applying to federal grant programs in today's ultra-competitive landscape, the odds are rarely in your favor. Avoid the easy, common mistakes above to put yourself on the track to getting funded. 💡





COLLABORATIVE EDUCATION & PRACTICE:

New Look for Annual Nursing Education Grants from HRSA

By Chris LaPage

You need not look any further than the recently released nursing education grants from the Health Resources & Services Administration (HRSA) to know that a major shift has occurred with how the federal government will allocate funds for health professional education. Despite the fact that the evidence of its effectiveness is only moderate at best, the United States Department of Health & Human Services has gone all-in with its preference to fund

health professional education projects that incorporate inter-professional education models. While scholarly research on the effectiveness of inter-professional education methodologies compared to traditional techniques is not conclusive, it is hard to find fault with the logic behind such strategies. With the proliferation of medical homes and emphasis on patient-centered care, health professional rarely practice in environments isolated to a single discipline. It makes sense that

if health care is to be delivered with a team-based approach; education settings should mimic such principles.

Many individuals within the nursing education community have expressed concern that this new focus will mean less federal funding will actually go towards the education of nurses. However, from a grantseekers perspective, the new approach should generally be viewed in a positive light. The scope of the programs

NEPQR technical assistance call with HRSA - A technical assistance call has been scheduled to help applicants understand, prepare and submit a grant application. The conference call is scheduled for April, 18, 2012 from 1:30 PM until 3:00 PM ET. Call-in information will be posted on the HRSA Division of Nursing website: <http://bhpr.hrsa.gov/nursing/grants/nepqr.html>.

A technical assistance call for ANE was hosted by HRSA on April 3, 2012. All recorded sessions and supplemental materials are posted at <http://bhpr.hrsa.gov/nursing/grants/ane.html>.

has obviously increased to allow for the inclusion of health professionals from a variety of disciplines. Furthermore, from past experience with these programs, many applicants in previous cycles had to carve out a nursing-specific education component of projects that encompassed several types of health professions. This type of project carving will no longer be required, and will actually make your project less competitive in the context of the grant programs. In many ways the narrative for these grant programs has changed from, “what is the best way to educate nurses so they can practice effectively?” to, “what is the best way to educate nurses and other health professionals so they are prepared to practice in an Inter-Professional Collaborative Practice (IPCP) environment?”. Assuming that an IPCP environment is best to deliver care to patients, in many ways the educational paradigm and flow of funding is simply aligning itself with the core accepted patient-centric tenants of 21st Century health care delivery.

The good news for the grantseeking community is that many of the core underlying principles of the nursing education grant programs remain in effect. There is still a heavy emphasis on ensuring nurses gain practical experience in underserved urban and rural areas. These include communities that are designated by HRSA to be health professional shortage areas (HPSAs), medically underserved areas (MUAs), or include medically underserved populations (MUPs). In addition, all the programs support distance learning methods as well as the incorporation of both telehealth and simulation equipment into education/training projects.

In FY 2012, The Nurse Education, Prac-

tice, Quality and Retention (NEPQR) Program will exclusively fund 3-year demonstration projects that establish or expand Inter-professional Collaborative Practice (IPCP) environments where nurses and other professional disciplines join together to provide comprehensive healthcare services for patients and their families. NEPQR has traditionally been the most flexible of the nursing education grants, allowing diverse projects that focus on everything from continuing education to advance nursing education. While funding levels remain consistent with 2011, the award ceiling for individual applicants has doubled for NEPQR. The FY 2012 program puts \$10 million on the table overall with individual applicants able to request up to \$500,000 per year for their projects. HRSA anticipates making 20 new awards under the program. The deadline for proposal submission is May 29, 2012.

The Advanced Nursing Education Program (ANE) funds projects that educate registered nurses to become nurse practitioners, clinical nurse specialists, nurse anesthetists, nurse midwives, nurse educators, nurse administrators, public health nurses and other advanced nurse specialists. Unlike NEPQR, ANE does not allow continuing education projects and focuses on moving nurses up into advanced specialties. For the first time in program history, all proposals submitted under ANE must meaningfully incorporate technology (e.g. - simulation, telehealth) and utilize interprofessional education (IPE) methodologies that involve health professionals from non-nursing disciplines. HRSA has made approximately \$9 million available through ANE to fund 24 new awards. Individual applicants can request up to \$375,000 per year over the 3 year project

period. While inclusion of technology is required, applicants may not spend more than \$200,000 on equipment over the entire project period. Interested applicants should note that the limitation is only on items that meet the definition of “equipment” for the program, which are items that have a unit cost of \$5,000 or more and a useful life of at least one year. Otherwise, they may be listed as supplies or in another budget category. The deadline for proposal submission is May 18, 2012.

We will cover these grants as part of the April 26th webcast sponsored by Cisco through the Health IT Grants Webcast Series. Join Cisco and Senior Grants Development Consultant Chris LaPage as we explore various HRSA programs, particularly those that allow for acquisition of health IT. Attendees will gain knowledge on specific grant programs as well as tips for securing funding from HRSA.

Sign up today at
<http://grantsofficeevents.webex.com!>

PROGRAM SNAPSHOT



BYRNE CRIMINAL JUSTICE INNOVATION PROGRAM (BCJI)

This new program is a part of the Administration's larger Neighborhood Revitalization Initiative (NRI) that supports local and tribal communities in developing place-based strategies to change neighborhoods of distress into neighborhoods of opportunity. Recognizing that interconnected solutions are needed in order to resolve the interconnected problems existing in distressed communities, the BCJI Program is designed to provide neighborhoods with coordinated federal support in the implementation of comprehensive place-based strategies to effectively reduce and prevent crime by connecting this support to broader comprehensive neighborhood revitalization efforts.

DEADLINE: June 7, 2012

ELIGIBILITY: States, units of local government, non-profit organizations, and federally recognized Indian tribal governments

AWARDS: Under Category 1, up to six awards of up to \$1 million each will be made. Under Category 2, up to nine awards are anticipated, with individual awards of up to \$600,000.

FOR MORE INFORMATION SEE <https://www.bja.gov/Funding/12BCJIsol.pdf>.

EVENTS



GRANTS OFFICE

MAY 2012 WEBCAST

- May 1, 2012: Transforming Healthcare: Grant Funding for Promising Innovations in Service Delivery & Patient Safety, Sponsored by AT&T
(Register at www.healthcaregrants.info)

AUGUST 2012 WEBCAST

- August 7, 2012: Preparing for Funding in 2013, Sponsored by AT&T
(Register at www.healthcaregrants.info)

OCTOBER 2012 WEBCAST

- October 23, 2012: Health Professional Training/Education Grants, Sponsored by AT&T
(Register at www.healthcaregrants.info)

Register for upcoming events or view previous webcasts at: <http://grantsofficeevents.webex.com>.

LOOK FOR WEBCASTS ON THE FOLLOWING PROGRAMS TO BE SCHEDULED ONCE THE OFFICAL GUIDANCE IS RELEASED:

- DOJ's COPS Secure Our Schools Program (COPS SOS)
- FEMA's Assistance to Firefighters Grants (AFG)
- HUD's Sustainable Communities Regional Planning Grant Program
- HUD's Community Challenge Planning Grant Program.

If you would like to be invited to any of these events, please sign up for updates on JusticeGrants.info for the COPS SOS event, FireGrants.Info for the AFG event, or CommunityDevelopmentGrants.Info for the HUD Program events.

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