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GRANTS OFFICE

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CROWDS, CLOUDS, AND GRANTS

A SPECIAL ISSUE FOCUSED ON HOW CROWD-SOURCING
AND CLOUD COMPUTING AFFECT GRANT FUNDING



World-class grants intelligence, at your fingertips

Exploring the UASI Nonprofit Security Grant Program

BY STEPHEN R. GALATI, CGW, AM.APMP, MANAGER - NATIONAL PROPOSAL TEAM, TRC SOLUTIONS

When one thinks of Department of Homeland Security (DHS) grant programs and the risk of terrorist attacks, the first thought may be that government and public agencies are the primary targets. Although these agencies may hold higher visibility and threat risks, they are certainly not the only viable targets for acts of terrorism. Since the horrific attacks against the United States on September 11th, many nonprofit organizations, such as ones operating religious facilities and places of symbolic value, have become involved with infrastructure-hardening and emergency preparedness activities. The events of the last decade have served as a paradigm change in our collective understanding of national security.

Recognizing the wide landscape of potential terrorism risks, DHS has operated the Urban Areas Security Initiative (UASI) Nonprofit Security Grant Program (NSGP) to provide target-hardening funding support to nonprofit organizations that are at high risk of terrorist attack. Target

hardening involves the physical fortification or “hardening” of a site or system to make it more difficult to attack and less attractive as a potential target. The greater the hardening, the higher the odds that the site or system will not be attacked or, if attacked, will suffer less damage and fewer casualties. Unfortunately, like other forms of homeland security undertakings, target-hardening and preparedness activities are expensive with costs that may be prohibitive for nonprofits.

The NSGP is designed to counteract these costs by integrating nonprofit hardening and preparedness activities with the much broader state and local preparedness efforts. In fact, DHS has allotted \$18,962,000 in grant awards for fiscal year 2011. Applied for through the appropriate State Administrative Agency (SAA), NSGP grant awards can be as much as \$75,000 each and have a period of performance of 36 months.

While a robust funding source worth exploring, UASI funds have certain restrictions that grant writers must

understand. For example, eligibility for NSGP grant monies require that the nonprofit organization be located within one of the designated UASI-eligible urban areas. Grant writers must also be aware that eligible nonprofit organizations are defined under section 501(c)(3) of the Internal Revenue Code of 1986 and exempt from tax under section 501(a) of such Code. Grant writers need to remain informed on these and other eligibility requirements to reach any level of grant award success.

Where can you start? Grant writers and nonprofit organization leaders can begin exploring the many facets of UASI and NSGP funding through the following information websites. The NSGP is designed to foster and promote coordination and collaboration in emergency preparedness activities among community representatives, state and local government agencies, and Citizen Corps Councils. Grant writers, like nonprofit organizations, are encouraged to participate in their local Citizen Corps Councils. Grant writers who are diligent and remain on the cusp of information will find the greatest success with any upcoming FY2012 NSGP monies.

FY 2011 Urban Areas Security Initiative (UASI) Nonprofit Security Grant Program (NSGP)
<http://www.fema.gov/government/grant/nsgp/index.shtm>

UASI Resources
http://urbanareas.org/blog/?page_id=67





A New Corporate Philanthropy

HOW CROWD-SOURCING IDEAS AND GRANTS IS CHANGING THE WAY CORPORATIONS GIVE BACK

BY CHRISTOPHER HAIGHT, GRANTS DEVELOPMENT CONSULTANT

Corporate philanthropy has long been a staple of the more socially-inclined aspects to running a company. Cash or in-kind donations to schools and nonprofits brings multiple benefits to the donor, including helping to make a positive contribution to the communities in which they do business, improving brand image and loyalty, and helping provide a small tax write-off.

According to a survey earlier this year by *The Chronicle of Philanthropy*, corporate giving is expected to be flat for 2011 and 2012. Unsurprisingly, some of the biggest earners also rank among the biggest givers, with Wal-Mart and Goldman Sachs each donating over \$300 million in cash. Although the overall level of giving may

not change dramatically in the coming year, the way in which these funds are disbursed may be.

The typical corporate giving pattern is relatively simple: applications are restricted to communities in which a company has operations and employees, or giving is provided on a matched basis to employee donations (for example, an office of employees collects \$5,000 to donate to a local school and the company provides an additional \$5,000 to match their efforts). Corporate giving programs also tend to focus on programs related to the sector of the economy specific to the business - such as pharmaceutical giant Pfizer providing medical education grants or international carmaker Honda offering

support for science education programs.

Now, corporate philanthropy may be taking a more socially engaging turn as the charitable and marketing arms of these companies seek to leverage social media outlets like Facebook or Twitter to award grants. The most prominent leader within this field has been Pepsi Co., with its Pepsi Refresh Project launched in 2010. While Pepsi still manages a standard giving program through the Pepsi Corporate Foundation, the more high-profile Refresh Project uses funds formerly directed to company marketing expenses and allocates them to nonprofits.

The Refresh Project garnered national attention because it was just as much social as it was philanthropic. In awarding the grants (ranging from \$5,000 to \$250,000), Pepsi solicited ideas online and then put the first 1,000 ideas selected to a national vote. Backers and supporters of ideas then took it upon themselves to promote their cause any way possible -

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LEARN MORE AT THE FOLLOWING WEBSITES:

Chase Community Giving:

<http://www.facebook.com/ChaseCommunityGiving>

Pepsi Refresh Project:

<http://www.refresheverything.com/>

Target Take Charge of Education:

<http://sites.target.com/site/en/corporate/page.jsp?contentId=PRD03-005171>



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helping local projects not only gain a more prominent national voice, but also giving Pepsi a new marketing ploy through philanthropy.

Another company getting in on the social giving game is J.P. Morgan Chase, which launched its own social philanthropic effort that relies on crowd-sourcing ideas and votes for funding. The Chase Community Giving Program reports over \$18 million in donations to 500 organizations since its inception in October 2009.

Target Corporation has offered customers an even more direct influence on where dollars are directed

through the use of its credit card program, Take Charge of Education. Users of Target's designated credit card can designate a school of their choice to receive donations based on their credit card use at Target stores or online. Schools can receive one percent of a buyer's credit card purchases. Target also offers resources and tools to school to help them promote this feature, allowing them to maximize donations.

Not all corporations are likely to be as effective in utilizing this kind of interactive giving, however. Companies that conduct a majority of business-to-business relationships (that is, selling

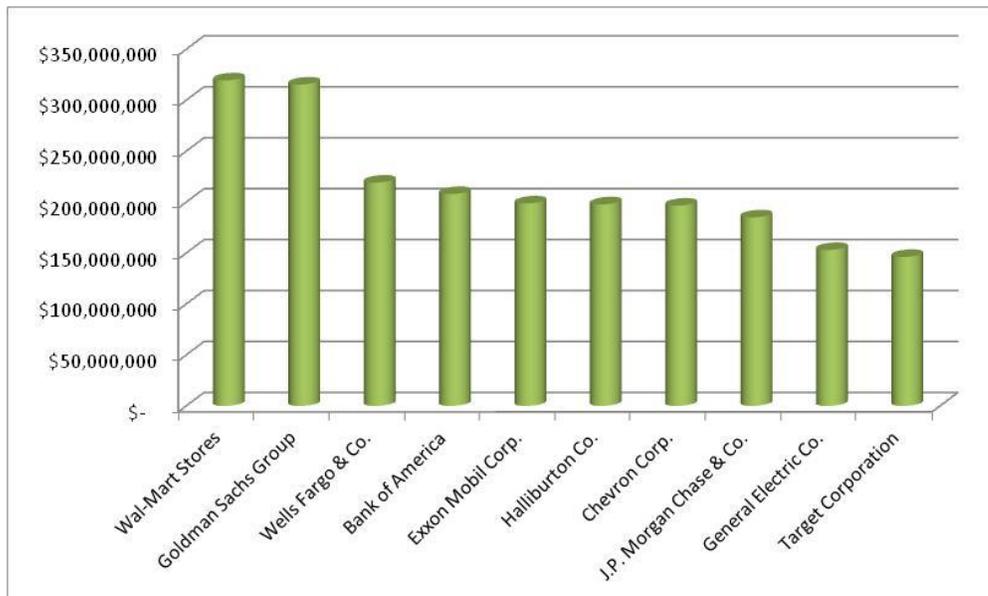
to other companies or agencies, rather than to individual consumers) are less able to capitalize on this form of giving as both a charitable and marketing endeavor. They certainly may garner some public goodwill, but it will be more difficult to translate that into customer loyalty and sales. In addition, companies that may be in sectors held in less esteem by the public also may benefit from a low-key giving style instead of the splash made by crowd-sourcing.

Ideal candidates for engaging in this arrangement are those that directly sell to consumers and have a national reach, such as Pepsi Co. Selling a consumer product, rather than a service, is also better suited to leveraging the excitement generated from donations into sales. Consumers can more easily switch brands of products than they can with most services (i.e. cell phone carriers).

In many ways, these are not entirely novel concepts. For many years before the internet became widespread, parents cut box tops from cereal boxes that they then sent into the company in order to generate charitable donations. Yoplait yogurt has also used a similar scheme with yogurt tops to raise money for breast cancer. However, what these new models of giving (and marketing) do offer is a more exciting way to allow customers to participate in and not just accept corporate philanthropy.

10 Biggest Corporate Donors

Some of the biggest names in corporate America were also the most generous with their giving last year. Below, a chart showing the top 10 corporate donors in the United States.



Source: <http://philanthropy.com/article/Interactive-Corporate-Giving/128359/>



Harnessing the Promise of Crowd-Sourcing in Nonprofits

BY CHRISTOPHER HAIGHT, GRANTS DEVELOPMENT CONSULTANT

The underlying power of the internet has always been the connection of ideas and people without regard to temporal, physical, social, or other common restraints. Through this communicative ease provided by the internet, crowd-sourcing is becoming a prominent feature in many aspects of our lives. Crowd-sourcing is essentially the enabling of a mass collaboration of individuals to contribute to a task normally reserved for one individual or a set number of individuals. The most prominent example to date is Wikipedia, the online encyclopedia open to contributions and edits from anyone who chooses to participate.

Crowd-sourcing is not exclusive to privately -run efforts, as more and more grant programs and funded projects seek to leverage this new social and educational tool. One such program, recently opened for 2012, is the Sparks! Ignition Grants for Libraries and Museums. This funding opportunity, administered by the Institute for Museum and Library Services (IMLS) seeks innovative projects that significantly improve the operations and reach of libraries and museums throughout the country. The

official grant guidelines specify the use of crowd-sourcing as an example project that may be of interest to the application reviewers.

Even for grant programs that do not highlight crowd-sourcing as of particular interest, techniques that leverage this strategy can still be incorporated. In addressing professional development of teachers and how they would create Instructional Improvement Systems, many applicants for the Race to the Top grant program proposed establishing online banks of lesson plans and test items. This innovation provides resources to teachers across entire states and enables far more cost-efficient collaboration than if teachers had to traverse many miles just to trade best practices and share experiences.

There are important elements to consider if proposing crowd-sourcing within a grant proposal. The trade-off when enabling mass participation may be the overall level of quality. Even Wikipedia, which has grown much more sophisticated in the scope of its entries and knowledge, suffers from a challenge in regulating content while

remaining true to its premise of openness. Some less scrupulous contributors purposefully alter entries to give an overly positive or negative spin - often related to individuals of considerable fame or influence. On an even smaller scale within your organization, you should make sure you address editing and filtering concerns.

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Grant Program Spotlight

Title: Sparks! Ignition Grants for Libraries and Museums

Summary: Grants support the deployment, testing, and evaluation of promising and groundbreaking new tools, products, services, or organizational practices. Successful proposals will address problems, challenges, or needs of broad relevance to libraries, museums, and/or archives.

Awards: Sparks! Ignition Grants range from \$10,000 to \$25,000

Deadline: February 1, 2012



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An organization proposing crowd-sourcing should think carefully about what you ultimately want to achieve from enabling the masses. Sharing resources, such as the lesson plan lesson bank described above, is a good candidate for crowd-sourcing as many people may have developed valuable practices or tools but have no method for making them widely available without a single online vehicle. Idea-gathering or civic participation also is prime for crowd-sourcing. House Majority Leader Eric

Cantor (R-VA) employed this through his "You Cut" program that solicited suggestions from citizens on what to eliminate in the federal budget.

Beyond formal grant proposals, charities and nonprofit organizations can also employ crowd-sourcing to raise funds. Crowdwise is a website that specializes in crowd-sourcing for fundraising, enabling individual fundraisers or organizations to register and begin actively soliciting and accepting donations. For individuals, Crowdwise provides a 21st century means to raise money through

participatory events, like running a 5K, without the hassle of collecting checks or cash from friends and family. Nonprofit organizations can also register an account for free and begin setting up events or accepting donations (for a small transaction fee). To learn more, please visit <http://www.crowdrise.com>.

Ultimately, incorporating a smart crowd-sourcing strategy into your projects or even your general fundraising can help you not only secure more funds, but also develop a more engaged and committed cadre of supporters.



Collaboration in Grantseeking: Community-Wide UPstream™

You know UPstream™ as Grants Office's online knowledgebase where you can find, track, and manage key funding opportunities for your organization. However, you can also take a more global perspective to grantseeking with our specialized Community-wide UPstream™ service.

Community-wide UPstream™ allows multiple individuals or agencies to register their own accounts while an administrator will be able to oversee these accounts and their activities, providing the unique ability to identify potential for collaboration on grant proposals and prevention of duplicative efforts.

To learn more, contact us at 585-473-1430 or info@grantsoffice.com.



Crowd in the Cloud

HOW CLOUD COMPUTING IS AFFECTING GRANTS AND THE PUBLIC SECTOR

Crowd-sourcing is largely enabled through cloud-based computing, where information, documents, and other materials are not stored locally on an individual's own computer, but are instead stored on a remote server and made accessible from any internet device. Cloud computing has rapidly been transforming the private and public sectors alike, as it helps make the sharing of information and applications more efficient.

While there is no one ideal grant for implementing cloud computing as there is for distance learning (see the U.S. Department of Agriculture's Distance Learning and Telemedicine program), grant seekers wishing to implement a cloud computing project still have multiple opportunities. One of the leading trends in grant funding, especially at the federal level, is the

encouragement of community collaboration and partnerships.

The Office of Community Oriented Policing Services (COPS), housed within the U.S. Department of Justice, exemplifies this focus on interagency cooperation. The COPS Office administers numerous grant programs each year, such as the Hiring, Secure Our Schools, and Community Policing Development programs. Each of these, as well as the general activities of the COPS Office, focus on engaging other agencies, organizations, and stakeholders in the community in preventing and solving criminal activity. Sharing resources in an accessible manner through the cloud can enable more data-based investigations, allowing police officers to detect patterns of community violence that may otherwise be reported to

disparate locations.

Economic development is another area where the sharing of ideas, research, and information is becoming increasingly important for grants. Major grant programs such as the Partnerships for Innovation from the National Science Foundation or University Center Economic Development program from the Economic Development Administration both require proposals to include agencies beyond the reach of the university with a specific focus on small businesses and entrepreneurial start-ups. These programs share a common theme of seeking to leverage the research capabilities of a university to promote translational development into marketable products - making this another key area where the cloud and a select crowd of academic, scientific, financial, and entrepreneurial collaborators can come together.

Breaking down interagency barriers is now a key interest for federal funders, making it likely states and private funders will follow suit. The promise of the cloud and the crowd can not only satisfy the demands of these grants, but also put your organization at the forefront of public sector service innovation.



Exploring the National Environmental Policy Act

BY VINCE SIRAGUSA, GRANTS DEVELOPMENT CONSULTANT



To various degrees, the American people and regulatory bodies have always had an appreciation for humanity's effect on nature's well-being. Beginning in the late 1960s, and continuing today, we have successfully created numerous laws and expectations that formalize the notion that a federally-funded project to promote human progress must not come at the expense of environmental, historic, and cultural resources.

As one of our first laws establishing a national framework for environmental protecting, the National Environmental Policy Act of 1969 (NEPA) can be thought of as the grandparent of today's regulations. The concisely-written (at least by today's standards) 3,000-word Act remains to this day, a breath of fresh air.

Over the course of the current federal grant process, NEPA's goals remain basic—to ensure that federal

agencies afford the necessary consideration to environmental factors, in addition to the financial, technical, and programmatic factors that also play a role in the funding process. More specifically, NEPA directs federal agencies to thoroughly assess the environmental consequences of "major federal actions significantly affecting the environment." To that end, all federal agencies are required to prepare detailed statements assessing the impact of their actions on the environment, as well as proposing alternatives.

Because NEPA is a procedural law and does not require a specific outcome, each federal agency is required to write their own NEPA compliance regulations to fit their particular grant programs. But while NEPA requirements may differ slightly between a Department of Education and the Department of Homeland Security, the basic analytical

underpinnings remain steadfast. For many homeland security projects, understanding and planning for these requirements now will facilitate a more streamlined grant application process in the future.

The Federal Emergency Management Agency (FEMA) is actually quite clear in its policy to include environmental considerations when supporting emergency preparedness and response activities. In fact, before FEMA can fund any action that may affect the environment, the potential impact of the proposed project must be studied and shared. Much of that consideration is done through the regulatory eyes of the Environmental Planning and Historic Preservation (EHP) Program which uses NEPA to address applicable regulations.

Because some projects are categorically excluded from NEPA

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FEMA'S NEW DISASTER PREPAREDNESS MOBILE APP

Looking for safety tips on what to do before, during and after a disaster? Find yourself in need of the nearest location of a shelter or disaster recovery center? Answers to these and other important questions are now provided by FEMA's disaster preparedness mobile application. Download the Android or Apple app for free.



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review and other actions have varying degrees of environmental impact, there are multiple levels of project review or analysis to successfully navigate:

1. **Categorical Exclusions (CATEX)** - An undertaking may be categorically excluded from a detailed environmental analysis if it meets certain criteria indicating there will be no significant environmental impact. In this case, the project will be excluded from further environmental evaluation under NEPA regulations.
2. **Environmental Assessment (EA)** - The purpose of an EA is to summarize the project's purpose

and need, evaluate the potential impacts of a proposed project, and explore project alternatives in order to determine if the proposed action will have significant impact on the environment and/or lead to public controversy.

An EA will result in a Finding of No Significant Impact (FONSI) if the evaluation of the proposed action and public review period find no potential for significant adverse effects to the human or natural environment. If the EA determines that the environmental consequences of a proposed federal undertaking may be significant, an EIS is prepared.

3. **Environmental Impact Statement (EIS)** - As the third level of analysis,

an EIS is a more detailed evaluation of the proposed action and alternative and mitigation measures that will avoid adverse impacts. The public, other federal agencies, and outside parties may provide input into the preparation of an EIS and then comment on the draft EIS when it is completed.

Armed with the understanding that the FEMA EHP review can take months to complete, grantees should proactively accommodate EHP requirements by incorporating sufficient time and resources into the project planning process. January's FUNDED publication will contain additional information on the grant applicant's role in the NEPA review process.



STAY AHEAD OF THE GAME: GRANTS FOR FIREFIGHTERS

To maximize your grantseeking success, it is vital to stay ahead of the game. Below are two grant opportunities specifically targeted towards fire-related projects. Learn more by visiting www.firegrants.info!

- FY 2011 Staffing for Adequate Fire and Emergency Response (SAFER) Grants: Late December 2011 to late January 2012
- FY 2011 Fire Prevention and Safety Grants: Early spring 2012

Contact Grants Office today with any questions on proposal development pricing! To learn more, contact Susannah Mayhall at smayhall@grantsoffice.com.



That's a Billion with a 'B': The Health Care Innovation Challenge

BY CHRIS LAPAGE, GRANTS DEVELOPMENT CONSULTANT

The health sector grant funding landscape is abuzz with excitement. The new Health Care Innovation Challenge program is providing \$1 billion in funding for projects that offer innovations in service delivery and payment modeling. The primary target population for the funding are those individuals enrolled in CMS insurance programs, which includes Medicare, Medicaid, and Child Health Insurance Program (CHIP). While applicants can address other populations, the project will not be funded unless one of the three CMS-insured populations are incorporated at some level.

LEARN MORE ABOUT THIS GRANT PROGRAM WITH CISCO & GRANTS OFFICE

If you missed our Cisco-sponsored webcast on December 1, you can still access the presentation at: <http://tinyurl.com/7bpywy3>

Specifically, the program was created to fund promising projects that address three critical areas in regards to the target population. In order to meet the three-part aim, projects must result in better health care, better

health, and reduced costs. It is important to distinguish between better health care, which revolves around systematic delivery issues and better health, which refers to improved outcomes and individual health status. Finally, while the program welcomes initiatives that drives savings to the overall healthcare system, CMS wants to fund projects that reduce their specific costs as the primary payer for Medicare, Medicaid and CHIP.

Considering the huge amount of money available, it is no wonder that the program has created a lot of hype. In addition, eligibility for the program is wide open with the exception of state governments (and their agencies or instrumentalities). If you can make a case for addressing the three-part aim, the program allows a great deal of flexibility in the types of projects that can be supported. Projects can even include significant technology components, such as the utilization of disease registries, electronic health records, health information exchange, and telehealth networks. However, it is unlikely that a full scale health information technology initiative, as a

standalone project, would be funded through the program. Instead, the program would support utilization of these systems along with some build-out to ensure capacity for the proposed project. This is reflected in one of the program's key attributes, which requires infrastructure and capacity-building activities to be completed within six months of the project start date. CMS wants you to spend the bulk of the three-year project period actually testing the model and generating savings.

The key consideration for any potential applicant revolves around whether their project is truly innovative. First and foremost, a project cannot be innovative if the applicant is proposing to deliver services that are already reimbursed through CMS programs. In other words, if you are proposing to deliver mental health services to Medicaid patients at a clinic via telehealth equipment, you better be sure that the Medicaid program in your state is not currently reimbursing for those services. While such a program may

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result in better health care, better health and cost savings to CMS, it will not be considered innovative in your area. Every scenario must be qualified by the location of the applicant because Medicaid reimbursement policies vary in each state.

If you have a project that proposes to deliver services that are not covered by the relevant CMS-insurance program, you must still do some due diligence to ensure it will be considered innovative. CMS has several demonstration projects that they have funded in the past as well as some that are currently ongoing or planned for the future. Potential applicants must familiarize themselves with these initiatives to ensure they are not replicating a model that CMS is already testing. Reviewing the details of these other demonstration projects will also give potential applicants insight into the types of innovation in service delivery and payment structure that will potentially be supported. While you cannot replicate an entire model, potential applicants may borrow pieces from several models and apply it in a different setting or target a new population. For instance, while CMS may have supported medical home demonstration projects in Federally Qualified Health Centers for Medicare patients, they may consider a project where the medical

home model is tested with Medicaid patients in rural health clinics. Table 1 (see page 11) is a list of past, current and planned CMS demonstration projects with a website link that will provide additional information on the initiative.

Once you are confident that the model being proposed is truly innovative, there are some additional considerations to keep in mind. CMS anticipates that most innovations will be accompanied by significant workforce development activities, including training. In some cases, proposals will involve the re-engineering of certain health professional roles, where a nurse or tech (less costly) may be able to take on a responsibility that historically was provided by a physician (more expensive). The other area that is critical to the proposal's ultimate success is the sustainability plan that is proposed. CMS wants to be assured that a successful model will be able to continue operating once the project period ends and the grant dollars are dispensed. Applicants should think

about policy considerations that CMS and state Medicaid programs could potentially implement in order to ensure sustainability of the project. For instance, you may suggest that CMS takes into consideration reimbursing home-based tele-psychiatry visits under Medicare should the results of the project be successful (better health care, better health, reduced costs). In addition, you may bring private payers (insurance companies) on board as part of the long-term sustainability plan for the project.

Whenever a government agency makes \$1 billion available for a grant program, the subsequent excitement and hype that is generated is understandable. The trick is to temper that enthusiasm with a dose of reality: CMS will only be funding the most innovative projects that are best suited to meet the three-part aim and continue once the grant funding stops. Interested applicants need to be sure they are doing their due diligence in these regards.

TIMELINE FOR HEALTH CARE INNOVATION CHALLENGE

Mandatory non-binding LOI submission deadline: December 19, 2011

*Full proposal deadline: January 27, 2012**

Applicant award ceiling: \$30 million

Applicant award floor: \$1 million, but will accept projects with smaller budgets

*While the LOI is non-binding (details may differ from actual proposal submission), full proposals will be disqualified if CMS has no record of the lead applicant submitting an LOI by the appropriate deadline.



Table 1: Innovation Models and Resources

Below is a list of past, current and planned CMS demonstration projects with a website link that will provide additional information on the initiative.

Innovation Model	Resource
<i>The Partnership for Patients</i>	http://www.healthcare.gov/news/factsheets/2011/04/partnership04122011a.html
<i>The Federally Qualified Health Center (FQHC) Advanced Primary Care Practice Demonstration</i>	http://innovations.cms.gov/areas-of-focus/seamless-and-coordinated-care-models/fqhc/
<i>The Pioneer ACO Model</i>	
<i>The Bundled Payment for Care Improvement Initiative</i>	http://innovations.cms.gov/areas-of-focus/seamless-and-coordinated-care-models/pioneer-aco-application/
<i>The Comprehensive Primary Care Initiative</i>	http://innovations.cms.gov/initiatives/bundled-payments/index.html
<i>Financial Models to Support State Efforts to Integrate Care for Medicare-Medicaid Enrollees</i>	http://innovations.cms.gov/initiatives/cpci/index.html
<i>Independence at Home (Section 3024)</i>	http://www.cms.gov/medicare-medicaid-coordination/08_FinancialModelstoSupportStatesEffortsinCareCoordination.asp#TopOfPage
<i>Medicaid State Option to Provide Health Homes for Enrollees with Chronic Conditions (Section 2703)</i>	https://www.cms.gov/demoprojectsevalrpts/md/itemdetail.asp?itemid=CMS1240082
<i>Medicaid Emergency Psychiatric Demonstration Project (Section 2707)</i>	https://www.cms.gov/smdl/downloads/SMD10024.pdf
<i>Medicaid Incentives for Prevention of Chronic Disease (Section 4108)</i>	https://www.cms.gov/demonstrprojectsevalrepts/mdp/itemdetail.asp?itemid=CMS1249074
<i>Physician Group Practice Demonstration Extension</i>	https://www.cms.gov/MIPCD/
<i>Multi-payer Advanced Primary Care Practice Demonstration</i>	https://www.cms.gov/DemoProjectsEvalRpts/downloads/PGP_Fact_Sheet.pdf
<i>Medicare Health Care Quality Demonstration</i>	https://www.cms.gov/DemoProjectsEvalRpts/MD/ItemDetail.asp?ItemID=CMS1230016
<i>5 Star Quality Bonus Demonstration</i>	https://www.cms.gov/demoprojectsevalrpts/md/itemdetail.asp?itemid=CMS023618
<i>Rating Program for Medicare Advantage Plans</i>	http://www.cms.gov/apps/docs/Fact-Sheet-2011-Landscape-for-MAe-and-Part-D-FINAL111010.pdf http://www.cms.gov/apps/docs/Fact-Sheet-2011-Landscape-for-MAe-and-Part-D-FINAL111010.pdf



UPCOMING EVENTS

December 2011 Webcasts

- **December 19, 2011:** DHS Program Overview – Understanding Homeland Security Funding
- **October 20, 2011:** Distance Learning & Telemedicine Webcast Series, Part 1, sponsored by Cisco

January 2012 Webcasts

- **January 12, 2012:** Homeland Security Funding and You: We all Play a Role, Sponsored by Cisco
- **January 26, 2012:** 2012 Mastering the 2012 Assistance to Firefighters Grant Program, Sponsored by Cisco

February 2012 Webcasts

- **February 16, 2011:** Building a 21st Century Workforce with Grants, Sponsored by Cisco
- **February 23, 2011:** Reimagining Education by Investing in Innovation, Sponsored by Cisco

March 2012 Webcasts

- **March 15, 2011:** Distance Learning & Telemedicine Webcast Series: Part III, Sponsored by Cisco

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<http://grantsofficeevents.webex.com>



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Please note: Articles should be between 500 and 750 words and address a specific grant opportunity or topic related to grant funding.

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