

# FUNDED

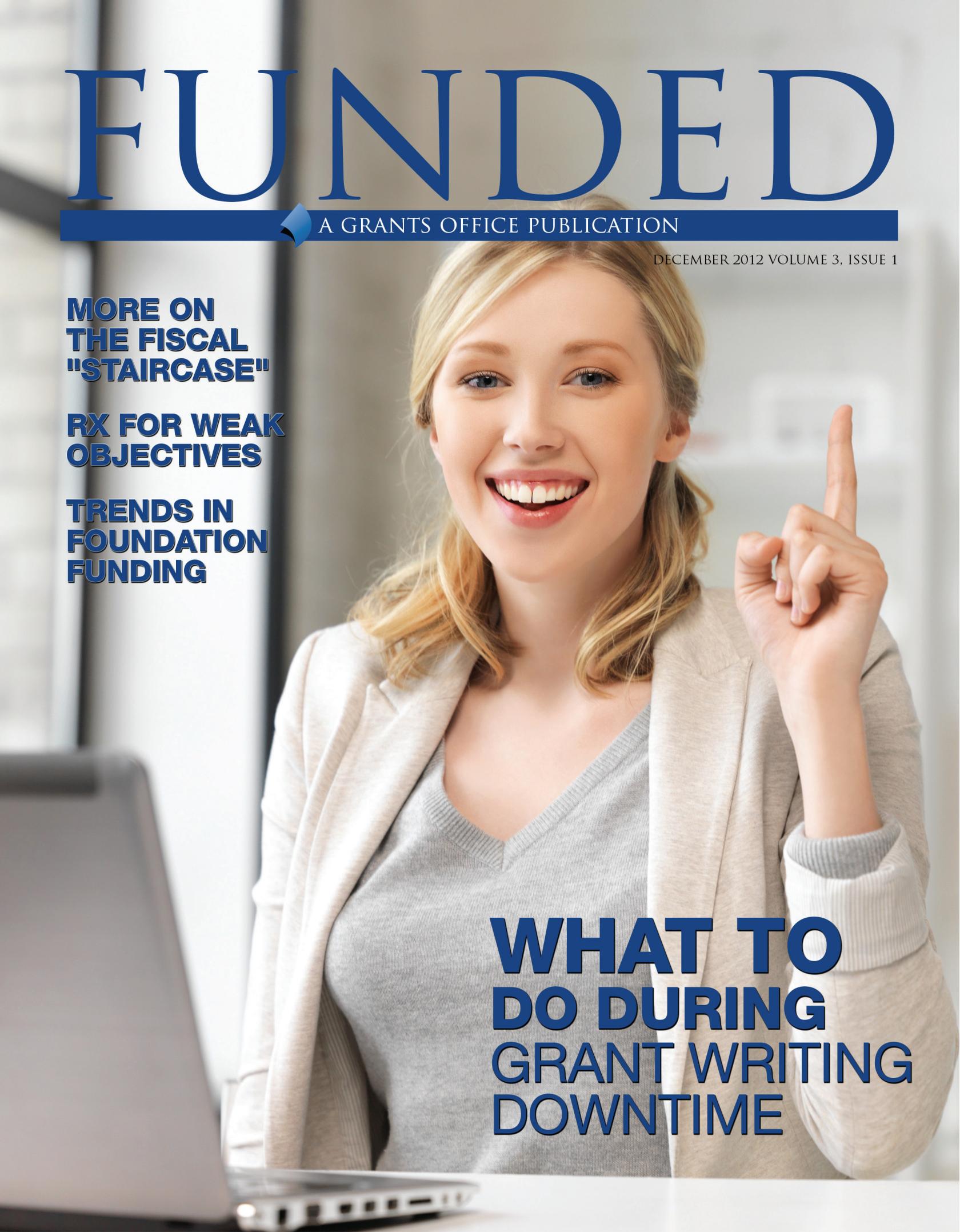
A GRANTS OFFICE PUBLICATION

DECEMBER 2012 VOLUME 3, ISSUE 1

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- Creation of monthly reports
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## FROM THE EDITOR

Dear Readers,

With all of the recent buzz concerning the impending budget cuts and fiscal cliff (or “staircase” as we like to call it—see “Between the Lines” on page 5), there has been much discussion of the potential impact on a variety of sectors, including the extremely wealthy, the strained middle class, welfare recipients, seniors, and others. Especially troubling to nonprofit organizations is the talk of eliminating or reducing the charitable giving tax deduction.

In the wake of the newly-implemented “Giving Tuesday,” a day dedicated to donating to charitable causes after the sometimes gluttonous consumption of Thanksgiving, Black Friday, and Cyber Monday, speculation abounds as to the effects of removing this deduction from the tax code. For wealthy philanthropists, the deduction provides extra incentive to donate funds to nonprofits. For the average American, it may simply make giving possible.

If this deduction is eliminated, will nonprofit organizations (and those they serve) be hurt the most? Should the elimination occur, will needy members of society become even more dependent on government programs, either driving up the cost to support these programs or forcing the withdrawal of support from disadvantaged populations? See “On the Bright Side” on page 11 for Ali Palmieri’s discussion of the current funding trend towards increased foundation support for disadvantaged communities. While eliminating the deduction is not strongly supported by either political party, modifications to the existing policy may nevertheless have harmful consequences for the nonprofit sector.

Although professionals in the grantwriting community may or may not have a significant role in the charitable giving side of fundraising, any resulting private giving changes may produce an impact on the grants side of the fence as well by driving up the need for grant funding, increasing competition for funding, and even reducing the amount of funding available (in the case of community foundations, for instance). Following up on his November article on the fiscal cliff debate, Chris LaPage examines the current state of the debate and its likely impact on page 5. Whatever the results of the fiscal staircase debate are, Federal funding is likely to see some shifts as the budget is altered to chip away at the National Debt.

What are your thoughts on changes to the charitable giving tax deduction? To take part in our discussion, or share your opinions concerning other content in the December issue of *FUNDED*, email me at [smayhall@grantsoffice.com](mailto:smayhall@grantsoffice.com).

This issue marks the beginning of *FUNDED*’s third year of publication, and we’d like to take this opportunity to thank you for your continued readership and wish you all a very happy holiday season!

Sincerely,

Susannah Mayhall  
Editor, *FUNDED*



## NEPQR INTERPROFESSIONAL COLLABORATIVE PRACTICE (IPCP)

**SUMMARY** The overarching goal of the Nurse Education, Practice, Quality and Retention Program (NEPQR)-IPCP is to support the development of collaborative practice environments that deliver patient and population-centered quality health care that is safe, efficient, effective and equitable. In addition, the NEPQR-IPCP program aims to promote interprofessional team work and team-based care by increasing the number of nurses skilled in interprofessional collaborative practice.

### PROJECT PRIORITIES

The FY2013 NEPQR-IPCP FOA will solicit projects that create and/or expand practice environments comprised of nursing and other professional disciplines engaged in collaborative practice innovations. IPCP in health-care occurs when health workers from different professional backgrounds join with patients, their families, caregivers and communities to deliver the highest quality of comprehensive care across settings. NEPQR-IPCP spans clinical and non-clinical health-related work, including diagnosis, treatment, surveillance, health communications, and disease management.

**DEADLINE** The deadline to submit an application is January 25, 2013.

**ELIGIBILITY** Eligible applicants are accredited schools of nursing, health care facilities, or a partnership of such a school and facility.

**AWARD AMOUNTS** Approximately \$10 million is available annually to fund 20 awardees. Applicants may apply for up to \$500k per year for a three-year project period.

**FOR MORE INFORMATION SEE** <https://grants3.hrsa.gov/2010/Web2External/Interface/FundingCycle/ExternalView.aspx?fCycleID=0316a465-f75a-42e9-9cb6-cc53fed8cb9a&txtAction=View+Details&submitAction=Go&ViewMode=EU>

# MORE ON THE FISCAL STAIRCASE

By Chris LaPage

**T**he President proposes \$1.6 billion in new tax revenue, extending payroll tax cut, \$50 billion of spending on infrastructure projects and complete executive control of the debt ceiling borrowing limit. In addition, the President's proposal called for \$400-600 billion in spending cuts that are not completely delineated.

Republicans dismiss President's offer. John Boehner says, "We're nowhere, period. We're nowhere."

Anyone looking for an update as to where the negotiations on averting the fiscal staircase (see November FUNDED article on why we don't use the term cliff) are in early December will likely come across the aforementioned statements and

quotes attributed to senior politicians involved in the process. At face value, the President's proposal and reaction of Republican leadership paint a grim picture as to the state of negotiations. If no deal is reached, income taxes will be raised across the board and approximately \$55 billion in non-defense spending cuts will automatically be triggered for Fiscal Year 2013. Going down



the staircase would have huge ramifications for the economy, increasing the potential for a second recession while decreasing funding levels for critically important federal grant programs. With so little time left to negotiate, many readers will take such statements to mean that going down the fiscal staircase is not just a possibility, but a probable event.

However, the truth is that you can rarely take political rhetoric, particularly when revenue and spending cuts are on the table, at face value. No one expects the heavy lifting to take place until mid-December, at the earliest. At this point, the respective parties are still making attempts to feel out their own political bases and influence public opinion in the process. The President's proposal is demonstrating a clear sign to his left-leaning base that he learned from the debt ceiling negotiations last year. He is advocating a position that puts most the deficit reduction on the wealthy and refusing to negotiate from the middle as he did the last time around. The President is also connecting the key points of his plan to the principles of his recent election campaign. In other words, by the public choosing Obama over Romney, implicit in that decision was the public's agreement that the wealthy must shoulder the bulk of the burden when it comes to deficit reduction. In that sense, Obama is using a hardball negotiating technique and purposely asking for much more tax revenue than he is likely to get out of a compromise.

The Republican leadership is battling public perception for the most part. The election and subsequent exit polling data suggests the President is on the right side of this argument. In fact, polling indicates if we go down the staircase, most

Americans will put the blame on Republicans in Congress. Republicans have gone out of their way to indicate that they are willing to put revenue on the table, in the context of closing loopholes rather than increasing tax rates on anyone, including the wealthy. By rejecting the President's offer, they are simultaneously pacifying their conservative base while insinuating to the general public that the President is not taking the process seriously. In other words, Boehner and Republicans are planting the seed that while they've moved to the middle and are negotiating in good faith, the President is moving in the opposite direction. Many pundits agree that because the Bush Tax Cuts automatically expire, the President is in an advantageous negotiating position. And some have even gone further to suggest the President's negotiation position improves if we go down the fiscal staircase. Reading between the lines, it becomes evident that if the Republicans want to avoid the staircase and declining bargaining position associated with it, they must sway public opinion so that the President shoulders more responsibility should negotiations fail and the fiscal staircase is realized.

In that context, the Republicans must continue to work the public opinion side no matter where the negotiations are headed. Even as they work to strike a deal they must continue to insinuate and point out that the President is obstructing progress whenever possible. This is one reason you will likely never hear an overly rosy assessment of the negotiations from the Republican side of the debate. Another key point of contention for the Republicans to declare the negotiations are "nowhere" revolves around the

spending cuts. Obama's proposal is purposefully vague in the specific areas where cuts are recommended. Neither side wants to be the first to propose major cuts or restructuring of popular entitlement programs like Social Security and Medicare. The side that initially proposes those entitlement reforms will face angry senior citizens in the next election cycle.

What you are likely to see over next couple weeks is some continued posturing around this sticking point. Republicans will continue to say the President's offer was not serious and that he needs to provide details on spending cuts. Obama and the White House will indicate that they will not negotiate with themselves and that the Republicans must offer a counter proposal. Furthermore, Obama is likely to insist that if the Republicans want entitlement program reform, they have to be the first propose those changes. The good news is that a month really is an eternity when it comes to political negotiations. Considering the consequences across both sides of the aisle, reading between the lines indicates they are much closer to a deal than "nowhere!"

# NO GRANTS OUT THERE FOR YOU?

## WHAT TO DO DURING GRANT WRITING DOWNTIME

By Ali Palmieri

**A**re you having a difficult time trying to find active grants for which you can apply? Depending on the time of the year, there may not be any current deadlines for grants programs in which you are interested. Don't let this discourage you. By taking a proactive approach, it can mean you have plenty of time to prepare for deadlines that may be coming down the road.

Research and program development are critical when you have downtime in between grant applications. Take this time to delve into your project and find the key points that you think may be the most fundable. Hash them out and come up with project details and action items. These are the types of things that stand out to reviewers. Good project development and definition will give you a solid base when reading grant applications from different programs.

Another step you can take is to look into state, federal and foundation sources. You can gather contact information and find out where you have the best chance of finding grants. If there are local foundations that accept applications at certain times, you may want to look at who they have funded in the past. A program's funding history may help inform your proposal or it may cause you to set that particular foundation aside and continue your search for a better fit. History of funding information is invaluable for your future proposals. Also try to take this time to gather match funds. Not all programs require a match but if they do, it is usually a crucial piece of eligibil-

ity. You don't want to rule out programs because you don't have the matching funds.

While you are looking into history of funding, take the time to comb through old RFPs if they are available. Some programs may not change much from year to year and if they do, the main concept and focus of the program will be similar to the previous year's. When the new RFP is released, you will already have a grasp on the priorities and focus of the program. This preparation can be crucial to your success when you only have a month or less to prepare and submit a grant proposal after the guidance is published.

Try to take a broad perspective on the project and see where you might be able to partner with other local organizations. Developing key partnerships may open up a whole new world of grants for which you can apply. If you are not directly eligible

to apply to a program, you may be able to find a lead applicant and partner with them to apply for grants you never looked into before. For example, a school may partner with a local law enforcement agency for a safety program. Take this time to reach out to organizations whose participation could benefit certain projects. It may take time to build these relationships, but since you have no impending deadlines the timing is perfect.

So if you are at a loss for current grant programs, take a step back, look at the bigger picture surrounding your project and do research. There are many little steps you can take to get an application started so that, when an RFP is released, you are much closer to submission than waiting until the last minute. There may not always be open grant solicitations out there for your organization, but that doesn't mean you can't be prepared when they are released! 



# RX FOR WEAK OBJECTIVES

By Susannah Mayhall

**F**or organizations engaged in projects designed to benefit communities, distilling the overall impact of that project into a list of concrete and measurable objectives can prove challenging. Unlike profitable businesses, nonprofit organizations and public entities are not necessarily wired to produce a clean-cut demonstration of return on investment for their projects. However, with grant dollars dwindling while community needs continue to increase, funders are looking for increasingly empirical data to demonstrate that their money is being well spent. In the examples

below, a few average (or worse) project objectives are diagnosed and treated with a good dose of specificity. While these examples are purely fictional, the methods used to improve them can be used for a variety of grant applications.

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#### WEAK OBJECTIVE 1:

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Improve student retention of material.

#### DIAGNOSIS:

This objective fails to correlate directly to the project by omitting how

it is tied to the needs statement or project description. It also does not include any measurable outcome. In order to strengthen this objective, the writer will need to provide more information concerning what students will be impacted, what material they will be retaining, how much better their retention will be, and, perhaps most importantly, what will be done to result in higher retention of material. All of these details should be directly tied to the other information described in the grant application, including the needs statement, the project description, the budget narrative,



and any other relevant portions of narrative. Essentially, the objectives get down to the granular details of how the project will be carried out and why the project is a worthwhile investment.

With a few tweaks that incorporate the above information, the improved objective might be:

Improve retention of English language and math material by 15% among low-income Hispanic students in the fourth and fifth grades by implementing targeted core curriculum workshops during school hours.

This objective is much clearer than the first example and, more importantly, it is measurable. The objective clearly defines who will be impacted (low-income fourth and fifth grade Hispanic students), the action that will be taken (core curriculum workshops), and how it is expected to impact the target population (15% improvement in English and math). To support this objective, the proposal should clearly state how this improvement will be measured (standardized testing, teacher surveys, etc.) and why it ties to the target population (in this case, the proposal should make clear how it defines “low-income” and “Hispanic” and why these categories, as well as this grade group, were identified for the project). While it can be difficult to put a number on something that will occur in the future, keep in mind that you are projecting an anticipated result based on research, experience, and data—not predicting the future. Of course, overpromising and under-delivering is undesirable, but if you are too conservative, you might be selling yourself short and losing grant

funding in the process. Research similar projects, take a good look at your setting, demographics, and other factors impacting the project, and use the judgment you’ve developed in your own experiences to make an educated projection.

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#### WEAK OBJECTIVE 2:

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Improve patient satisfaction.

#### DIAGNOSIS:

While the intentions behind this objective may be good, the truth is that it really doesn’t say anything about the project, who it impacts, or how to gauge its success. In this case, the writer should dig a little deeper to see why patients aren’t satisfied now—do they desire more face time with their doctors, shorter wait times/more convenient clinic hours, lower costs of care, more collaborated care services? Furthermore, why should the funder be concerned about patient satisfaction when there are likely more pressing health-related concerns?

For the sake of this article, let’s say these patients are high-risk diabetes patients who experience multiple barriers to receiving the care that they need to stay healthy—maybe they speak a different language than most of the health care professionals they see, or they live in a region that makes trips to the doctor inconvenient, or they have a hard time making an appointment because their typical work schedules conflict with the clinic’s hours. In this case, patients who are dissatisfied with treatment services may forgo treatment, worsening their health outcomes over the short and long term. Eventually,

their conditions may worsen to such an extent that they need expensive hospital care. It is in the patients’ and the providers’ best interest to keep these patients on track with their chronic care management and preventative treatment.

After looking further into the matter, the improved objective might look something like this:

Increase identified high-risk patients’ compliance with diabetes management and preventative care services by 40% by expanding clinic hours to 9 p.m. to accommodate patients’ work schedules.

Although the improved objective doesn’t mention patient satisfaction, it addresses the same issues that inspired the original objective while stating it in measurable, defined terms. In addition, this objective likely has a ripple-effect objective concerning the avoidance of more serious health implications and expensive care options such as hospitalization.

These two examples demonstrate just a handful of the methods that can be used to improve grant proposal objectives. As long as you keep in mind that objectives are more like a business plan than a mission statement, you’ll be on track to improving your case for funding. 📌

## PROGRAM SNAPSHOT



# Fire Prevention and Safety Grants (FP&S)

**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. The Grant Programs Directorate administers the Fire Prevention and Safety (FP&S) grants as part of the AFG Program.

## PROJECT PRIORITIES

FP&S grants are offered to support projects in two activities:

1. Activities designed to reach high-risk target groups and mitigate the incidence of death and injuries caused by fire and fire-related hazards (“Fire Prevention and Safety Activity”)
2. Projects aimed at improving firefighter safety, health and wellness through research and development that reduces firefighter fatalities and injuries (“Firefighter Safety Research and Development Activity”)

**DEADLINE** The deadline to submit an application is January 18, 2013.

**ELIGIBILITY** Eligible applicants for this activity include fire departments, national, regional, state, local, Native American tribal organizations, and/or community organizations that are recognized for their experience and expertise in fire prevention and safety programs and activities.

**AWARD AMOUNTS** In FY 2012, the total amount distributed under this grant will be \$35 million.

**FOR MORE INFORMATION SEE** <http://www.fema.gov/library/viewRecord.do?fromSearch=fromsearch&id=6697>

# NEW TRENDS IN FOUNDATION FUNDING

By Ali Palmieri

**D**ue to their nature, foundations are always changing who and what they fund. They are independent from the legislature that governs federal and state grant programs and, to some extent, have the liberty to do what they please. According to the National Committee for Responsive Philanthropy (NCRP), foundation grants to empower poor and needy communities have increased recently. Giving has steadily increased to populations such as disadvantaged people, the elderly, women, girls and other groups since 2004. The executive director of NCRP, Aaron Dorfman, stated, “We’re seeing slow but steady progress in a positive direction. The data suggests that our nation’s grant-making foundations may be realizing that they can achieve their missions more effectively and also serve the common good by prioritizing and empowering those with the least wealth, opportunity and power.”

The study also found that one in six funders allocated at least 50 percent of their grant dollars to benefit marginalized communities. The funding to benefit the poor doubled in terms of raw dollars and increased from 20 to 31 percent of total giving. Social justice is a focus of a large number of foundations because it helps create a stronger community and, other key points in the report included, social justice grants as a share of total giving decreased among community foundations, operating foundations, and grantmakers in the South but increased among large funders. Ad-

ditionally, eight percent of foundations included in the studies reported giving more than 25 percent of grant dollars for social justice causes.

A specific example of this type of funding is the MassNeeds Collaborative in Massachusetts. They have announced a commitment of \$8.4 million to nonprofits that focus on hunger, housing, heating and health needs. The collaborative consists of 41 corporate, public and private foundations. With winter approaching, impending heating bills can pose a problem for the needy. MassNeeds also provides the ability for people to lend their services, whether it be their time, labor or finances. The Bill and Melinda Gates Foundation has a specific strategy just for the socio-economically disadvantaged. Much

of the strategy has to do with digital transactions and the delivery of services that help this population to move out of poverty faster.

In our state of economic crisis, the needy are suffering even more. It is encouraging to see foundations stepping up where and helping those who may not have the same resources as the rest of society. Communities can only benefit from this new trend in foundation funding. ♦





## UPCOMING WEBCAST EVENTS

- Getting a Handle on 2013 Funding for Public Safety Initiatives—Sponsored by Cisco  
January 15, 2013 at 2:00PM ET
- 2013 Homeland Security Funding: Bringing IT Home—Sponsored by Cisco  
February 12, 2013 at 2:00PM ET
- Getting the Most out of Your 2013 AFG Application—Sponsored by Cisco  
March 12, 2013 at 2:00PM ET
- Funding for Healthcare Preparedness Initiatives—Sponsored by Cisco  
April 9, 2013 at 2:00PM ET
- Funding Public Health and Prevention Efforts—Sponsored by Cisco  
May 21, 2013 at 2:00PM ET

## RECENT WEBCAST RECORDINGS

- Funding Educational Innovation—Sponsored by Cisco  
Recorded December 11, 2012
- Funding to Enhance Technology in Your College Workforce Development Programs—Sponsored by Cisco  
Recorded November 13, 2012
- Practice Makes Perfect: Funding Health Professional Education & Training Initiatives—Sponsored by AT&T  
Recorded October 23, 2012

These and other recordings are available for playback or download at  
<http://www.grantsoffice.info/Webcasts.aspx>

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