

# FUNDED



A GRANTS OFFICE PUBLICATION

**NEED TO MODIFY YOUR  
PROJECT POST-AWARD?  
*CHECK OUT OUR 3 TIPS!***

**PLUS SUMMARY INFO ON 5  
EXCITING GRANT OPPORTUNITIES!**

**GOVERNMENT GRANTS  
AND THE SHUTDOWN**

**SAYING "THANK YOU"  
TO YOUR FUNDERS**



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### ON THE COVER

In this issue, we provide three tips for grant-awardees on how to navigate the need for change to your originally proposed project. We think that you'll find that funders are more than willing to work with you to accommodate necessary and reasonable modifications!

Read more on page 10.

# Dear Readers,

Given the current political climate and the reality of the past year in particular, it's safe to say that we have not seen our last government shutdown. And as disruptive as these shutdowns are to federal operations, they have a downstream impact across our national life. From a grants perspective, uncertainty around federal funding availability can have a chilling effect on local planning efforts and on public sector leaders' ability to rally support for new initiatives.

This uncertainty, however, also provides a great opportunity for forward-looking executives in government, healthcare, and education to put themselves and their projects front and center for federal funding that is still being administered during this time and to explore state and foundation opportunities that may not have been on their radar in years past.

In other words, while much of the competition for funding is hunkering down and trying to figure out how to delay or eliminate their initiatives, bold leaders have may find themselves with broader access to funding than normal.

In this issue of FUNDED, we cover the shifting landscape of federal funding under the shutdown and beyond, as well as discussing strategies to confidently and proactively modify your grant as post-award circumstances require.

Add in a healthy heaping of tips and updates on current grant opportunities, and we hope you'll find yourself inspired to push through the challenges politics may pose and discover the rewards of perseverance and creativity in making your vision a reality and your community that much better for your efforts.

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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# SCHOOL VIOLENCE PREVENTION PROGRAM (SVPP) GRANTS

**SUMMARY:** The Students, Teachers, and Officers Preventing School Violence Act of 2018 (STOP School Violence Act of 2018) gave the COPS Office authority to provide awards directly to States, units of local government, or Indian tribes to improve security at schools and on school grounds in the jurisdiction of the grantee through evidence-based school safety programs. During the first round of funding, awards were granted for the following school safety measures:

- Coordination with law enforcement
- Training for law enforcement officers to prevent student violence against others and self
- Metal detectors, locks, lighting, and placement of other deterrent measures
- Technology for expedited notification of local law enforcement during an emergency
- Any other measure that the COPS Office determines may provide a significant improvement in security.

Any equipment and/or technology items included in the project budget must be clearly linked to the enhancement or implementation of the SVPP project. Examples of such items may include the following:

- ***Equipment*** - Entry Control Equipment (i.e. Door locking mechanisms/access control doors or Peepholes for classroom doors); School site alarm and protection systems—Motion detectors; Metal detectors and X-ray machines, including portables (i.e. Hand held or Walk through); and Lighting (on school grounds, not involving construction)
- ***Technology*** - Communication technology (e.g. Emergency call boxes, Intercom or public address [PA] system, Panic and immediate alarm notification systems, Two-way radios); Emergency alerts—Automated text messages or email; Identification technology—ID scanning devices (and accompanying equipment); Laptops or Printers (directly related to SVPP); Maps of schools/bus routes—GIS Software; Social media monitoring—Automated scans of online content; Tracking systems—Smart phone applications; Video surveillance technology—Surveillance cameras and/or systems (and accompanying equipment); and Violence prediction technology—Data driven software

**DEADLINE:** The previous deadline to apply was July 30, 2018. Pending an end to the current government shutdown, a new solicitation is expected to be released in March 2019 with an anticipated deadline in April 2019.

**ELIGIBILITY:** Eligible applicants include States, units of local government, and Indian tribes. Recipients may make sub-awards to local educational agencies, nonprofit organizations, units of local government, or tribal organizations. School districts are encouraged to partner with an eligible state, tribe, or local unit of general government.

**FOR MORE INFORMATION:** <https://cops.usdoj.gov/svpp>

# SCHOOL VIOLENCE PREVENTION PROGRAM (SVPP) GRANTS

**FUNDED ORGANIZATION:** The City of Maricopa Police Department, Arizona

**AMOUNT FUNDED:** \$300,000 award, 25% local match

**PROJECT TITLE:** "City of Maricopa Police Department Enhancing School Safety Communication"

**PROJECT DESCRIPTION:** The City of Maricopa Police Department will enhance school safety communication and trust through physical and security improvements along with collaborative training between law enforcement and schools.

This project meets the program purpose through acquisition and installation of technology for expedited notification to law enforcement during an emergency and training for local law enforcement officers to prevent school violence. The technology includes an internal mobile application for communication video cameras linking directly to the communication center for monitoring and immediate notification. Additional technology includes walk through metal detectors hand held metal detector wands and individual class room door security.

Law Enforcement training includes Civilian Response to Active Shooter Events and Response to Active Shooters both as train the trainer courses to bring the curriculum to implement and conduct training and drills with the schools through a multi-disciplinary team.

Parents, students, school staff, and members of the community need to be a part of creating safe school environments for our children. Building upon the successes of established community programs the Police Department the School District and Sequoia Pathway Academy will provide a safe learning environment. Trust Communication Planning Training and Technology are the keys to enhancing security and preventing school violence.

**FOR MORE INFORMATION:** <https://cops.usdoj.gov/content/svpp-2018-announcement>

**ORGANIZATION WEBSITE:** <http://www.maricopa-az.gov/web/police>

# GOVERNMENT SHUTDOWNS: A CHALLENGE FOR GRANTSEEKERS & AWARDEES

*By Elizabeth Evans*

This winter, the United States endured its longest period of government “shutdown” to date. Lasting 35 days (December 22, 2018 until January 25, 2019), this most recent shutdown well outlasted the previous record of 21 days<sup>1</sup>. To end this shutdown, albeit temporarily, a three-week continuing resolution was signed into law to fund those federal agencies still without a fiscal year 2019 budget at their prorated 2018 levels. This means that come February 15, certain federal agencies could again be facing closed doors if a 2019 budget is not passed for 15 federal agencies.

Throughout the 35-day shutdown, news media featured ample coverage related to how the shutdown impacted various aspects of many American’s day to day lives. For example, many of our national parks endured damage that could take decades to repair, government employees without paychecks faced a slew of concerns including hunger and possible homelessness, and airport security became even more tedious for travelers due to lack of available TSA staff to manage passenger screenings. However, little attention was paid to how government shutdowns, such as this most recent one, can affect government grant funding. Following we’ll review the influence of shutdowns on both the pre- and post-award process in effort to shed light on an often-neglected subject.



## PRE-AWARD IMPACT

There are three areas of pre-award impact from a shutdown. The first two pertain to the application process itself, when funding opportunities are announced, and the application process. The final item is related to what happens to those who have already submitted grant proposals.

Notice of new funding opportunities usually goes one of two ways: either they are postponed until the agency’s operations resume, or they continue to be posted with request for proposals (RFP) frequently featuring a caveat along the lines of, “The terms and conditions of the RFP are subject to change, pending Congressional action on the FY 2019 appropriation and authorization bills.” Neither instance is particularly ideal of grantseekers. In the case of the former, those who have been

Only six of the federal grantmaking agencies have a current FY19 appropriation: Department of Defense, Department of Education, Department of Energy, Department of Health & Human Services (which includes the National Institutes of Health among others), Department of Labor, and Department of Veterans Affairs.

anxiously anticipating an RFP may have to reshuffle their timeline of proposal development tasks. If their organization has a carefully curated grants calendar to ensure that the organization is never over their capacity for grants pursuit/reporting, this change could throw that balance into disarray. Perhaps the only silver lining for a delayed RFP release is that it does provide proposal development teams more time to get their planning ducks in a row using the previous cycle's solicitation (and hope the programs requirements are not drastically different within the next RFP). Most grant professionals will tell you that the later case is much less preferable. Should any agency choose to forge ahead with release of an RFP despite a lack of appropriation and/or shutdown, there is no guarantee that the work put into the application submission will be worthwhile. Obviously grant pursuit is always a risk, however, applicants can generally feel confident that when they apply to a given program what has been stated within an RFP will be held constant for the duration of their project, if awarded. When RFPs are published prior to

agency appropriation, however, the "rules of the game" could be subject to change midway through. Meaning, there may be unexpected stipulations added to the appropriation legislation which forces the grantmaking agency to change how funds are awarded and/or used. By extension, these changes could nullify any proposals which are not in adherence or require the agency to re-release the RFP (thereby requiring applicants to retool previous efforts and reapply).

If a grant solicitation has already been posted prior to the shutdown, the original deadline for that grant program is typically either maintained or extended. This decision will vary based on the agency and grant program. During this most recent shutdown, for instance, the National Science Foundation (NSF) as well as the Nation Institutes of Health continued to accept proposal submissions in accordance with their existing deadlines. The Department of Education, however, decided to push back the eligibility waiver process for colleges and universities interested in the Higher Education Act's Title III and V funding programs<sup>2</sup>. Although, when deadlines are extended due to a shutdown, most grantseekers are likely to appreciate the extra preparation time.

Most federal agencies utilize the Grants.gov Workspace submission portal for accepting applications. In years past, should a shutdown occur this portal would be unavailable. This recent shutdown was different. For the first time, Grants.gov remained open and in operational status. The Grants.gov support center also remained available for technical assistance only (note program related questions were to still be directed to the relevant grant funding agency). Some funders have their own submission gateways (e.g. NSF's FastLane or Federal Emergency Management Agency's Grants Portal), however, during a shutdown there is no guarantee that these sites will function.

### *Curious which agencies fall under the partial shutdown?*

*Department of Agriculture*

*Department of Commerce*

*Department of Homeland Security*

*Department of Housing & Urban Development*

*Department of Interior*

*Department of Justice*

*Department of State*

*Department of Transportation*

*Department of Treasury*

*Environmental Protection Agency*

*National Aeronautics & Space Administration*

*National Endowment for the Arts*

*National Endowment for that Humanities*

*National science Foundation*

*US Agency for International Development*

The process for review of pending proposals also grinds to a halt. During a shutdown, review panels that were previously scheduled are canceled. Federal agencies will hold on to proposals they receive until the shutdown ends, but until then these applications are essentially gathering dust. Because new review panel dates will not set until after agency resumes operations and has a chance to coordinate schedules, the proposal processing period can be extended by as much as a month or two beyond the shutdown time plus the agency's standard processing timeline. For instance, the NSF strives to notify applicants of the status of their proposal within six months of the deadline or receipt date (whichever is later<sup>3</sup>), but for some applicants it may be as many as seven or eight months before they know the outcome.

### POST-AWARD IMPACT

Shutdowns are different for those with already awarded grants. They depend on federal agency or federal-to-state-pass-through dollars

to maintain operation of their grant-funded projects and programs. Some awardees also rely upon federal agencies for on-going data or other resource access which may be unavailable during a shutdown. Fortunately, many federal agencies publish contingency plans for grant awardees to reference during a shutdown, but these efforts usually serve only to minimize the collateral damage of a shutdown rather than prevent.

Depending on how the grant award payments are structured, even during a full or partial shutdown, most current federal grant awardees should be able to persist in their efforts for a short period of time. When agency closure is extended, however, that is when awardees begin to worry because anticipated funding payments may cease. The reason for a discontinuation in award payments is varied. If agency staff is required to approve payment, it could be because no one is present to approve of the installment. In other cases, payment may not occur if the agency was depending upon federal dollars to be appropriated for continuation of awards.



The Office of Management and Budget has published agency contingency plans (<https://www.whitehouse.gov/omb/information-for-agencies/agency-contingency-plans/>) along with FAQs (<https://www.whitehouse.gov/wp-content/uploads/2018/12/Frequently-Asked-Questions-During-a-Lapse-in-Appropriations.pdf>) and Special Instructions for Agencies Affected (<https://www.whitehouse.gov/wp-content/uploads/2018/12/Special-Instructions-for-a-Possible-December-22-Lapse.pdf>).

Nevertheless, the consequences of these programs and projects going unfunded are felt. For example, there are a number of grant-funded social services programs which provide invaluable support and advocacy services to our nation’s most vulnerable populations. Whether it’s a senior meal delivery program run by a local foodbank or an afterschool educational enrichment program for high-need students in school, many local agencies and nonprofits rely on federal grant dollars to do the work they do in their communities. When funding isn’t available for these local initiatives, their hosting organizations have to get creative when thinking about covering costs until federal funding resumes. If not, their only other alternative is to temporarily halt operations. When government-funded research labs stop receiving payment many scientists are faced with a similar choice: work for free in effort not to waste time and resources previously invested the research or shutdown the lab and restart any on-going experiments once the funding dry spell is over<sup>4</sup>. The choice is easier for some than others. For scientists working in theoretical fields it is much easier to pause a simulation, shutdown the computer, turn off the lights, and walk away for an indeterminant amount of time. For those researchers who depend on time-sensitive natural environment observations or growth analysis data from living entities, however, they are unable to “walk away” without jeopardizing the integrity of their study.

## WHAT IF I HAVE QUESTIONS?

Regardless of where one is in the grantseeking process, one side effect of a shutdown that impacts all is the availability of program officers. Whether you are an interested applicant looking for clarification as you draft your narrative, or a current awardee who wishes to discuss approval for changing a line item from your original budget – program officers are a pivotal resource and provide invaluable

assistance. Unfortunately, for many federal agencies these program officers are considered “non-essential” and are furloughed during shutdowns. When this is the case, most federal funding agencies will publish a notice to let the public know to expect no response. For example, during the 2014 shutdown the National Institutes of Health stated plainly “Federal staff will not be available to assist grantees during the government shutdown.”<sup>6</sup> Sadly, inability to contact the funding agency leaves both grant-seekers and awardees to muddle through their quandaries on their own, hoping that their best guess is enough. ■



Fifteen firefighters’ salaries in Gallatin, TN are currently covered by the “Staffing for Adequate Fire and Emergency Response” (SAFER) grant. As of now, the department hasn’t been impacted by the shutdown, but it goes much longer they will be. While the department is hesitant to send people home, finding a way to cover their salaries and benefits once their current payment runs out in February will be a challenge<sup>5</sup>.

### Sources

- <sup>1</sup> [https://www.huffingtonpost.com/entry/trump-longest-government-shutdown\\_us\\_5c38a916e4b0c469d76d76b2](https://www.huffingtonpost.com/entry/trump-longest-government-shutdown_us_5c38a916e4b0c469d76d76b2)
- <sup>2</sup> <https://hepis.ed.gov/title3and5/login.cfm>
- <sup>3</sup> <https://www.nsf.gov/shutdown/grantees.jsp>
- <sup>4</sup> <https://www.the-scientist.com/news-opinion/government-shutdown-hits-funding--resources--and-morale-in-science--65314>
- <sup>5</sup> <https://www.tennessean.com/story/news/local/summer/2019/01/14/government-shutdown-affects-fire-departments-hendersonville-gallatin/2570532002/>
- <sup>6</sup> <https://www.asn-online.org/policy/webdocs/shutdownfaq.pdf>

# ELIGIBILITY FOR HIGHER EDUCATION ACT (HEA) TITLE III AND V GRANT PROGRAMS

**SUMMARY:** The Higher Education Act is home to a number of competitive grant programs under Title III and V which provide support for improvements in educational quality, management and financial stability at qualifying post-secondary institutions. Funding is focused on institutions that enroll large proportions of minority and financially disadvantaged students with low per-student expenditures.

The Department lists the following programs under Title III:

- Alaska Native and Native Hawaiian-Serving Institutions Program (ANNH)
- Asian American and Native American Pacific Islander-Serving Institutions Program (AANAPISI)
- Hispanic-Serving Institutions STEM and Articulation Program (HSI STEM)
- Native American Serving Nontribal Institutions Program (NASNTI)
- Predominantly Black Institutions Programs (PBI)
- Strengthening Institutions Program (SIP)

The Department lists the following programs under Title V:

- Developing Hispanic-Serving Institutions Program (DHSI)
- Promoting Postbaccalaureate Opportunities for Hispanic Americans Program (PPOHA)

**DEADLINE:** To access funds through these programs, Institutions of Higher Education (IHEs) must go through a two part application process.

1. Confirm eligibility to apply for Title III and V programs, or submit an eligibility waiver.
2. Pending eligibility confirmation, submit application materials to the Title III or V program of your choice.

The application window to apply for a waiver of the eligibility matrix standing was available from February 14 until March 16, 2018. It was expected that the 2019 eligibility window will be from January 7, 2019 until February 8, 2019, however, the current government shutdown has temporarily postponed this window. Please check <https://hepis.ed.gov/title3and5/> for updates.

Once eligibility has been confirmed - either automatically via the eligibility matrix provided on the Department's website or approved waiver request - applicants are able to apply for the Title funding program of their choice once its solicitation is released.

**ELIGIBILITY:** To be eligible for HEA Title III or V programs, an institution of higher education's average "educational and general expenditures" (E&G) per full-time equivalent (FTE) undergraduate student must be less than the average E&G expenditures per FTE undergraduate student of institutions that offer similar instruction in that year. Note, eligibility must be reconfirmed annually.

**FOR MORE INFORMATION:** <https://www2.ed.gov/about/offices/list/ope/idades/eligibility.html>

# CHANGE OF PLANS: MAKING MODIFICATIONS TO YOUR PROJECT POST-AWARD

*By Chris LaPage*

In many ways, grantseeking is like sports: it is competition and only a limited number of players make it to the winner's circle. Seven months ago, you worked exhaustively on a grant proposal, submitted it to the funder and waited anxiously for the verdict. The anticipation is replaced by pure joy when you receive notice that your project will be funded. It's time to pop the Champagne bottle and celebrate the good news. Word spreads fast. An endless line of managers and colleagues parade through your office offering pleasantries and pats on the back. The hard work paid off and despite attempts to fend off their compliments with "I'm just doing my job", you are human and take some time to revel in the success.

Soon, however, your triumphant attitude might be replaced with a sense of melancholy. You realize that securing funding was only the first step. The project must now be implemented in accordance with the plan you originally submitted. Furthermore, you have become the steward of the funder's money. Failure or unplanned deviation could impact your organization's reputation and reduce your ability to capitalize on other grants in the future. Nevertheless, you push these negative thoughts to the back of your mind. You convince yourself that there was a reason you were selected above all others: your plan is top notch and lays the foundation for successful implementation.

Most veteran grant awardees will tell you, however, that implementation will occasionally not proceed in lockstep with the original plan.

There will be issues, problems, snafus, and unforeseen situations that arise during your project period. You perceive the organization as "locked in" to the original plan submitted and believe any deviations from that proposal would be considered unacceptable by the grantmaker. You are convinced that the plan is a fixed variable that cannot change, and tunnel vision sets in. With this mentality, even trivial issues stand to turn into major concerns. Thus, it's natural to fear that the funder will not understand this particular unforeseen circumstance that has arisen.

We're here to tell you that this is not the case! Take a deep breath and relax. The truth is that your proposal is just a plan. Plans are blueprints to a successful implementation, but they are not meant to be static. As such, you might wish to keep the following tips and suggestions in mind when your next grant-funded project requires modification!

## **THE GRANTMAKER IS NOT JUST YOUR FINANCIER, THEY ARE YOUR PARTNER**

One of the classic concerns we hear about from folks with implementation issues post-award is that they are concerned about their reputation. They equate asking the funder for allowance to make modifications to their implementation plan with some failure to anticipate the challenge on their part. Logically, it follows that if you fail with someone else's money, you may not get another chance.

Remember though, grantmakers are not just your project financier. Funders are concerned with their reputation as well. The grantmaker is investing in your project with the ultimate goal of reporting on the number of lives impacted or improved as a result of their support. Thus, the grantmaker is just as committed to ensuring a successful project implementation as the award recipient organization. They understand even the best plans will need to be adjusted over time. Don't approach modifications from the mindset of asking permission - as if the funder is an unattached venture capitalist. When changes need to be made, be open and honest with your funder. Meet with your partner to discuss the obstacles that have arisen and, together, chart a path forward. The grantmaker is quite literally invested in the project's success and, in most cases, is willing to brainstorm solutions alongside you as a true partner.

### **DON'T SWEAT THE SMALL STUFF**

At the federal level, often six- to ten-months have passed between the application deadline and award notifications. Before you pull down even a single dollar on that award, something might have changed since you originally submitted the proposal. Furthermore, even if no initial changes are necessary within the first year of implementation - your total project period could be anywhere from three- to five-years in length. No one expects that a plan you laid out two years ago should be set in stone. You may have included a project coordinator in the proposal that has since left your organization. Or, perhaps you were doing a distance learning project that required video conferencing equipment. Upon notification of award, you may have contacted the vendor who originally provided you quotes for the proposal and found out that the equipment model has now been discontinued. Don't panic! Don't fear bringing these details to the grantmaker's attention!

Grantmakers across the spectrum (federal, state, foundation) regularly approve these types of modifications. Personnel change is very common, and some funders may even have a formalized process for notifying them about this change. One approach might be to identify a current staff member with similar qualifications that could be presented to the funder as a replacement. Alternatively, you could propose to the grantmaker a search plan to fill the vacant role, including a job description, timeline for hiring, and sample resume of the ideal candidate. If discontinued equipment is causing you strife, ask your vendor for an updated quote on the new models available. It may even behoove you to seek the same information from their competitors in case you can find a better deal. Updating previously specified equipment for similar, newer models is a routine practice given that the grant application and award cycle often lags behind the release of newer, more efficient technology solutions. Competitor quotes may also come in handy if the replacement models are significantly more expensive than those included in the original budget. Being able to show your funding partner that you have done your due-diligence to obtain the best price for the necessary equipment - even if it's not what you originally planned - goes a long way.

Occasionally, some changes are so small they don't even need approval. For instance, after low attendance at your first 10 parent focus groups, perhaps you requested that the funder allow you to conduct two large town hall style parent meetings instead. Thankfully the funder agrees with you that this is a good idea and approves the change! However, as part of your original proposal, your "food at parent-events" food budget was based on conducting these 20 parent focus groups. Even though it wasn't in your initial plan, purchasing food for two town halls instead of the remaining 10 focus groups would likely will not require additional pre-approval from the funder as long as you

are staying within your original budget for the food at parent-events line item. Approval would only be necessary if changing where the food was provided now necessitated going over your original allotment, or if you were seeking to reallocate unspent funds from another budget category (e.g. equipment actually cost less than proposed). The key in these instances, is to stay calm and open up a dialogue with the grantmaker. You may be surprised at how easy it was to make the modification.

### **CONSULT YOUR GRANT AWARD CONTRACT**

The first place to start when modifications are necessary post-award is the contract you executed with the grantmaker. In many cases, the contract will provide details on the formal procedure for requesting modifications to the proposed budget. More importantly, the contract will usually contain details about the grants officer that will be your main point of contact

throughout the project period. For routine modifications, the grants officer may be able to approve changes through email. Alternatively, the grants officer may pass along a standard grant request modification form that you will need to complete and return.

Regardless of the mechanism for requesting modifications, be prepared to justify the modifications that are necessary. Grantmakers don't expect project plans to be static, but they absolutely need to understand the reasons for the requested changes. For instance, perhaps you budgeted salary and benefit increases for a project coordinator each year over the project period. At some point between application and approval, the employee union at your organization negotiated higher annual salary and fringe benefit hikes. Such a scenario is completely out of your control and is not a reflection of poor planning. The key is to ensure you provide an adequate justification for the changes that are being requested.



Refer back to your executed grant agreement. The contract typically outlines how modification requests must be made as well as your main point of contact at the funder organization.

### BE PREPARED TO HEAR “NO” ... AND TO NEGOTIATE

Providing adequate justification does not require the grantmaker to simply approve your modification request. For instance, in the example where pay raises and fringe benefit rates have increased for the organization, the grantmaker may not have the funds available to simply increase your award budget. Be prepared with a contingency plan if the modification request is denied. If a budget increase is out of the question, perhaps you can take an overall look at the budget and request taking funds from another budget category. If the staff positions are essential to the project, perhaps you can cut back on your food or travel budget, requesting that those funds be used for the increased salary and benefit requirements instead. Another potential solution would be to evaluate the feasibility of decreasing the starting salary for the affected staff positions without impacting the quality of people filling the positions. The grants officer will likely be more willing to accept a modification where the total salary and benefit budget stays the same.

In some cases, the type of modification being sought is simply not possible. The grantmaker’s hands may be tied due to legal and regulatory requirements. With state and federal grants, review criteria clearly establishes how applications are to be scored. The most difficult modifications to get approved are those that would have a direct impact on how the original grant proposal would have been scored. For example, several grant programs at the federal level aim to improve healthcare delivery to rural areas through telemedicine. A part of the application scoring revolves around the rurality of the sites receiving telemedicine benefits. Since the location of these sites are integrated into the scoring and directly impact whether the proposal is approved, any post-award modifications to the project’s site list are not likely to be approved.

Finally, and most importantly, remember that grant budget modifications are a negotiation. If a funder denies your modification request, be sure to request some time to talk and understand their reasoning. Upon hearing their concerns, you may be able to propose a different solution. As previously mentioned, the funder should be considered a partner and your assigned grants officer should be willing to work with you to find a path forward.■



Think of the grantmaker as a partner. When problems arise during the course of project implementation, you should work with the funder to negotiate a solution.

# AUTOMATED DRIVING SYSTEM (ADS) DEMONSTRATION GRANTS PROGRAM

**SUMMARY:** Safety has consistently been DOT's top strategic and organizational goal. Automation offers the potential to improve safety for vehicle operators and occupants and other travelers sharing the road. To address this potential, the USDOT will fund applications for planning, direct research, and demonstration grants for the research and development of Automated Driving Systems (ADS). The overall goals of the ADS Demonstration Program are:

- ***Safety*** - Test the safe integration of ADS into the Nation's on-road transportation system. Funds projects that demonstrate how challenges to the safe integration of ADS into the Nation's on-road transportation system can be addressed.
- ***Data for Safety Analysis and Rulemaking*** - Ensure significant data gathering and sharing of project data with USDOT and the public throughout the project in near real time, either by streaming or periodic batch updates, and demonstrate significant commitment to leveraging the demonstration data and results in innovative ways. Fund demonstrations that provide data and information to identify risks, opportunities, and insights relevant for USDOT safety and rulemaking priorities needed to remove governmental barriers to the safe integration of ADS technologies.
- ***Collaboration*** - This program seeks to work with innovative State and local governments, as well as universities and private partners, to create collaborative environments that harness the collective expertise, ingenuity, and knowledge of multiple stakeholders. These projects should include early and consistent stakeholder engagement, including early coordination with law enforcement, local public agencies, industry, transportation-challenged populations, the public, and other relevant stakeholders as applicable to conduct these demonstrations on terms that work for all parties.

Demonstrations can propose multiple ways to address challenges to show trade-offs among different technologies, technology implementations, and different support technologies. Examples of supporting technologies include: (1) Cybersecurity; (2) Dynamic road network mapping; and (3) Roadway marking and signage.

**DEADLINE:** Applications are to be submitted by March 21, 2019.

**ELIGIBILITY:** Eligible applicants are state, local, and tribal governments, transit agencies, and metropolitan planning organizations, including entities designated as automated vehicle proving grounds. Public academic institutions, public research institutions, and multijurisdictional groups thereof are also eligible.

**FOR MORE INFORMATION:** <https://www.transportation.gov/av/grants>

# ACCELERATING PROMISING PRACTICES (APP) FOR SMALL LIBRARIES PROGRAM GRANTS

**SUMMARY:** IMLS' Accelerating Promising Practices for Small Libraries (APP) is a special initiative of the National Leadership Grants for Libraries Program. The goal of this initiative is to support projects that strengthen the ability of small and rural libraries and archives to serve their communities. IMLS invites applications that are clearly linked to an individual institution's broader community needs.

There are three project categories. The project categories are:

- *Transforming School Library Practice* - IMLS recognizes the essential role of school library media centers (school libraries) in supporting cross-disciplinary and inquiry-based methods of learning and fostering the development of 21st century skills such as critical thinking, creativity, and collaboration.
- *Community Memory* - IMLS supports the role of libraries and archives as trusted stewards of our nation's knowledge and collections, as well as their ability to serve as trusted spaces for community engagement and dialogue. We are interested in projects that engage local communities in the collection, documentation, and preservation of their local histories, experiences, and identities.
- *Digital Inclusion* - IMLS makes strategic investments to support libraries in promoting and facilitating digital inclusion. We welcome applications for projects that enhance the role of libraries in increasing access to information, ideas, and networks. We are interested in projects that support the role libraries play in promoting digital literacy, providing internet access, and enabling community engagement through civic data and civic technology.

**DEADLINE:** Applications are to be submitted by February 25, 2019. A similar deadline is anticipated annually.

**ELIGIBILITY:** While IMLS does not formally define "small" or "rural" as part of the eligibility requirements, IMLS invites applicants to critically consider whether their organization is a good fit for this special initiative targeting small and rural libraries. In addition to the standard IMLS eligibility requirements outline on their website, interested applicants should think about a range of attributes that could be used to describe their institution as "small" or "rural", including but not limited to:

- size of the staff and volunteer corps;
- operating budget and sources of revenue;
- size of the collection and range of services provided;
- size of facility and property;
- types, numbers, and geographic distribution of audiences served; and size relative to other organizations of the same discipline or within the same geographic region

**FOR MORE INFORMATION:** <https://www.imls.gov/grants/available/accelerating-promising-practices-small-libraries>

# HOW TO THANK A FOUNDATION FUNDER

*By Ashley Schultz*

Did you know February contains three separate holidays for acknowledging love and appreciation for others? In 2019, this includes Valentine's Day (February 14th), Random Acts of Kindness Week (February 11th to 17th) and International Friendship Month. That's a whole lot of gratitude!

Before you begin the month-long spree of thanking family, friends, and total strangers - take a moment to consider your agency's donor appreciation activities. Do you have a system in place for thanking funders? Do you effectively use media outlets to share that appreciation with the larger community? Do you update funders throughout the project cycle with pictures and personalized messages? Whether your agency received \$500 or \$500,000, sending a thoughtful thank you illustrates that you don't simply see your funder as an ATM - but as a valuable partner in an on-going relationship.

Fortunately, gratitude comes in all shapes, sizes, and levels of commitment. Your organization doesn't need to hire a new staff person just to say thank-you to its partners. You also don't need to shell out big bucks to send lavish gifts to show your gratitude. You have many options in which to tailor your appreciation based on the size of your agency and the type of assistance provided. Get your team started this February with a few ideas from the Grants Office team below.



## QUICK AND SIMPLE ACTS OF GRATITUDE

1. Mail your Funder a Thank-you Letter. This action is a MUST and the bare-minimum for expressing gratitude to a foundation or individual donor. We suggest opting for a handwritten note over the standard email. Mailed letters are far more heartfelt and memorable in today's digital world. When writing your note, personalize the message to your project and the funder. Include when and how the gift will be used. For bonus points, consider highlighting a specific person or group the award is expected to impact. End with a concrete action step for the funder, such as an offer to join your email distribution list for future updates on the program they are supporting.

Thank-you cards should be mailed out within 48-hours of receiving notice of award. Keep a fresh box of cards and a book of stamps at your desk to avoid a scramble to the store for proper stationary!

**2.** Call your Funder. This action mirrors the personalized thank-you card activities above. Show respect for your funder's time by keeping the conversation brief. We suggest preparing a set of talking points before dialing their number, including: (1) How the gift will be used; (2) Who will benefit; and (3) When the funded project will begin. While you have them on the phone, ask the funder if they would like to receive periodic updates on the project. If yes, allow them to select the form of communication (e.g. phone, email, newsletter) most agreeable to the organization.

**3.** Tag your Funder in a Social Media Post. This action allows you to expand the reach of that thank you note to the general public. Posts to social media are particularly impactful for large, national foundations that did not provide you with an address or phone number to make direct contact with someone like the board president or program manager. Take time to include Facebook, Twitter, Instagram, and/or LinkedIn handles so your funder will receive a notification that you thanked them online. For bonus points, we suggest adding a picture or short video to make your gratitude stand out for users scrolling through their newsfeed.

**4.** Identify your Funder on Printed Materials and Annual Reports. This action leverages existing resources - such as your agency's webpage or program fliers - to re-thank important funders. Notice that we said re-thank there. Including a call out to a foundation in your annual report should not be your only act of gratitude for a monetary gift. Publishing your agency's annual report will likely fall outside the suggested 48-hour window for sending a thank you following an award. What's more, it is improbable a foundation will search your agency's website and/or documents for evidence their help was acknowledged. As such, we suggest taking this action only after completing other acts of gratitude in this list. Once you're

ready, be sure to contact the funder before making any document public to ensure: (1) You have the most updated version of their logo; and (2) You have permission to post that logo to a website and/or program fliers. While you've got the funder on the line, don't forget to ask them if they'd like a copy of any materials for their records as well!



Did a single program manager or office administrator go out of their way to help your grant application? Send them a separate thank-you with a small gift card to a local coffee shop.

### MORE INVOLVED ACTS OF GRATITUDE

**1.** Mention your Funder in a Press Release. This action allows your agency to leverage local advertising services (e.g. radio interviews; local newspapers) to reach audiences outside of traditional social media platforms. As you promote an event or upcoming program across the airwaves, be sure to thank the foundation awards that made the whole thing possible. Depending on the size of your community, you may be surprised at the easy access and low financial cost associated with this level of recognition.

**2.** Send Baked Goods to your Funder's Office - or next Board Meeting. Trust us - Nothing says "thank you" like a box of freshly baked cookies from that little shop on Main Street.

**3.** Add a Plaque Acknowledging your Funder. This action allows you to leave a permanent and very prominent piece of gratitude for significant foundation awards. Don't feel limited to the standard brass-coated tablets attached to newly constructed buildings. Consider adding "Donated by..." stickers to items that will be used by the public, such as new library computers or classroom microscopes. Be sure to contact your funder before ordering the plaques or stickers to make certain they consent to this kind of recognition. Rather than pay for a sign to thank them in perpetuity, some funders would rather you devote those dollars towards additional program costs, even if your organization was willing to foot the bill and not use awarded funds.

**4.** Invite your Funder to an Event they Sponsored. This action creates a meaningful, hands-on experience for foundations to see their funding in action. Since this act of gratitude is the most complex and time consuming, we suggest your team begin planning well in advance. Identify one or more individuals in your organization who will guide these VIP guests through your event, facilitate interactions with participants, and answer their questions. Be respectful of the funders' calendars by providing plenty of advanced notice and a flexible window of time for their visit. Don't expect them to hang out for the entire six-hour event. Instead, offer 30- to 60-minute time slots for the group to choose from. Alternatively, you may also consider creating an exclusive "donors only" event to thank prominent funders (perhaps an intimate dinner party at the home of your organization's CEO). Last, but certainly not least, keep the focus of your funder's visit on saying thank-you for their current award. Impress them simply by seeing your team in action. Don't spend too much time making desperate pleas that start with "We could do so much more if we had extra funding..." Save that talk for another day.



Encourage your agency to be mindful and purposeful in its praise. Over-thanking or smothering donors will not always lead to more grant awards.

### THE LAST ACT IN GRATITUDE - REPEAT!

Expressing appreciation for funders should not stop at the thank you card from Step 1. Establish protocols within your agency to regularly appreciate funders throughout the year. Think outside the box for extra ways to say thank you, such as (1) Calling your funder when the agency meets a critical milestone; (2) Mailing anniversary cards to multi-year donors; or even (3) Celebrating National Philanthropy Day (November 15th) with an email blast to all your supporters.

When done properly, these acts of gratitude will strengthen your partnership with foundations, allowing your agency to leverage that valuable social capital into additional grant funding down the road. It all begins with a simple thank you!■

# IMPROVING UNDERGRADUATE STEM EDUCATION (IUSE): HISPANIC-SERVING INSTITUTIONS GRANTS

**SUMMARY:** The Improving Undergraduate STEM Education: Hispanic-Serving Institutions (IUSE: HSI) seeks to enhance the quality of undergraduate STEM education and to increase retention and graduation rates of undergraduate students pursuing degrees in STEM at HSIs.

In addition, this program seeks to build capacity at HSIs that typically do not receive high levels of NSF grant funding. Projects supported by the HSI Program are expected to be evidence-based as well as generate new knowledge about how to enhance undergraduate STEM education to increase retention and graduation rates of undergraduate students pursuing degrees in STEM fields at HSIs. The HSI Program is interested in the successful advancement of undergraduates at HSIs through critical transitions, including the transition from lower-division to upper-division coursework.

The HSI Program also encourages projects that develop mutually beneficial cross-sector partnerships (e.g., industry-academic partnerships) that enhance STEM teaching and learning, and workforce development. As a key component of NSF's Improving Undergraduate STEM Education (IUSE) initiative, the HSI Program will support activities that improve STEM learning and learning environments, broaden participation in STEM, build institutional capacity for STEM learning, and/or develop the professional STEM workforce of tomorrow.

The HSI Program will accept proposals in two tracks:

1. *Building Capacity* - There are three priority areas within this track: Critical Transitions, Innovative Cross-Sector Partnerships, and Teaching and Learning in STEM. Proposals should focus on one or more of these priority areas, as appropriate to the project goals.
2. *HSIs New to NSF* - This track seeks to build capacity in undergraduate STEM education at HSIs that either have never received NSF funding or have not received funding from NSF in the five years prior to the proposal deadline.

**DEADLINE:** Applications are to be submitted by March 6, 2019 or September 18, 2019. A similar deadline is anticipated the third Wednesday in September, annually, thereafter.

**ELIGIBILITY:** Proposals may only be submitted by accredited institutions and offer undergraduate educational programs in STEM and satisfy the HSI definition as specified in section 502 of the Higher Education Act of 1965 (20 U.S.C. 1101a). The HSI Certification Form is required with submission of the proposal. For Track 2 (HSIs New to NSF), proposals will only be accepted from eligible institutions that have never received NSF funding or have not received funding from NSF in the five years prior to the proposal deadline.

**FOR MORE INFORMATION:** [https://www.nsf.gov/funding/pgm\\_summ.jsp?pims\\_id=505512](https://www.nsf.gov/funding/pgm_summ.jsp?pims_id=505512)

# IMPROVING UNDERGRADUATE STEM EDUCATION (IUSE): HISPANIC-SERVING INSTITUTIONS GRANTS

**FUNDED ORGANIZATION:** Mount Saint Mary's University

**AMOUNT FUNDED:** \$1,349,872

**PROJECT TITLE:** "Building Capacity: Building Capacity of Women in STEM"

**PROJECT DESCRIPTION:** Through this project, Mount Saint Mary's University aims to improve the quality of STEM education for its undergraduate students, the majority of whom are Hispanic women. The purpose of this project is three-fold: 1) increase student interest, motivation, and retention in STEM; 2) prepare students for external research opportunities, internships, and future employment opportunities in STEM; and 3) increase student interest in conducting STEM research and attending graduate school. Aligned with this purpose, the project seeks to achieve four outcomes: 1) increased satisfactory completion of undergraduate STEM major courses; 2) increased undergraduate student retention in STEM majors; 3) increased undergraduate participation in research; and 4) increases in the number of STEM graduates who enter graduate school or are employed in STEM fields. By increasing women and Hispanic representation in graduate school and the STEM workforce, the project can contribute to increased diversity and equity in STEM fields.

The project plans to improve undergraduate STEM education by: 1) revising biology, chemistry, and mathematics courses; 2) providing academic support for students in STEM major courses; 3) offering summer programs that prepare students for collegiate STEM courses and future research opportunities; 4) providing students with peer and faculty mentoring support; and 5) supporting research and internship experiences. The University will specifically examine the effect that peer mentoring has on student retention. Although peer mentoring has been examined by other researchers, this project's unique combination of women and Hispanic students, and multi-year mentoring will provide important new information. Both qualitative and quantitative data will be collected. The project will determine the extent to which the participants met the project goals as well as operational objectives. The program will add to the body of knowledge on best practices to engage undergraduate STEM students at both Hispanic-serving institutions and institutions that have large populations of female students.

**FOR MORE INFORMATION:** [https://www.nsf.gov/awardsearch/showAward?AWD\\_ID=1832472&HistoricalAwards=false](https://www.nsf.gov/awardsearch/showAward?AWD_ID=1832472&HistoricalAwards=false)

**ORGANIZATION WEBSITE:** <https://www.msmary.edu/>

# LOOKING FOR A SIDE HUSTLE?

## Grants Office Needs Writers!

Do you have experience with one of these federal agencies and/or their state-level counterparts?

- Department of Agriculture
- Department of Education
- Department of Homeland Security
- Department of Health and Human Services
- Department of Justice
- Department of Transportation
- Federal Emergency Management Agency
- National Institute of Health
- National Science Foundation
- and more... including foundations!

Grants Office LLC is a full service provider of strategic grants development services for municipalities, education institutions, nonprofit organizations, healthcare providers, and technology industry partners. Our approach to proposal development is based on collaboration and open communication among team members and clients. Our aim is to lower risk, and shrink the investment of time and resources required for our clients to pursue grant funding.

Our grant writers **work directly with clients** to help **develop all elements** of the project, and coordinate **submission of a high-quality competitive proposal**.

***Reach out to us at [info@grantsoffice.com](mailto:info@grantsoffice.com) with:***

- Your résumé
- A listing of which federal, state, and foundation agencies to which you have submitted grants
- A listing of which grant programs for which you have been a proposal reviewer, if any
- 2 writing samples (preferably the narratives from successfully funded projects)

We're always looking for new writers,  
join the team today!



# INTERESTED IN BEING A CONTRIBUTOR TO FUNDED?

Grants Office is interested in you!

Is there certain grants-oriented topic that you're passionate about? Do you have intimate experience with a particular grant program or funder that you'd like to share with our readers? Looking to bulk up your résumé and impress potential grant writing clients?

What about obtaining or maintaining your [Grant Professionals Certification Institute \(GPCI\)](#) credentials? These credentials must be maintained every 3 years through continued professional development. Qualifying Professional Development activities include "contributing to a journal or other professional publication", such as Funded!



Funded is published on a quarterly basis so there are ample opportunities to be featured throughout the year. You can submit as many or as few articles as you have time to prepare.

***Reach out to us at [info@grantsoffice.com](mailto:info@grantsoffice.com) with:***

- your proposed article (preferably 2500 words or less)
- a short bio (250 words or less)

We're always looking for new writers for Funded Magazine. Join the team today!

HEADED TO CONFERENCES?  
COME SAY "HELLO"!



**We'll be at the International Wireless Communications Expo!**  
*Las Vegas Convention Center - Las Vegas, NV*

"Dollars and Sense: Budget Planning and Grant Funding for Public Safety Broadband Networks"

**Monday, March 4, 2019 at 2:30pm local time**

Room: N257                      Session Number: M141

More Info: <http://bit.ly/2RHSA7E>

"Getting Your City Ready to Be Smart and Connected"

**Tuesday, March 5, 2019 at 2:30pm local time**

Room: N254                      Session Number: T247

More Info: <http://bit.ly/2G8IuGH>

# Grants Fund Projects, Not Products

When it comes to leveraging grant funding to address your technology needs, our mantra is that “grants fund projects... not products”. Unfortunately, this mindset doesn’t always come easy when accounting for your organization’s need to fund updates to infrastructure or general use operational equipment.

The thing to remember is that grant programs, whether they are privately or publicly sourced, are offered based on the funder’s intent for your organization to address some type of societal problem at the local or regional scale. This isn’t to say that they expect you to solve domestic violence with their \$30,000 grant award, but rather, that you’ll use these funds to make sure that a few more incidents go to prosecution.

*“How does a grant program that funds initiatives to support domestic violence survivors also fund your agency’s need for technology, for example?”, you ask...*

Well, the simple acquisition of technology products in and of themselves would rarely accomplish such hearty and far-reaching objectives. Instead view technology as an enabler of projects or programs; a means to the end. Doing so enables technology products to be justified as key components of a broader project or program that advances the specific goals and objectives of the funding opportunity.

So, if you’re a police department and your goal is to improve evidence capture and increase domestic violence conviction rates, consider how technology could be leveraged to support this aim! For instance, body-worn cameras enable instantaneous visual evidence-capture upon an officer’s arrival at the scene. Rather than needing to recount the environment or reiterate conversations later once back at the station and filing a report, everything has been recorded for future referral by police, prosecutors, and survivor counselors or advocates. This record then becomes essential as it abates any question of remembered events.

**And don’t forget!** In addition to equipment, a well-rounded proposal is typically going to include funding for personnel, training activities, contractual services, as well as a variety of other elements necessary to carry out the initiative.



## UPCOMING EVENTS

- **Roadmap of Best Practices for Funding and Deploying a Technology Initiative**  
*Sponsored by NetApp, Arrow, Insight, and Omnia*  
March 20th, 2019 at 2:00 pm EST  
Register: <https://www2.grantsoffice.com/uscomm>

## RECENT RECORDINGS

- **School Safety Grants: Sources and Strategies**  
*Sponsored by NetApp and Arrow*  
Replay: <http://bit.ly/2G1hUjI>
- **2019 Grants Forecast: Funding Law Enforcement Technology in the Year Ahead**  
*Sponsored by Samsung*  
Replay: <http://bit.ly/2FUTfw6>

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

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