



# ***Potential Grant Funding Mechanisms and Grant Resources for GeoSpatial Technology Projects***

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*In 2002, the Ohio Geographically Referenced Information Program (OGRIP) developed a white paper to help identify funding mechanisms and potential funding sources for state and local government in support of Geographic Information Systems (GIS) development in Ohio.*

*Since then, OGRIP has worked to update the grant information and provide additional information for agencies that may be interested in finding grant funding. Accordingly, this updated paper attempts to present a brief synopsis of a variety of funding mechanisms and sources that could be used in Ohio for the development and implementation of GIS programs. This document provides a variety of information on federal, local and private funding sources and additional information on grant research and training that may be helpful when searching for external funding for GIS and related technology projects.*

*This paper does not represent a comprehensive listing of funding mechanisms or potential grant opportunities. This paper is not meant to be a legal briefing or provide a legal interpretation of the Ohio Revised Code.*

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**POTENTIAL GRANT FUNDING MECHANISMS AND GRANT RESOURCES  
FOR GEOSPATIAL TECHNOLOGY PROJECTS**

State of Ohio, Office of Information Technology (OIT)

This paper is divided into six (6) sections to help those interested in finding grant funding for their GIS projects. The paper has been structured to present the basic processes involved in starting grant research, understanding grant resources available, and then developing a proposal. The information in this paper presents a sketch of the grant research process as well as potential funding mechanisms. Additional resources are listed in the document that can provide more extensive education and training in the area of grant development and philanthropy.

Section 1. Beginning the grant research process

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## **Section 1: Beginning the grant research process**

There are many ways to go about researching and finding grants for your projects. However in order to help organize and utilize your time wisely before you start, a few key guidelines are outlined below:

- Identify your potential projects: Review all the GIS technology projects for which you may need supplemental funding. What is the scope of the project? How long will the project take to complete? Who are the beneficiaries of the project once it's complete? Knowing the details of your project will help with finding the proper funding source. Make sure to think beyond the "nuts and bolts" of the technology and outline the reasons why the technology is needed in your organization and who benefits from its implementation.
- Work with partners: Many funders look for and think highly of multi-organization grant proposals or partnerships. Partnerships can include multiple departments/agencies from a single government, various levels of government working together, and/or government, non-profit, university, private organization teams. Within a government, partnerships between departments are encouraged when developing GIS projects that may have impacts within or benefits to many departments. For example, emergency management and health departments may want to work together to secure funding for bio-terrorism and response projects using GIS. In addition to the potential of receiving grant funding, there are also intangible benefits of the partnership such as department cooperation or getting a project funded that might not otherwise get funded.
- When looking at existing partners or when searching for new partners, OIT should ask the following questions to help set some criteria for when to work with a partner. The key is to make sure the partner will bring a tangible benefit or enhancement to the State, the project work effort, or the population benefiting from the project if it comes to fruition. Some questions to consider to determine the benefit of involving partners are:
- Identify the funding gaps: When reviewing your projects, outline where the funding gaps exist for your projects. Are you missing hardware, software, applications, and/or services? Different grant sources may provide funding for one or many of the missing pieces.
- Refine your project: Now that you have reviewed the project and found the funding gaps, refine the project so you can define the problem you are trying to solve, the project's scope of work, and the impacts and benefits of using GIS technology to solve this problem. Having this information together will help you articulate your needs and the benefits of the technology to the funding agencies.
- Research funding sources: In section 3.0 of this document, various types of funding sources are documented. Make sure you look at all aspects of your project to help find the appropriate funding sources. During your research, create a list of funding sources applicable or appropriate for your project and then investigate those funding sources in more detail.

- Set goals and limits for your grant searching: During the research you may come across grants that could fund other projects or grants for which you could apply but you don't have an applicable project. Document these grant resources and keep a listing of them so you can potentially work on them in the future.
- Prepare to spend time looking: It takes time to find grants and write grant proposals. Make sure you allow yourself adequate time so you are successful. Once you have written a few grants, some information such as organization background, resumes, and organizational structure and financials required in most grant proposals can be reused as appropriate.

## **Section 2: Types of Funding**

The Federal Government offers millions of dollars in grant funding each year through a variety of departments and programs. It is recommended that city, county and state departments look at various federal departments as potential funding sources for their technology projects. Funding will vary between different Federal programs and departments. The type of funding is usually listed in the solicitation for proposals. If it is not listed or if you are unclear on the type of assistance being offered, make sure to contact the organization or the program officer. For the most part, local government organizations will be looking for formula and project grants. The Federal government has created and published a list of the various types of assistance they offer and a copy is included in the table below. The following table has been copied directly from the *The Catalog of Federal Domestic Assistance (CFDA)*. This table can be found at this web site: [http://12.46.245.173/pls/portal30/CATALOG.TYP\\_ASSISTANCE\\_DYN.show](http://12.46.245.173/pls/portal30/CATALOG.TYP_ASSISTANCE_DYN.show) as of June 2004.

The list below should be helpful when reading the grant solicitations from the federal government. Read the grant solicitation in full and review the type of assistance being funded to confirm a good match between your project and the funding source.

### **Types Of Assistance**

Currently, programs in the Catalog are being classified by GSA into 15 types of assistance. (Cooperative Agreements as a type of assistance is used for programs administered under that mechanism. However, the definition does not appear in this section.) Benefits and services of the programs are provided through seven financial types of assistance and eight nonfinancial types of assistance. The following list defines the types of assistance which are available through the programs. Code letters below (A through O) which identify the type of assistance) will follow program titles in the Agency Index, Applicant Eligibility Index, the Functional Index, Deadlines Index, and in the list of added programs.

#### (A) Formula Grants

Allocations of money to States or their subdivisions in accordance with distribution formulas prescribed by law or administrative regulation, for activities of a continuing nature not confined to a specific project.

#### (B) Project Grants

The funding, for fixed or known periods, of specific projects. Project grants can include fellowships, scholarships, research grants, training grants, traineeships, experimental and demonstration grants, evaluation grants, planning grants, technical assistance grants, survey grants, and construction grants.

#### (C) Direct Payments for Specified Use

Financial assistance from the Federal government provided directly to individuals, private firms, and other private institutions to encourage or subsidize a particular activity by conditioning the receipt of the assistance on a particular performance by the recipient. This does not include solicited contracts for the procurement of goods and services for the Federal government.

#### (D) Direct Payments with Unrestricted Use

Financial assistance from the Federal government provided directly to beneficiaries who satisfy Federal eligibility requirements with no restrictions being imposed on the recipient as to how the money is spent. Included are payments under retirement, pension, and compensatory programs.

#### (E) Direct Loans

Financial assistance provided through the lending of Federal monies for

a specific period of time, with a reasonable expectation of repayment. Such [loans](#) may or may not require the payment of interest.

[\(F\) Guaranteed/Insured Loans](#)

Programs in which the Federal government makes an arrangement to identify a lender against part or all of any defaults by those responsible for repayment of [loans](#).

[\(G\) Insurance](#)

Financial assistance provided to assure reimbursement for losses sustained under specified conditions. Coverage may be provided directly by the Federal government or through private carriers and may or may not involve the payment of premiums.

[\(H\) Sale, Exchange, or Donation of Property and Goods](#)

Programs which provide for the sale, exchange, or donation of Federal real property, personal property, commodities, and other goods including land, buildings, equipment, food and drugs. This does not include the [loan](#) of, use of, or access to Federal facilities or property.

[\(I\) Use of Property, Facilities, and Equipment](#)

Programs which provide for the [loan](#) of, use of, or access to Federal facilities or property wherein the federally owned facilities or property do not remain in the possession of the recipient of the assistance.

[\(J\) Provision of Specialized Services](#)

Programs which provide Federal personnel directly to perform certain tasks for the benefit of communities or individuals. These services may be performed in conjunction with nonfederal personnel, but they involve more than consultation, advice, or counseling.

[\(K\) Advisory Services and Counseling](#)

Programs which provide Federal specialists to consult, advise, or counsel communities or individuals to include conferences, workshops, or personal contacts. This may involve the use of published information, but only in a secondary capacity.

[\(L\) Dissemination of Technical Information](#)

Programs which provide for the publication and distribution of information or data of a specialized or technical nature frequently through clearinghouses or libraries. This does not include conventional public information services designed for general public consumption.

[\(M\) Training](#)

Programs which provide instructional activities conducted directly by a Federal agency for individuals not employed by the Federal government.

[\(N\) Investigation of Complaints](#)

Federal administrative agency activities that are initiated in response to requests, either formal or informal, to examine or investigate claims of violations of Federal statutes, policies, or procedure. The origination of such claims must come from outside the Federal government.

[\(O\) Federal Employment](#)

Programs which reflect the Governmentwide responsibilities of the Office of Personnel Management in the recruitment and hiring of Federal civilian agency personnel.

**Note:** Numbers in parenthesis after the type of assistance indicate the number of programs listed in the Catalog having that type. Also, a program may have more than one type of assistance associated with it.

### **Section 3: Finding Funding**

There are potentially many types of funding that can be found for your GIS projects. In your grant research effort you will need to find which funding sources best match your needs as well as consider your organization's ability (staff, time, etc) to solicit funding sources. For example, some private foundations may not fund government offices, but they will fund a university or schools district. Other times federal funding will provide funding for staff support but will require matching funds. Make sure you read the funding solicitation carefully before applying. The degree and amount to which these sources will fund projects will vary from year to year. The information in this section lists a variety of funding mechanisms and potential funding sources.

#### **Section 3.1 County Funding Mechanisms**

This section will focus on the existing mechanisms being used to fund county GIS programs. There are a variety of ways GIS programs are being monetarily funded in Ohio. The most common practice at the county level is applying a mix of funding sources. A few of the most prevalent county funding sources being used are identified below.

<b>Funding Mechanism</b>	<b>Description</b>
<b><i>Bond Passage</i></b>	Obtaining capital funds through the passage of bonds has been used on several occasions across the country. One county in Ohio passed a \$1 million bond over 20 years to support their countywide GIS effort.
<b><i>County General Fund</i></b>	The general fund is the one major funding source at the county that supports the daily operations and functions of nearly all county activities. Responsibilities and operations that are in the best interest of the county are funded through this source. Most GIS programs have a direct or indirect funding impact on the general fund. In certain cases in Ohio the general fund is directly impacted because it is the major contributor to the GIS program. The general fund is indirectly impacted even if special funds are used. For example, the county engineer's office is the maintainer of maps as directed by the board of county commissioner's and is normally funded out of the general fund. All things considered, the county general fund is in the mix somewhere regarding GIS program funding.
<b><i>County Use Fee</i></b>	A county use fee is a permissive tax. Once supported by the board of county commissioners' and discussed through several public hearings, a county use tax can be approved. A county use fee can be crafted in such a manner that funds collected can be designated for a separate fund defined for a specific use, or returned to the general fund. Similar approaches have been used successfully in Clark and Clinton Counties. In some cases this "use fee" has taken the form of an increase in the property Transfer Tax. [The Transfer Tax is a tax collected by the county auditor at the time of conveyance of real property. The transfer tax is a fraction of the value of real property being conveyed by deed. The tax rate is not to exceed thirty cents per hundred dollars for each one hundred dollars of value. The transfer tax covers enforcement and administrative costs associated with property conveyances with all excess funds deposited to the county general fund.]

In addition to the mechanisms listed in the table above, there are special revenue funds available which the County may be able to leverage. These are specific funds dedicated to specific mandated duties. Special funds are any fund other than the general fund referred to in the Ohio Revised Code that are created to support a specific function or activity at the county, from mental health to marriage licenses. There are over twenty special revenue funds at the county level that are used to fund specific, defined activities. At this time, very few of these are used to support geographically related functions and activities. Examples of county special

revenue funds being used to support GIS development, implementation, and operations are below.

<b>Funding Mechanism</b>	<b>Description</b>
<b><i>Real Estate Assessment Fund (REAF or J-Fund)</i></b>	This special fund is for county auditors in support of assessment activities and the appraisal process. The REAF is generated through an established percentage of all monies collected by the county treasurer on any tax duplicate of the county and credited to the real estate assessment fund. The REAF has been a major contributor to GIS activity in Ohio due to GIS technology's mapping and analytical functionality and the advantages GIS provides to the appraisal process.

The special funds (in the table below) are associated with the majority of operational cost for county engineer offices. These funds are an annual appropriation made by the board of county commissioners and are under the supervisory control of the county engineers. These special funds, the Road and Bridge and the Motor Vehicle Gasoline Tax funds, support aspects of maintaining, improving, repairing and constructing public streets.

<b>Funding Mechanism</b>	<b>Description</b>
<b><i>Road and Bridge Funds</i></b>	This special fund supports the planning, maintenance, repair, construction, improvement, and repaving of public streets, and maintaining and repairing bridges and viaducts. One of the sources of this fund is the county's share of receipts from motor vehicle licenses. Monies paid into the auto registration distribution fund is appropriated by the board of county commissioners and distributed as identified under section 4501.04 of the Ohio Revised Code.
<b><i>Motor Vehicle Gasoline Tax Fund</i></b>	This special fund is for: 1) planning, maintaining, and repairing the county system of public roads and highways within such counties; 2) the planning, construction, and repair of walks or paths along county roads in congested areas; and 3) the planning, construction, purchase, lease, and maintenance of suitable buildings for the housing and repair of county road machinery, housing of supplies, and housing of personnel. This includes the acquisition or construction of roads, highways, bridges, or viaducts or future improvements. This fund is sometimes referred to as the gasoline excise tax and is appropriated by the board of county commissioners out of the county's share of the fund derived from motor vehicle fuel tax as distributed under section 5735.27 of the Ohio Revised Code.

The funds listed above (REAF, Road & Bridge, Gasoline Tax) represent only three of the more than twenty special revenue funds supporting county government. These special funds have not been used extensively in the past but as more county offices and agencies build upon the GIS foundations being developed by the county auditors and engineers, additional funding for specific spatial data and attribute linkage activities could be used to support GIS application development in general.

### **Section 3.2 Federal Grant Opportunities**

There are numerous federal grants (too numerous to create a complete list) that can be used to support aspects of GIS development. There are a number of federal resources to use when researching federal grants. Some of the websites for use in research are listed in Section 4 of this document. The following federal departments and agencies listed here illustrate the potential programs that **may** fund GIS or geospatial technology in and of itself, or in combination with other efforts (e.g. agriculture, public health) that may have a GIS component to the project.

The listing of departments and programs in this section is not exclusive or extensive. The list represents a sampling of the potential federal funding sources available. Please note that departments, agencies and programs change from year to year and much of their program funding depends upon the annual budget appropriation allocated by Congress. **The federal departments and websites listed in this section are as recent as the writing of this document.** One can search for all federal grants through the Federal grant repository [www.grants.gov](http://www.grants.gov) however many departments and agencies have useful information, directions and tips for their grant programs listed on their own department websites.

**Department: Department of Agriculture** - There are several grants available in 2004 for rural development through the US Department of Agriculture. These funding notices are listed at <http://www.rurdev.usda.gov/rd/nofas/index.html>. For a listing of how Ohio and many other states are beginning to use this grant money, see <http://www.rurdev.usda.gov/rd/stories/index.htm#oh>. No grants for GIS are specifically listed, however, the development and implementation of GIS in rural communities may fit into one of their programs or could be part of project USDA may fund. USDA does have funding for rural telemedicine programs and a program for loans and loan guarantees to provide broadband services in rural communities

<b>Department of Agriculture</b>		
<b>Program Name</b>	<b>Types of Work Funded</b>	<b>Website</b>
Rural Utilities Service (RUS) Broadband Loan and Loan Guarantee Program	Implementation of rural broadband networks and access	<a href="http://www.usda.gov/rus/telecom/broadband.htm">http://www.usda.gov/rus/telecom/broadband.htm</a>
Rural Utilities Service Distance Learning and Telemedicine Program	The Rural Utilities Service's (RUS) Distance Learning and Telemedicine (DLT) Program is specifically designed to meet the educational and health care needs of rural America through the use of advanced telecommunications technologies.	<a href="http://www.usda.gov/rus/telecom/dlt/dlt.htm">http://www.usda.gov/rus/telecom/dlt/dlt.htm</a>

**Department: Department of Commerce** - The U.S. Department of Commerce has had a federal matching grant program that has been helpful to state and local government as well as non-profit organizations. This competitive, merit based grant program is called the Technology Opportunities Program (TOP) (formally known as the Telecommunications and Information Infrastructure Assistance Program (TIIAP)). The TOP Grant supports infrastructure projects, specifically networking/communication based initiatives. The U.S. Department of Commerce's National Telecommunications and Information Administration manages this program. The grant application period for fiscal year 2004 closed on April 26, 2004. The TOP grant awarded 3.95 million in 2003. This is a very competitive grant and requires a great deal of preparation.

<b>Department of Commerce</b>		
<b>Program Name</b>	<b>Types of Work Funded</b>	<b>Website</b>
TOP Grant	TOP promotes the widespread use and availability of advanced telecommunications and information technologies in the public and non-profit sectors. By providing matching grants for information infrastructure projects, this program will help develop a nationwide, interactive, broadband information infrastructure that is accessible to all Americans, in rural as well as urban areas.	<a href="http://www.ntia.doc.gov/otiahome/top/grants/grants.htm">http://www.ntia.doc.gov/otiahome/top/grants/grants.htm</a>
Advanced Technology Program (ATP)	The National Institute of Standards and Technology (NIST) offers several opportunities for partnership funding in its announcement of the Advanced Technology Program (ATP). There are several due dates between the spring and fall of any given year. The majority of projects funded are those that are creating new technology or new products for use by government and industry.	<a href="http://www.atp.nist.gov/">http://www.atp.nist.gov/</a>
Economic Development Administration Technical Assistance Programs	The EDA is a department within the Department of Commerce. They administer a number of programs dealing with infrastructure and economic development. Technology projects that may aid these other initiatives may merit some discussion with the EDA program officers. In October 2003, for example, the following technology project was funded: <i>Economic Resources Corporation (ERC), Lynwood, CA \$948,100 to construct a fiber-optic broadband network that will provide high-technology internet services to businesses in the Economic Resources Corporation's business park and adjacent communities</i>	<a href="http://12.39.209.165/xp/EDAPublic/InvestmentsGrants/Investments.xml">http://12.39.209.165/xp/EDAPublic/InvestmentsGrants/Investments.xml</a>

**Department: Department of Education** - The US Department of Education (ED) provides grants, mostly in the form of formula grants, to state and local governments. Grant information is located at <http://www.ed.gov/fund/landing.jhtml?src=rt>. On this page the ED outlines how to get grants and who is eligible for grants. It also has a page "forecasting funding" that outlines what will be funded in the current year and current grants available. The section lists all grant titles, a description and the grant proposal due dates. There is also a link to the federal registry to read the grant solicitation notices. For the most part, the funding available through ED are for schools or educational collaboratives, however, there have been grants for technology centers or for using technology for science and other courses within a school. There are also private foundations and books written for educators on how to find funding for their projects.

**Department: Environmental Protection Agency (EPA)** - EPA funding opportunities are listed on the EPA department website at <http://www.epa.gov/epahome/grants.htm>.

A summary of the federal assistance focused on environmental projects for communities is available at <http://www.epa.gov/ecocommunity/matrix.htm>. This website includes a table that

outlines the EPA programs and links to additional web pages for additional information on grants. The page also has a listing of programs from other departments such as USGS and USDA that fund environmental related projects.

<b>Environmental Protection Agency (EPA)</b>		
<b>Program Name</b>	<b>Types of Work Funded</b>	<b>Website</b>
Lake Erie Protection Fund	The Ohio Lake Erie Commission awards both small and large grants to preserve Lake Erie's natural resources, and to protect the quality of its waters and ecosystem as well as promote economic development of the region.	<a href="http://www.epa.state.oh.us/oleo/Grant/grants.htm">http://www.epa.state.oh.us/oleo/Grant/grants.htm</a>
Superfund Technical Assistance Grants (TAGS).	U.S. EPA, Region 5 distributes these grants.	<a href="http://www.great-lakes.net/infocenter/news/comse/archfg.html">http://www.great-lakes.net/infocenter/news/comse/archfg.html</a>

**Department: Federal Geographic Data Committee (FGDC)** - The FGDC is an interagency committee promoting the coordinated use, sharing, and dissemination of geospatial data on a national and local basis. The FGDC is composed of representatives from federal cabinet level and independent federal agencies, and national non-federal organizations. Each year the FGDC announces funding opportunities consistent with their objectives. This year the FGDC has announced funding opportunities for the **NSDI Cooperative Agreements Program (CAP)** with \$385,000 available in grants. CAP provides seed funds to the GIS community to build the National Spatial Data Infrastructure (NSDI) for the effective discovery, sharing, managing, and utilization of digital geographic data. The CAP will fund projects in four areas listed in the table below.

<b>Federal Geographic Data Committee (FGDC)</b>		
<b>Program Name</b>	<b>Types of Work Funded</b>	<b>Website</b>
Metadata Creation and Implementation Projects	Provide assistance to organizations in acquiring knowledge of metadata documentation and assistance for creating metadata for service over the Internet. Metadata is a basic first step in implementing the NSDI.	<a href="http://www.fgdc.gov/funding/funding.html">www.fgdc.gov/funding/funding.html</a>
Metadata Trainer Assistance Projects	Fund instructors to train organizations in metadata implementation.	<a href="http://www.fgdc.gov/funding/funding.html">www.fgdc.gov/funding/funding.html</a>
Clearinghouse Integration with OpenGIS Services	Funds projects to extend existing clearinghouse nodes with OpenGIS Consortium (OGC) compliant web mapping service capabilities and related standards-based services in a consistent way.	<a href="http://www.fgdc.gov/funding/funding.html">www.fgdc.gov/funding/funding.html</a>

Joint Canadian/US Spatial Data Infrastructure Project	Funds Canadian and U.S. organizations that are collaborating in order to share, create and maintain geospatial data over a common geography.	<a href="http://www.fgdc.gov/funding/funding.html">http://www.fgdc.gov/funding/funding.html</a>
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**Department: Federal Emergency Management Agency (FEMA)** - FEMA has a competitive grant program for assistance to firefighters. Fire departments are encouraged to submit applications for this grant that provides support for operations, services, and equipment for the first responder community. Information on FEMA and fire fighter grants can also be found on the Department of Homeland Security website. Many of the agencies have links to other or additional pages that have grant information on them.

<b>Federal Emergency Management Agency (FEMA)</b>		
<b>Program Name</b>	<b>Types of Work Funded</b>	<b>Website</b>
FEMA US Fire Administration	Various activities associated with providing fire and first responder services.	<a href="http://www.usfa.fema.gov/grants/">http://www.usfa.fema.gov/grants/</a> or <a href="http://www.firegrantsupport.com/">http://www.firegrantsupport.com/</a>
Various	The US Fire Administration lists a number of fire/safety related grants for disaster prevention and recovery support.	<a href="http://www.usfa.fema.gov/fire-service/grants/federal/fedguide/pggrant.shtm">http://www.usfa.fema.gov/fire-service/grants/federal/fedguide/pggrant.shtm</a>

**Department: Department of Health and Human Services (HHS)** – There are a number of agencies and departments within the Department of Health and Human Services. The Centers for Disease Control (CDC), National Institutes of Health (NIH), and the Food and Drug Administration (FDA) are just a few of the agencies within HHS. The range of projects funded by the agencies range from the implementation of providing health services to the development of new products and new scientific and technological research for specific health related illnesses. Some of the homeland security dollars for bio-terrorism has been channeled through HHS to state and local departments of public health. For the list of HHS agencies that have funding opportunities go to <http://www.hhs.gov/grantsnet/grantinfo.htm>. If applying for GIS projects related to public health, disease prevention, the distribution or dispersion of health services it will be worthwhile to look at the various HHS agencies and to see what grant programs they have in place. There are no specific funding programs that we can directly relate to GIS at this time. However, GIS and its use in the public health domain is increasing and many Federal, State and Local government health agencies have programs and projects in place using GIS. Below is a list of some of the agencies under the HHS umbrella that have funding for various projects.

<b>Department of Health and Human Services (HHS)</b>	
<b>Specific Agency or Program Name</b>	<b>Website</b>
Center for Disease Control	<a href="http://www.cdc.gov/funding.htm">http://www.cdc.gov/funding.htm</a>
Food and Drug Administration	<a href="http://www.fda.gov/oc/ofacs/grants/default.htm">http://www.fda.gov/oc/ofacs/grants/default.htm</a>
Agency for Health Care Research and Quality	<a href="http://www.ahcpr.gov/fund/">http://www.ahcpr.gov/fund/</a>
Administration for Children and Families	<a href="http://www.acf.dhhs.gov/programs/acfdps/index.htm#Program_Services">http://www.acf.dhhs.gov/programs/acfdps/index.htm#Program_Services</a>
Health Resources and Services Administration	<a href="http://www.hrsa.gov/grants/default.htm">http://www.hrsa.gov/grants/default.htm</a>
National Institute of Health	<a href="http://www.hhs.gov/grantsnet/nihgra~1.htm">http://www.hhs.gov/grantsnet/nihgra~1.htm</a>

Office of Minority Health Resource Center	<a href="http://alt.samhsa.gov/grants/2004/toc.asp">http://alt.samhsa.gov/grants/2004/toc.asp</a>
Office of Population Affairs	<a href="http://opa.osophs.dhhs.gov/grants.html">http://opa.osophs.dhhs.gov/grants.html</a>
Substance Abuse and Mental Health Services Administration	<a href="http://alt.samhsa.gov/grants/2004/toc.asp">http://alt.samhsa.gov/grants/2004/toc.asp</a>

**Department: Department of Homeland Security (DHS)** – The Federal government created the Department of Homeland Security (DHS) after the September 11 terrorist attacks in New York and Washington D.C. DHS is comprised of many departments and agencies. The DHS website says, “*The agencies slated to become part of the Department of Homeland Security will be housed in one of four major directorates: Border and Transportation Security, Emergency Preparedness and Response, Science and Technology, and Information Analysis and Infrastructure Protection.*” DHS administers its funding through a variety of the agencies under FEMA, DOJ, and ODP. Other homeland security related grants, such as bio-terrorism, may be administered through another federal department or agency such as Health and Human Services. When looking for homeland security funding read the detailed solicitation to determine which government organizations can apply (some funding is only for the States and then is handed out from the State to local governments) or if you need to be invited to apply (by submitting a short concept paper) before being considered for funding.

<b>Department of Homeland Security (DHS)</b>		
<b>Program Name</b>	<b>Types of Work Funded</b>	<b>Website</b>
Emergencies & Disasters	Various grants related to preparing for or clean-up/recovery from disasters. Funding is administered through a variety of DHS agencies	<a href="http://www.dhs.gov/dhspublic/display?theme=18">http://www.dhs.gov/dhspublic/display?theme=18</a>
See also Federal Emergency Management Agency (FEMA) and Department of Justice (DOJ)		

**Department: Department of Justice** - This federal department has numerous grants available for research in support of law enforcement in both state and local jurisdictions. The Office of Justice Programs publishes a topical guide to funding opportunities. It is called “At-A-Glance”. The Department of Justice Response Center answers inquiries concerning these grants and can be reached toll-free at 1-800-421-6770 or 1-202-307-1480. The web address for the Department of Justice grants is: [www.usdoj.gov/10grants/index.html](http://www.usdoj.gov/10grants/index.html). Some homeland security grants will be administered through the Department of Justice.

<b>Department of Justice (DOJ)</b>		
<b>Program Name</b>	<b>Types of Work Funded</b>	<b>Website</b>
Office of Domestic Preparedness	Information and Technology Evaluation Program	<a href="http://www.ojp.usdoj.gov/docs/fy04hsitep_odp.pdf">http://www.ojp.usdoj.gov/docs/fy04hsitep_odp.pdf</a>
Solicitation for Crime and Justice Research	The National Institute of Justice is seeking proposals for crime and justice research on topics relevant to State and/or local criminal and juvenile justice policy and practice.	<a href="http://www.ncjrs.org/pdffiles1/nij/sl000663.pdf">http://www.ncjrs.org/pdffiles1/nij/sl000663.pdf</a>

**Department: National Aeronautic and Space Administration (NASA)** - NASA has several areas of funding, but the most applicable to GIS is the “earth science” category. NASA is talking about another round of the BAA targeted to the earth sciences 12 national applications as denoted including: Energy forecasting, Carbon management. Agricultural competitiveness, Aviation safety, Community disaster preparedness, Community growth, Homeland security, Public health, Coastal management, Invasive species, Water management, Air quality management.

NASA has sometimes focused its funding on the State, Local, and Tribal (SLT) governments. For more information about NASA grants, go to [http://research.hq.nasa.gov/code\\_y/code\\_y.cfm](http://research.hq.nasa.gov/code_y/code_y.cfm). This will take you to the “Research Opportunities Online”. From there click on “Office of Earth Science (Code\_Y)”. Finally click on “Current (Open) Solicitations”.

For a complete listing of NASA grants, go to <http://research.hq.nasa.gov/allhqsearch.cfm>. To be alerted to all NASA grant opportunities, a subscription for electronic notification is available at <http://research.hq.nasa.gov/propsite.cfm>. It is best to understand NASA’s funding terms before investigating the grants available. The four most commonly used NASA funding terms are shown in the table below.

<b>NASA Funding Types</b>		
<b><i>Program Name</i></b>	<b><i>Types of Work Funded</i></b>	<b><i>Website</i></b>
Announcement of Opportunity (AO)	This is generally used to solicit proposals for unique, high cost research investigation opportunities that typically involve flying experimental hardware provided by the proposer on one of NASA's Earth-orbiting or free-flying space flight missions. Selections through AO's can be for periods of many years, involve budgets of many millions of dollars for the largest programs, and usually are awarded through contracts, even for non-profit organizations, although occasionally grants are also used.	
NASA Research Announcement (NRA)	An NRA is used to announce research interests in support of NASA's programs, and after peer or scientific review using factors in the NRA, select proposals for funding. Unlike an RFP containing a statement of work or specification to which offerors are to respond, an NRA provides for the submission of competitive project ideas conceived by the offerors, in one or more program areas of interest. NRAs may result in grants, contracts or cooperative agreements.	
Cooperative Agreement Notice (CAN)	This is used to solicit ground-based research opportunities in which a fairly high degree of cooperation and interaction is expected between NASA and the selected institutions for completion of proposed research activities that further one of NASA's strategic objectives (e.g., to develop a research institute, an extensive educational/public outreach activity or provide technology transfer to develop a capability to enhance U.S. competitiveness). Further, the announced program intends a level of sponsorship, in the form of cost or resource sharing from both parties of the agreement. A CAN results in the award of a cooperative agreement.	

NASA Announcement (AN)	This announcement is for a program in which non-funded selections of investigations are made on a competitive basis (e.g., to acquire new data from an operating space science mission). Typically, the AN have been used to award observation time on still-operating astronomical satellites, where due to imposed budget policies, funds were not available for continued data analysis. There is no official award instrument. Recipients receive a letter from NASA indicating that their proposal was selected and that there will be further contact with the NASA Program Office.	<a href="http://research.hq.nasa.gov/Formats.cfm">http://research.hq.nasa.gov/Formats.cfm</a>
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**Department: National Oceanic and Atmospheric Administration (NOAA)** - NOAA provides millions of dollars in grant money each year for various oceanic and coastal projects. The Grants Management Division of NOAA distributes over 20% of its budget in grants. To access a list of these grants with explanation, go to <http://www.ofa.noaa.gov/~grants/>. This site gives details on the terms and conditions of NOAA funding and has links to the Federal Registry from which one can search for NOAA grants.

**Department: National Science Foundation (NSF)** – NSF funds a number of technology related projects, though many involve or require University affiliation or academic research. Programs listed in the table below may fund a variety of programs or projects within a number of disciplines. Read all the grant solicitation information carefully as it will outline in detail the eligibility requirements and the desired results and outcomes of the projects. Some NSF funding is only for those projects that create new scientific products, models, data or theories that can be distributed and used by others. Many of the grant solicitation notices from NSF list former grant recipients or abstracts of projects funded. These should be read in detail and compared to the project you are trying to propose to see if your project fits within the scope of what the NSF program funds.

<b>National Science Foundation (NSF)</b>		
<b>Program Name</b>	<b>Types of Work Funded</b>	<b>Website</b>
Directorate for Computer and Information Science and Engineering (CISE)	There are four major areas of funding under the CISE program including: Computing & Communications Foundations, Computer & Network Systems, Information & Intelligent Systems and Shared Cyber infrastructure.	<a href="http://www.cise.nsf.gov/funding/pgm_list.cfm">http://www.cise.nsf.gov/funding/pgm_list.cfm</a>
Information Technology Research for National Priorities	In FY 2004, the Information Technology Research (ITR) Program is focusing on Information Technology Research in support of <b>National Priorities</b> , where National Priorities are defined as: <b>Advances in Science and Engineering (ASE)</b> , <b>Economic Prosperity and Vibrant Civil Society (ECS)</b> ; and <b>National and Homeland Security (NHS)</b> . NSF encourages the submission of proposals targeting one or more of these National Priorities.	<a href="http://www.cise.nsf.gov/funding/pgm_display.cfm?pub_id=11995&amp;div=CISE">http://www.cise.nsf.gov/funding/pgm_display.cfm?pub_id=11995&amp;div=CISE</a>

Digital Government	Government, on a large scale, is a collector and provider of data and information, a provider of information-based services, and a user of information technologies. The Digital Government Program has two goals: 1. To support computer and information science research on the application of information/computer technologies to government missions, in partnership with government agencies; 2. To support multidisciplinary research on the design and use of information technologies in democratic processes, the impact of information technologies on government institutions, and the interaction between citizens and government.	<a href="http://www.cise.nsf.gov/funding/pgm_display.cfm?pub_id=5700&amp;div=CISE">http://www.cise.nsf.gov/funding/pgm_display.cfm?pub_id=5700&amp;div=CISE</a>
Digital Society and Technologies	<p>Program objectives include:</p> <ol style="list-style-type: none"> <li>1. Advancing the knowledge frontier related to living, working, learning and being healthy in a digital society,</li> <li>2. Integrating technical and social theories, concepts, methods, mechanisms, and/or design principles to sustain and build research areas at the interstices of the social and the technical</li> <li>3. Creating a coherent interdisciplinary community of practice out of the (often) fragmented disciplinary groups currently doing research on the digital society.</li> </ol> <p>In order to make progress and advance science, scientists and scholars need to work across disciplinary boundaries to develop new interdisciplinary knowledge at the interstices of computer and information sciences and the social, behavioral and economic sciences.</p>	<a href="http://www.cise.nsf.gov/funding/pgm_display.cfm?pub_id=9951&amp;div=CISE">http://www.cise.nsf.gov/funding/pgm_display.cfm?pub_id=9951&amp;div=CISE</a>

**Department: US Geological Survey (USGS)** - The USGS currently sponsors several formally announced programs that are arranged by its headquarters in Reston. These programs include the Earthquake Hazards Reduction Program, Water Resources and Research Act programs, National Coal Resources Data System, and cooperative geologic mapping programs.

<b>US Geological Survey (USGS)</b>		
<b>Program Name</b>	<b>Types of Work Funded</b>	<b>Website</b>
Various	USGS accepts unsolicited proposals for research and research-related awards in the earth sciences arena. Fields include, but are not limited to geology, hydrology, geography, cartography, conservation, and remote sensing.	<a href="http://www.usgs.gov/contracts/grants/unsolbk.html#FORE">www.usgs.gov/contracts/grants/unsolbk.html#FORE</a>

### **Section 3.3 Quasi Public and Private Funding Sources**

In addition to the federal government grants, there are additional public and private dollars available through various organizations and foundations. Some “quasi-public” organizations, largely membership organizations, such as the National Association of Counties, Governors, etc. offer grants or have grant information listed on their websites. Private foundations may fund technology projects, including GIS, or may fund GIS as part of other projects that deal with social

services, health, the environment, or other topical area of interest to the foundation. The following is a sample of the types of organizations that may fund projects. Additional research on private and corporate foundations should be completed to see if they fund government agencies or departments as it varies greatly between foundations.

### **3.3.1 Quasi Public/Membership Organizations**

**National Association of Counties (NACo)** – NACo is a membership organization that provides a variety of information to its membership constituency. From their main web page <http://www.naco.org> there is a link to a page that lists a variety of federal and private grants. The grants page (at the time of this writing was located at [http://www.naco.org/Template.cfm?Section=Grants\\_Clearinghouse&Template=/TaggedPage/TaggedPageDisplay.cfm&TPLID=49&ContentID=11327](http://www.naco.org/Template.cfm?Section=Grants_Clearinghouse&Template=/TaggedPage/TaggedPageDisplay.cfm&TPLID=49&ContentID=11327)).

One initiative of NACo is actually a joint venture with Environmental Systems Research Institute (ESRI). This GIS Technology Foundation Grant Series (TFGS) will provide GIS technology, training and data to NACo member county governments throughout the country. NACo and ESRI have developed these counties' GIS capabilities by allowing them to initiate or expand their skills and technical knowledge base. The objective of the program is to supplement county government efforts to bridge the "technology gap" in Livable Communities. TFGS offers GIS software components, data, and training valued at \$2.5 million. NACo will award funds to county governments that desire to develop or further GIS technology infrastructure.

There are two types of grants, introductory and intermediate programs. General information is available at [http://www.esri.com/industries/localgov/grants/esri\\_grants.html](http://www.esri.com/industries/localgov/grants/esri_grants.html). For detailed information or to apply for the Technology Foundation Grant Series, contact either: Andrew Goldschmidt, NACo's membership marketing director at (202) 393-NACo (6226), e-mail: [agoldsch@naco.org](mailto:agoldsch@naco.org) or Betty Thomas, NACo's project coordinator at 202-393-NACO, e-mail: [bthomas@naco.org](mailto:bthomas@naco.org)

**National Governor's Association (NGA)** - The NGA provides a helpful chart of key federal funding to states on Homeland Security either already enacted by Congress or proposed by the President and pending before Congress. For additional information visit the following website: <http://www.nga.org/common/issueBriefDetailPrint/1,1434,3674,00.html>. Other information on the site includes NGA positions towards various federal funding initiatives as it relates to the states and state governments.

**International City County Managers Association (ICMA)** – Like NACo and NGA, ICMA is a member organization that provides educational and organizational information and support to cities, towns, counties and other regional agencies throughout the world. ICMA provides technical and management assistance as well as a variety of education and training programs for local government staff. Their main web site is <http://www.icma.org>. They have an interest group specifically on GIS. From the main page, one can search for grants and find a variety of information and white papers, though accessing some information may require membership to ICMA.

### **3.3.2 Private and Corporate Foundations**

As mentioned earlier, there are a number of private foundations that will fund technology. Some will fund government agencies, others will not. Some will only fund non-profits, but a government organization may be part of the non-profit's proposal and project team. While some of the foundations do not specifically mention technology in their funding priorities, projects that

include technology may be funded. For example, a project to help with health service delivery might include a GIS application or GIS analysis; this type of project, including the technical aspect, may be funded by a foundation that funds health related projects. Foundation funding varies from place to place. Some private and corporate foundations in Ohio and nearby states are listed below, though this is a mere sampling as there are over 80,000 private and corporate foundations in the United States.

<b>Foundation Name</b>	<b>Description</b> (* denotes as stated on the foundation's web site)	<b>Website</b>
Alfred P. Sloan Foundation, NY	The Sloan foundation has a number of programmatic areas and includes one for science and technology under which there are various fellowships and grants.	<a href="http://www.sloan.org/main.shtml">http://www.sloan.org/main.shtml</a>
Annie E. Casey Foundation	* "Since 1948 Annie E. Casey Foundation (AECF) has worked to build better futures for disadvantaged children and their families in the United States. The primary mission of the Foundation is to foster public policies, human service reforms, and community supports that more effectively meet the needs of today's vulnerable children and families."	<a href="http://www.aecf.org/">http://www.aecf.org/</a>
AT&T Foundation, NY	The AT & T foundation has an area funding technology including technology access and education.	<a href="http://www.att.com/foundation/">http://www.att.com/foundation/</a>
Cleveland Foundation, OH	* "The Civic Innovation Lab is a project funded by the Cleveland Foundation to provide support, including mentorship and funding, to individuals with civic ideas for fostering economic development in Greater Cleveland."	<a href="http://www.civicinnovationlab.org">http://www.civicinnovationlab.org</a>
Cleveland Foundation, OH	The Cleveland Foundation is one of Northeast Ohio's largest foundations and supports a variety of areas including education, arts, health and some technology.	<a href="http://www.clevelandfoundation.org">http://www.clevelandfoundation.org</a>
ConAgra Food Foundation, Inc	Support projects that are related to biodiversity, mostly related to food, agriculture and rural development and preservation.	<a href="http://www.conagrafoods.com/leadership/community_guidelines.jsp">http://www.conagrafoods.com/leadership/community_guidelines.jsp</a>
Daimler Chrysler Fund, MI	* "Daimler Chrysler Corporation, a subsidiary of Daimler Chrysler AG, established the Chrysler Fund in 1953 as a non-profit entity with the sole purpose of enriching the physical and cultural needs of our communities."	<a href="http://www2.daimlerchrysler.com/dccfund">http://www2.daimlerchrysler.com/dccfund</a>
David & Lucile Packard Foundation, CA	* "The Foundation provides grants to nonprofit organizations in the following program areas: Conservation and Science; Population; and Children, Families, and Communities. The Foundation provides national and international grants, and also has a special focus on the Northern California Counties of San Mateo, Santa Clara, Santa Cruz, and Monterey. We do not accept proposals to benefit specific individuals or that serve religious purposes."	<a href="http://www.packard.org/">http://www.packard.org/</a>
Dayton Foundation, OH	* "We award grants to the full spectrum of not-for-profit organizations – from social service to the arts to health and the environment – based upon worthy community efforts and the greatest community need. Generally grants are awarded to help launch new projects not addressed by existing organizations or to support special efforts of already-established not-for-profit organizations in the Miami Valley."	<a href="http://www.daytonfoundation.org/how2app.html">http://www.daytonfoundation.org/how2app.html</a>
Dominion Foundation, PA	* "The Dominion Foundation invests in organizations and programs that improve the quality of life in those communities in which Dominion provides electricity or	<a href="http://www.dom.com/about/community/foundation/index.jsp">http://www.dom.com/about/community/foundation/index.jsp</a>

	natural gas service and where Dominion has significant facilities and business interests.” Areas of interest include: Environment, Education, Arts & Culture, Neighborhood and Community Development, and Health & Human Services.	
Dow Chemical Company Foundation, MI	Dow Chemical makes a variety of contributes in areas of sustainability. They look to employees’ recommendations as a priority in their giving. There is no formal form to fill out.	<a href="http://www.dow.com/about/corp/social/social.htm">http://www.dow.com/about/corp/social/social.htm</a>
Eaton Charitable Fund, OH	* “Program support and capital grants are given to health, human services, civic, and cultural organizations. Support to educational institutions is given but the trust has a preference for engineering, scientific, technological and business-related projects.”	<a href="http://www.csuohio.edu/ured/FUNDING/EatonChFdn.htm">http://www.csuohio.edu/ured/FUNDING/EatonChFdn.htm</a>
Eva L. and Joseph M Bruening Foundation, OH	Grants are award to non-profit organizations within Cuyahoga County and the foundations’ areas of interest include the Elderly Services, Physically and mentally impaired services, Secondary/higher education and Social services for the economically disadvantaged.	<a href="http://www.fmscleveland.com/bruening/">http://www.fmscleveland.com/bruening/</a>
Environmental Systems Research Institute (ESRI)	<p>1. <i>Homeland Security Initiative</i> – In light of the tragedies of September 11<sup>th</sup>, 2001 ESRI unveiled its newest program on March 21, 2002. Grants, education, training, and more are part of its new homeland security support for local, state, federal government agencies and private organizations. This is a \$2.3 million grant program to jumpstart GIS initiatives in small cities and to help setup crisis centers for local government agencies. For more details go to <a href="http://www.esri.com/news/releases/02_1qtr/homeland_defense.html">http://www.esri.com/news/releases/02_1qtr/homeland_defense.html</a> or <a href="http://www.fcw.com/geb/articles/2002/0408/web-esri-04-08-02.asp">http://www.fcw.com/geb/articles/2002/0408/web-esri-04-08-02.asp</a>. For information on how to apply, see <a href="http://www.esri.com/govgrants">http://www.esri.com/govgrants</a>.</p> <p>2. <i>Conservation Technology Support Program</i> – This program awards grants annually of equipment and software to tax-exempt conservation organizations to build their Geographic Information Systems capacity. For more detailed information go to <a href="http://www.conservationgis.org/aagisgrant/html">http://www.conservationgis.org/aagisgrant/html</a>.</p>	<a href="http://www.esri.com/grants/">http://www.esri.com/grants/</a>
Federated Department Stores Foundation, OH	* “The Federated Foundation focuses giving primarily in the areas of education, arts/culture, women’s issues, HIV/AIDS, and programs to assist youth and minorities. Applicants seeking funding for programs or projects that directly benefit one or more of these areas of strategic focus should make that clear on their applications.”	<a href="http://www.federated-fds.com/community/foundation/givingfocus.asp">http://www.federated-fds.com/community/foundation/givingfocus.asp</a>
First Energy Foundation, OH	* “The foundation makes grants to nonprofit charitable organizations classified as 501(c)(3) public charities by the Internal Revenue Service. The foundation does not support individuals or for-profit organizations. The foundation does not support local projects, unless they have been consciously designed for further replication or have broad regional or national implications. The foundation’s geographic focus is the United States, with special emphasis on regional initiatives.”	<a href="http://www.ef.org/applications.cfm">http://www.ef.org/applications.cfm</a>
The Ford	This organization sponsors the Innovations in American	<a href="http://www.innovations.har">http://www.innovations.har</a>

Foundation	Government. It is an awards competition and is administered by the John F. Kennedy School of Government at Harvard University in partnership with the Council for Excellence in Government. It identifies and promotes creative problem solving in the public sector through an annual awards program.	<a href="http://vard.edu/app.html">vard.edu/app.html</a>
Gates Foundation	The Gates foundation focuses on public health/global health, education and libraries. It does have grants for technology centers and technology/library related projects.	<a href="http://www.gatesfoundation.org/default.htm">http://www.gatesfoundation.org/default.htm</a>
George Gund Foundation, OH	The Gund Foundation is based in Cleveland and funds a variety of program areas including: Arts, Civic Affairs, Economic Development & Revitalization, Education, Environment, and Human Services.	<a href="http://www.gundfdn.org/">http://www.gundfdn.org/</a>
Hewlett (William and Flora) Foundation	* "The William and Flora Hewlett Foundation makes grants to address the most serious social and environmental problems facing society, where risk capital, responsibly invested, may make a difference over time. The Foundation places a high value on sustaining and improving institutions that make positive contributions to society."	<a href="http://www.hewlett.org/Default.htm">http://www.hewlett.org/Default.htm</a>
Jack N. and Lilyan Mandel Foundation, OH	* "The Foundation has these areas of priority: higher education; Jewish education and continuity; the leadership and management of nonprofit organizations; and urban neighborhood renewal."	<a href="http://www.mandelfoundation.org/about.asp">http://www.mandelfoundation.org/about.asp</a>
John P. Murphy Foundation, OH	The Foundation is based in Cleveland and areas of interest include Education, Arts & Culture, Social Services, Community, Health and Religion.	<a href="http://fdncenter.org/grantmaker/jpmurphy/">http://fdncenter.org/grantmaker/jpmurphy/</a>
Joyce Foundation, IL	The foundation supports various environmental and sustainability projects in the great lakes region.	<a href="http://www.joycefdn.org/">http://www.joycefdn.org/</a>
Key Foundation, OH	* "Enhancing economic self-sufficiency involves two main thrusts - workforce development and financial education. The Key Foundation now focuses its grant dollars to worthwhile projects in these two areas. To a lesser degree, we will continue to support organizations that enhance quality-of-life in Key communities"	<a href="http://www.keybank.com/templates/t-ak2.jhtml?nodeID=A-12.3">http://www.keybank.com/templates/t-ak2.jhtml?nodeID=A-12.3</a>
Librizol Foundation, OH	* "The mission of The Lubrizol Foundation is to complement and support the interests and values of The Lubrizol Corporation by awarding financial support to educational institutions and charitable organizations in communities primarily within the United States where Lubrizol operates major facilities (i.e. Greater Houston & Cleveland)." Emphasis on higher education, social services, civic, cultural, and environmental programs, youth agencies, and health; the foundation also conducts an employee matching gift program.	<a href="http://www.lubrizol.com/foundation/default.asp">http://www.lubrizol.com/foundation/default.asp</a>
Lucent Technologies Foundations, NJ	* "The mission of the Lucent Technologies Foundation is to improve education by enriching the practice of teaching and improving students' academic performance. Our primary focus is on the physical sciences and mathematics, in the communities where Lucent has a business presence and the urban communities nearby."	<a href="http://www.lucent.com/social/home.html">http://www.lucent.com/social/home.html</a>
Oracle Corporation Corporate Giving	* "Oracle Giving invests in the future of our global community through its tradition of supporting charitable causes. Through Oracle Giving, Oracle responds directly to the financial needs of medical research, endangered	<a href="http://www.oracle.com/corporate/giving/community/?giving.html">http://www.oracle.com/corporate/giving/community/?giving.html</a>

	animal protection, environmental protection, and K-12 math, science, and technology education.”	
PeopleSoft Inc.	PeopleSoft only funds non-profit 501(c)(3) organizations. It does not fund requests that are solely for computers or hardware.	<a href="http://www.peoplesoft.com/corp/en/about/community/give_guide.jsp">www.peoplesoft.com/corp/en/about/community/give_guide.jsp</a>
Public Welfare Foundation	* “The Public Welfare Foundation is a non-governmental grant-making organization dedicated to supporting organizations that provide services to disadvantaged populations and work for lasting improvements in the delivery of services that meet basic human needs. Grants have been awarded in the areas of criminal justice, disadvantaged elderly and youth, environment, population, health, community and economic development, human rights and technology assistance.”	<a href="http://www.publicwelfare.org/index.asp">www.publicwelfare.org/index.asp</a>
Robert Wood Johnson Foundation	* “The Robert Wood Johnson Foundation seeks to improve the health and health care of all Americans.” Focuses in areas of health care, public health, wellness, health education.	<a href="http://www.rwjf.org/index.jsp">http://www.rwjf.org/index.jsp</a>
SBC Foundation	* “The SBC Foundation funds programs that strive to: Increase access to information technologies, Broaden technology training and professional skills development, Integrate new technologies to enhance education and economic development”. Funds nonprofit organizations	<a href="http://www.sbc.com/gen/corporate-citizenship?pid=2560">http://www.sbc.com/gen/corporate-citizenship?pid=2560</a>
Stranahan Foundation, OH	An Ohio foundation that focuses on education, community and healthcare.	<a href="http://www.stranahanfoundation.org/">http://www.stranahanfoundation.org/</a>
The Columbus Foundation and affiliated organizations	* “Through its competitive grant making program, The Columbus Foundation awards grants to organizations and programs in the central Ohio area and beyond. To be considered for a grant award, grant seekers must meet strict qualifications and complete the required application.” The Columbus has ongoing Grants - various subject areas	<a href="http://columbusfoundation.org/">http://columbusfoundation.org/</a>
The GAR Foundation, OH	A Foundation is a Northeast Ohio foundation that focuses giving in the Akron area and Summit County and secondary consideration to the adjoining counties.	<a href="http://www.garfdn.org/">http://www.garfdn.org/</a>
The Nord Family Foundation, OH	A Foundation in Northeast Ohio that focuses on giving in Lorain and Cuyahoga County funding programs in education, social services, arts & culture, and civic affairs.	<a href="http://www.nordff.org/">http://www.nordff.org/</a>
The Nordson Corporation Foundation, OH	* “The Foundation allocates resources in four broad categories. These are, in order of priority: education, human welfare, arts and culture, and civic.”	<a href="http://www.nordson.com/corporate/grants.html">http://www.nordson.com/corporate/grants.html</a>
The Reinberger Foundation, OH	An Ohio Foundation that funds a variety of types of projects with primary giving in Cleveland and Columbus metro areas.	<a href="http://www.csuohio.edu/ured/FUNDING/ReinbergerFoundation.html">http://www.csuohio.edu/ured/FUNDING/ReinbergerFoundation.html</a>
Waste Management	Funding for non-profit organizations only. The primary areas are education, environment and community impact.	<a href="http://www.wm.com/WM/community/Giving.asp">http://www.wm.com/WM/community/Giving.asp</a>



#### **Section 4: Resources for Grant Research**

There are many resources in the form of books, websites or subscription/notification services to help with the research needed to find grants. A sampling of these resources is included in this section.

- **Ohio Auditor of the State** – In the past, the State’s Auditor’s Office created a newsletter called *GrantSource*, however, the Auditor is no longer publishing the *GrantSource* Newsletter or the online version. However, they do have links to other grant information at <http://www.auditor.state.oh.us/LocalGovernment/GrantResources/Default.htm>.
- **Grants. Gov** is the Federal Government search engine for all federal grants. The website states “*Grants.gov allows organizations to electronically find and apply for competitive grant opportunities from all Federal grant-making agencies. Grants.gov is THE single access point for over 900 grant programs offered by the 26 Federal grant-making agencies.*” Grants.gov site allows a user to input a variety of search criteria to find a grant. The site provides a list of grants that meet the search criteria from which the user can then review and select the appropriate grant for his project.
- **The Catalog of Federal Domestic Assistance (CFDA)** is a compendium of federally funded programs. There are 15 types of assistance (See Section 2). To view the assistance programs by category, go to: [http://www.cfda.gov/public/browse\\_by\\_typast.asp](http://www.cfda.gov/public/browse_by_typast.asp). Beneath each type of funding is a list of programs. This website provides agency contacts, supplies the standard federal forms, and provides information on how to write a grant proposal (see Section 6). Clicking on the individual grant provides program details. For general information regarding the catalog contents and use, go to: <http://www.cfda.gov/public/cat-whatshere.htm>.

The CFDA is under the umbrella of the Federal Commons Portal – This is an Internet grants management system serving the grantee organization community. It provides “one-stop shopping” for the entire federal grant application process. In accordance with the Federal Financial Assistance Management Improvement Act of 1999 (P. L. 106-107), Federal agencies must develop plans for the electronic processing of grants. This site will eventually allow applicants to submit and track their own grant applications online. The Web portal can be accessed at <http://www.cfda.gov/federalcommons/about.html>.

- **Federal Register** - Issued by the U.S. Government Printing Office (GPO), and published on the Web by Community of Science (COS), the Federal Register (FR) lists U.S. federal agency announcements and information, such as presidential documents, agency meetings, grant opportunities, and proposed federal regulations. The GPO publishes a new edition of the Federal Register every business day, which COS uploads on a regular basis into its FR database. To access the daily Federal Register document, go to <http://fr.cos.com/Docs/aboutfr.shtml>. A subscription is required. To learn more about purchasing a subscription, go to: <http://fr.cos.com/Docs/subscribefr.shtml>.
- Additionally, there are several websites of interest through OGRIP’s website at <http://www.state.oh.us/ogrip/ogripsuboffice.htm>. Then click on the “Related Sites” icon at

the bottom of the page. This grant information is only a sampling of what is available. OGRIP hopes this is a helpful start for groups trying to locate GIS funds.

- **Great Lakes Information Network (GLIN)**– This group provides a funding and grants guide. It is an excellent source of many funding and granting organizations and projects. See <http://www.great-lakes.net>
- **Foundation Center Libraries** –The Foundation Center is a non-profit organization that focuses on helping organizations and individuals navigate through the world of philanthropic giving. The Foundation Center has a main library in Cleveland, Ohio that has access to numerous books as well as access to Foundation Directory Online/FC Search, the Foundation Center’s repository of private funder and funding information. The Foundation Center also has “cooperating collections” at other libraries throughout the State of Ohio that have a variety of material on fundraising and grant proposal development. Resources are free when used at the library. Access to FC Search (via the web) and other online services can be purchased for a fee for individual use. More information on the Foundation Center and the cooperating collections can be found at their website [www.fdncenter.org](http://www.fdncenter.org).
- **Ohio Grant Makers** – The Foundation Center produces a CD that has information and background on the private and corporate foundations in Ohio. The CD includes profiles of over 3,400 foundations in Ohio. This information would be useful for organizations that qualify for private foundation funding and who would like to research private funding prospects and the potential match with their projects.
- **Technology Grant News** – This is a quarterly publication that keeps its subscribers up to date on both public and private sector funding for technology. There is a fee for obtaining this service. To learn more about the information available in this publication, go to <http://www.technologygrantnews.com>.

## **Section 5: Grant Writing and Research Training**

There are many books on the grant writing process and researching grant prospects though the content and tone varies amongst the authors. Three very useful books include:

- Grant Seekers Toolkit, A Comprehensive Guide to Finding Funding by Cheryl Carter New and James Aaron Quick.
- The “How To” Grants Manual; Successful Grant Seeking Techniques for Obtaining Public and Private Grants, 4<sup>th</sup> edition by David G. Bauer.
- Securing Your Organization’s Future: A Complete Guide to Fundraising Strategies by Michael Seltzer.

The Grant Seekers Toolkit comes with some MS Word Documents on CD to help the grant writer through the various processes. Some of these documents may be very helpful in the proposal writing phase or for brainstorming ideas about the project and the funding needs. The chapters are clear and they offer many useful tips. The “How to” Grants Manual has a good section on Federal grants that will be very useful to organizations seeking federal funding. Chapters 11 and 12 of the 4<sup>th</sup> edition will help in the federal grant proposal writing phase. Securing Your Organization’s Future focuses largely on various strategies a non-profit organization can employ in their fundraising efforts. The author offers a number of sample documents for writing letters, brainstorming proposal ideas and executing various strategies. After each chapter the author provides an extensive bibliography, references, and Internet sites to research for additional information. This bibliography/reference material will be very useful for grant researchers.

These three books will help the grant researcher/writer during the research and writing process and will serve as good background material and reference material. There are many other books available and the grant researcher should use the library resources at the Foundation Center or other library or bookstore to find those resources that will best help him in the research and writing process.

There are many training resources available for grant writing. A few resources are listed below. Each resource should be contacted to determine exactly what types of courses are offered, the costs and location.

- Foundation Center Cleveland – [www.fdncenter.org](http://www.fdncenter.org) - the focus is mainly on non-profit organization, but the material is general and will be a useful primer of the grants world. Any staff working on grants for an organization should acquaint themselves with the Foundation Center resources and library collection. The Foundation Center has single and multiple day trainings as well as some 1 to 2 hour sessions (which serve as previews of the more extensive all day classes) that can be very helpful. Training is regularly held at the Cleveland library.
- The Grantsmanship Center – <http://www.tgci.com> - is an organization that provides training for all aspects of the grant process including grant research, grant proposal writing, and strategic planning for fund raising. Courses are offered throughout the year and in various locations.
- eCivis & Metasoft –are private companies that sell products to help with the grant research process. They sell web based tools that are available to single or multiple users in an

organization to search for grants. The eCivis product (called eCivis see [www.ecivis.com](http://www.ecivis.com)) focuses mainly on federal grants and the Metasoft product (called Foundation Search see [www.foundationsearch.com](http://www.foundationsearch.com)) focuses mainly on foundation/private grants. They offer grant proposal writing courses and research and writing services. These costs are in addition to the cost of using their product. They may be able to do a more customized course if more than one department in your organization is interested in training.

- Philanthropy Digest - <http://www.philanthropy.com> - is a leading publication of philanthropy news including information on grants, proposal writing, various guides, changes in funding policy, etc.
- Idealist.com - [www.idealism.com](http://www.idealism.com) - Idealist.com is a large website/portal into the non-profit world. It has a consultant listing that could be a resource to find part/full time grant writers, consulting firm, or development professionals.
- The Charity Channel - [www.charitychannel.com](http://www.charitychannel.com) - The Charity Channel website has a great deal of information about the non-profit world. They have many articles that can help the grant writer or grant researcher. This site may also be helpful to look for outside resources and education.

There are many other training courses and venues available for training. It is important for the grant research staff to sign up for various newsletters or emails from organizations like the Foundation Center, Philanthropy Digest or the Grantsmanship Center to get information on various training and opportunities for education.

## **Section 6: Grant Writing Guide from the CFDA**

There are many books on how to write a grant proposal. There is training available as well (see Section 5) that may be helpful. The following table has been copied directly from the *The Catalog of Federal Domestic Assistance (CFDA)*. This table can be found at this web site: [http://12.46.245.173/pls/portal30/CATALOG.GRANT\\_PROPOSAL\\_DYN.show](http://12.46.245.173/pls/portal30/CATALOG.GRANT_PROPOSAL_DYN.show) as of June 2004. This information, along with other grant information, can be found on the CFDA website. It is very useful for understanding what needs to be done when writing a grant proposal.

## **Developing And Writing Grant Proposals**

### **PART ONE: DEVELOPING A GRANT PROPOSAL**

#### **Preparation**

A successful grant proposal is one that is well-prepared, thoughtfully planned, and concisely packaged. The potential applicant should become familiar with all of the pertinent program criteria related to the Catalog program from which assistance is sought. Refer to the information contact person listed in the Catalog program description before developing a proposal to obtain information such as whether funding is available, when applicable deadlines occur, and the process used by the grantor agency for accepting applications. Applicants should remember that the basic requirements, application forms, information and procedures vary with the Federal agency making the grant award.

Individuals without prior grant proposal writing experience may find it useful to attend a grantsmanship workshop. A workshop can amplify the basic information presented here. Applicants interested in additional readings on grantsmanship and proposal development should consult the references listed at the end of this section and explore other library resources.

#### **INITIAL PROPOSAL DEVELOPMENT**

##### **Developing Ideas for the Proposal**

When developing an idea for a proposal it is important to determine if the idea has been considered in the applicant's locality or State. A careful check should be made with legislators and area government agencies and related public and private agencies which may currently have grant awards or contracts to do similar work. If a similar program already exists, the applicant may need to reconsider submitting the proposed project, particularly if duplication of effort is perceived. If significant differences or improvements in the proposed project's goals can be clearly established, it may be worthwhile to pursue Federal assistance.

##### **Community Support**

Community support for most proposals is essential. Once proposal summary is developed, look for individuals or groups representing academic, political, professional, and lay organizations which may be willing to support the proposal in writing. The type and caliber of community support is critical in the initial and subsequent review phases. Numerous letters of support can be persuasive to a grantor agency. Do not overlook support from local government agencies and public officials. Letters of endorsement detailing exact areas of project sanction and commitment are often requested as part of a proposal to a Federal agency. Several months may be required to develop letters of endorsement since something of value (e.g., buildings, staff, services) is sometimes negotiated between the parties involved.

Many agencies require, in writing, affiliation agreements (a mutual agreement to share services between agencies) and building space commitments prior to either grant approval or award. A useful method of generating community support may be to hold meetings with the top decision makers in the community who

would be concerned with the subject matter of the proposal. The forum for discussion may include a query into the merits of the proposal, development of a contract of support for the proposal, to generate data in support of the proposal, or development of a strategy to create proposal support from a large number of community groups.

### **Identification of a Funding Resource**

A review of the Objectives and Uses and Use Restrictions sections of the Catalog program description can point out which programs might provide funding for an idea. Do not overlook the related programs as potential resources. Both the applicant and the grantor agency should have the same interests, intentions, and needs if a proposal is to be considered an acceptable candidate for funding.

Once a potential grantor agency is identified, call the contact telephone number identified in Information Contacts and ask for a grant application kit. Later, get to know some of the grantor agency personnel. Ask for suggestions, criticisms, and advice about the proposed project. In many cases, the more agency personnel know about the proposal, the better the chance of support and of an eventual favorable decision. Sometimes it is useful to send the proposal summary to a specific agency official in a separate cover letter, and ask for review and comment at the earliest possible convenience. Always check with the Federal agency to determine its preference if this approach is under consideration. If the review is unfavorable and differences cannot be resolved, ask the examining agency (official) to suggest another department or agency which may be interested in the proposal. A personal visit to the agency's regional office or headquarters is also important. A visit not only establishes face-to-face contact, but also may bring out some essential details about the proposal or help secure literature and references from the agency's library.

Federal agencies are required to report funding information as funds are approved, increased or decreased among projects within a given State depending on the type of required reporting. Also, consider reviewing the Federal Budget for the current and budget fiscal years to determine proposed dollar amounts for particular budget functions.

The applicant should carefully study the eligibility requirements for each Federal program under consideration (see the Applicant Eligibility section of the Catalog program description). The applicant may learn that he or she is required to provide services otherwise unintended such as a service to particular client groups, or involvement of specific institutions. It may necessitate the modification of the original concept in order for the project to be eligible for funding. Questions about eligibility should be discussed with the appropriate program officer.

Deadlines for submitting applications are often not negotiable. They are usually associated with strict timetables for agency review. Some programs have more than one application deadline during the fiscal year. Applicants should plan proposal development around the established deadlines.

### **Getting Organized to Write the Proposal**

Throughout the proposal writing stage keep a notebook handy to write down ideas. Periodically, try to connect ideas by reviewing the notebook. Never throw away written ideas during the grant writing stage. Maintain a file labeled "Ideas" or by some other convenient title and review the ideas from time to time. The file should be easily accessible. The gathering of documents such as articles of incorporation, tax exemption certificates, and bylaws should be completed, if possible, before the writing begins.

## **REVIEW**

### **Criticism**

At some point, perhaps after the first or second draft is completed, seek out a neutral third party to review

the proposal working draft for continuity, clarity and reasoning. Ask for constructive criticism at this point, rather than wait for the Federal grantor agency to volunteer this information during the review cycle. For example, has the writer made unsupported assumptions or used jargon or excessive language in the proposal?

### **Signature**

Most proposals are made to institutions rather than individuals. Often signatures of chief administrative officials are required. Check to make sure they are included in the proposal where appropriate.

### **Neatness**

Proposals should be typed, collated, copied, and packaged correctly and neatly (according to agency instructions, if any). Each package should be inspected to ensure uniformity from cover to cover. Binding may require either clamps or hard covers. Check with the Federal agency to determine its preference. A neat, organized, and attractive proposal package can leave a positive impression with the reader about the proposal contents.

### **Mailing**

A cover letter should always accompany a proposal. Standard U.S. Postal Service requirements apply unless otherwise indicated by the Federal agency. Make sure there is enough time for the proposals to reach their destinations. Otherwise, special arrangements may be necessary. Always coordinate such arrangements with the Federal grantor agency project office (the agency which will ultimately have the responsibility for the project), the grant office (the agency which will coordinate the grant review), and the contract office (the agency responsible for disbursement and grant award notices), if necessary.

## **PART TWO: WRITING THE GRANT PROPOSAL**

### **The Basic Components of a Proposal**

There are eight basic components to creating a solid proposal package: (1) the proposal summary; (2) introduction of organization; (3) the problem statement (or needs assessment); (4) project objectives; (5) project methods or design; (6) project evaluation; (7) future funding; and (8) the project budget. The following will provide an overview of these components.

### **The Proposal Summary: Outline of Project Goals**

The proposal summary outlines the proposed project and should appear at the beginning of the proposal. It could be in the form of a cover letter or a separate page, but should definitely be brief -- no longer than two or three paragraphs. The summary would be most useful if it were prepared after the proposal has been developed in order to encompass all the key summary points necessary to communicate the objectives of the project. It is this document that becomes the cornerstone of your proposal, and the initial impression it gives will be critical to the success of your venture. In many cases, the summary will be the first part of the proposal package seen by agency officials and very possibly could be the only part of the package that is carefully reviewed before the decision is made to consider the project any further.

The applicant must select a fundable project which can be supported in view of the local need. Alternatives, in the absence of Federal support, should be pointed out. The influence of the project both during and after the project period should be explained. The consequences of the project as a result of funding should be highlighted.

## **Introduction: Presenting a Credible Applicant or Organization**

The applicant should gather data about its organization from all available sources. Most proposals require a description of an applicant's organization to describe its past and present operations. Some features to consider are:

- A brief biography of board members and key staff members.
- The organization's goals, philosophy, track record with other grantors, and any success stories.
- The data should be relevant to the goals of the Federal grantor agency and should establish the applicant's credibility.

## **The Problem Statement: Stating the Purpose at Hand**

The problem statement (or needs assessment) is a key element of a proposal that makes a clear, concise, and well-supported statement of the problem to be addressed. The best way to collect information about the problem is to conduct and document both a formal and informal needs assessment for a program in the target or service area. The information provided should be both factual and directly related to the problem addressed by the proposal. Areas to document are:

- The purpose for developing the proposal.
- The beneficiaries -- who are they and how will they benefit.
- The social and economic costs to be affected.
- The nature of the problem (provide as much hard evidence as possible).
- How the applicant organization came to realize the problem exists, and what is currently being done about the problem.
- The remaining alternatives available when funding has been exhausted. Explain what will happen to the project and the impending implications.
- Most importantly, the specific manner through which problems might be solved. Review the resources needed, considering how they will be used and to what end.

There is a considerable body of literature on the exact assessment techniques to be used. Any local, regional, or State government planning office, or local university offering course work in planning and evaluation techniques should be able to provide excellent background references. Types of data that may be collected include: historical, geographic, quantitative, factual, statistical, and philosophical information, as well as studies completed by colleges, and literature searches from public or university libraries. Local colleges or universities which have a department or section related to the proposal topic may help determine if there is interest in developing a student or faculty project to conduct a needs assessment. It may be helpful to include examples of the findings for highlighting in the proposal.

## **Project Objectives: Goals and Desired Outcome**

Program objectives refer to specific activities in a proposal. It is necessary to identify all objectives related to the goals to be reached, and the methods to be employed to achieve the stated objectives. Consider quantities or things measurable and refer to a problem statement and the outcome of proposed activities when developing a well-stated objective. The figures used should be verifiable. Remember, if the proposal is funded, the stated objectives will probably be used to evaluate program progress, so be realistic. There is literature available to help identify and write program objectives.

## **Program Methods and Program Design: A Plan of Action**

The program design refers to how the project is expected to work and solve the stated problem. Sketch out

the following:

- The activities to occur along with the related resources and staff needed to operate the project (inputs).
- A flow chart of the organizational features of the project. Describe how the parts interrelate, where personnel will be needed, and what they are expected to do. Identify the kinds of facilities, transportation, and support services required (throughputs).
- Explain what will be achieved through 1 and 2 above (outputs); i.e., plan for measurable results. Project staff may be required to produce evidence of program performance through an examination of stated objectives during either a site visit by the Federal grantor agency and or grant reviews which may involve peer review committees.
- It may be useful to devise a diagram of the program design. For example, draw a three column block. Each column is headed by one of the parts (inputs, throughputs and outputs), and on the left (next to the first column) specific program features should be identified (i.e., implementation, staffing, procurement, and systems development). In the grid, specify something about the program design, for example, assume the first column is labeled inputs and the first row is labeled staff. On the grid one might specify under inputs five nurses to operate a child care unit. The throughput might be to maintain charts, counsel the children, and set up a daily routine; outputs might be to discharge 25 healthy children per week. This type of procedure will help to conceptualize both the scope and detail of the project.
- Wherever possible, justify in the narrative the course of action taken. The most economical method should be used that does not compromise or sacrifice project quality. The financial expenses associated with performance of the project will later become points of negotiation with the Federal program staff. If everything is not carefully justified in writing in the proposal, after negotiation with the Federal grantor agencies, the approved project may resemble less of the original concept. Carefully consider the pressures of the proposed implementation, that is, the time and money needed to acquire each part of the plan. A Program Evaluation and Review Technique (PERT) chart could be useful and supportive in justifying some proposals.
- Highlight the innovative features of the proposal which could be considered distinct from other proposals under consideration.
- Whenever possible, use appendices to provide details, supplementary data, references, and information requiring in-depth analysis. These types of data, although supportive of the proposal, if included in the body of the design, could detract from its readability. Appendices provide the proposal reader with immediate access to details if and when clarification of an idea, sequence or conclusion is required. Time tables, work plans, schedules, activities, methodologies, legal papers, personal vitae, letters of support, and endorsements are examples of appendices.

### **Evaluation: Product and Process Analysis**

The evaluation component is two-fold: (1) product evaluation; and (2) process evaluation. Product evaluation addresses results that can be attributed to the project, as well as the extent to which the project has satisfied its desired objectives. Process evaluation addresses how the project was conducted, in terms of consistency with the stated plan of action and the effectiveness of the various activities within the plan.

Most Federal agencies now require some form of program evaluation among grantees. The requirements of the proposed project should be explored carefully. Evaluations may be conducted by an internal staff member, an evaluation firm or both. The applicant should state the amount of time needed to evaluate, how the feedback will be distributed among the proposed staff, and a schedule for review and comment for this type of communication. Evaluation designs may start at the beginning, middle or end of a project, but the applicant should specify a start-up time. It is practical to submit an evaluation design at the start of a project for two reasons:

- Convincing evaluations require the collection of appropriate data before and during program operations; and,

- If the evaluation design cannot be prepared at the outset then a critical review of the program design may be advisable.

Even if the evaluation design has to be revised as the project progresses, it is much easier and cheaper to modify a good design. If the problem is not well defined and carefully analyzed for cause and effect relationships then a good evaluation design may be difficult to achieve. Sometimes a pilot study is needed to begin the identification of facts and relationships. Often a thorough literature search may be sufficient.

Evaluation requires both coordination and agreement among program decision makers (if known). Above all, the Federal grantor agency's requirements should be highlighted in the evaluation design. Also, Federal grantor agencies may require specific evaluation techniques such as designated data formats (an existing information collection system) or they may offer financial inducements for voluntary participation in a national evaluation study. The applicant should ask specifically about these points. Also, consult the Criteria For Selecting Proposals section of the Catalog program description to determine the exact evaluation methods to be required for the program if funded.

### **Future Funding: Long-Term Project Planning**

Describe a plan for continuation beyond the grant period, and/or the availability of other resources necessary to implement the grant. Discuss maintenance and future program funding if program is for construction activity. Account for other needed expenditures if program includes purchase of equipment.

### **The Proposal Budget: Planning the Budget**

Funding levels in Federal assistance programs change yearly. It is useful to review the appropriations over the past several years to try to project future funding levels (see Financial Information section of the Catalog program description).

However, it is safer to never anticipate that the income from the grant will be the sole support for the project. This consideration should be given to the overall budget requirements, and in particular, to budget line items most subject to inflationary pressures. Restraint is important in determining inflationary cost projections (avoid padding budget line items), but attempt to anticipate possible future increases.

Some vulnerable budget areas are: utilities, rental of buildings and equipment, salary increases, food, telephones, [insurance](#), and transportation. Budget adjustments are sometimes made after the grant award, but this can be a lengthy process. Be certain that implementation, continuation and phase-down costs can be met. Consider costs associated with leases, evaluation systems, hard/soft match requirements, audits, development, implementation and maintenance of information and accounting systems, and other long-term financial commitments.

A well-prepared budget justifies all expenses and is consistent with the proposal narrative. Some areas in need of an evaluation for consistency are: (1) the salaries in the proposal in relation to those of the applicant organization should be similar; (2) if new staff persons are being hired, additional space and equipment should be considered, as necessary; (3) if the budget calls for an equipment purchase, it should be the type allowed by the grantor agency; (4) if additional space is rented, the increase in [insurance](#) should be supported; (5) if an indirect cost rate applies to the proposal, the division between direct and indirect costs should not be in conflict, and the aggregate budget totals should refer directly to the approved formula; and (6) if matching costs are required, the contributions to the matching fund should be taken out of the budget unless otherwise specified in the application instructions.

It is very important to become familiar with Government-wide circular requirements. The Catalog identifies in the program description section (as information is provided from the agencies) the particular circulars applicable to a Federal program. and summarizes coordination of Executive Order 12372.

"Intergovernmental Review of Programs" requirements in Appendix I. The applicant should thoroughly review the appropriate circulars since they are essential in determining items such as cost principles and conforming with Government guidelines for Federal domestic assistance.

## **GUIDELINES AND LITERATURE**

United States Government Manual  
Superintendent of Documents  
U.S. Government Printing Office  
Washington, DC 20402

OMB Circular Nos. A-87, A-102, A-110, and A-133, and Executive Order 12372:  
Publications Office  
Office of Administration  
Room 2200, 725 Seventeenth Street, NW.  
Washington, DC 20503

### **Government Printing Office (GPO) Resources**

The government documents identified above as available from the GPO can be requested (supply the necessary identifying information) by writing to:

Superintendent of Documents  
Government Printing Office  
Washington, DC 20402

### **Regional and Federal Depository Libraries**

Regional libraries can arrange for copies of Government documents through an interlibrary [loan](#). All Federal Depository Libraries will receive copies of the Catalog directly. A list of depository and regional libraries is available by writing: Chief, Library Division, Superintendent of Documents, Stop SLL, Washington, DC 20402.