



Dear Friend:

Thank you for contacting my office for federal grant assistance. I certainly applaud your efforts and hope I can be of assistance. My staff has compiled information related to grant programs offered by federal agencies and the grant application process, which I feel will be of great assistance to you.

This booklet of information is designed to explain the process, as well as offer guidance to help you select which grant might be applicable to your needs. You should contact the offices of your state representative and senator for information regarding state and local grants as federal funding is often allocated to states for various purposes.

I hope that the succeeding resources in this packet along with the aforementioned information will help you in your search for funding. In order to most effectively serve the constituents of the 10th District of Georgia, we cannot provide individualized grant assistance. However, my staff is trained to guide you through the process and track your grant as it proceeds through the federal system. Nicole Acevedo, my Constituent Services Representative and Grant Coordinator in the Augusta District Office, may be contacted at 706-447-3857 or Nicole.Acevedo@mail.house.gov.

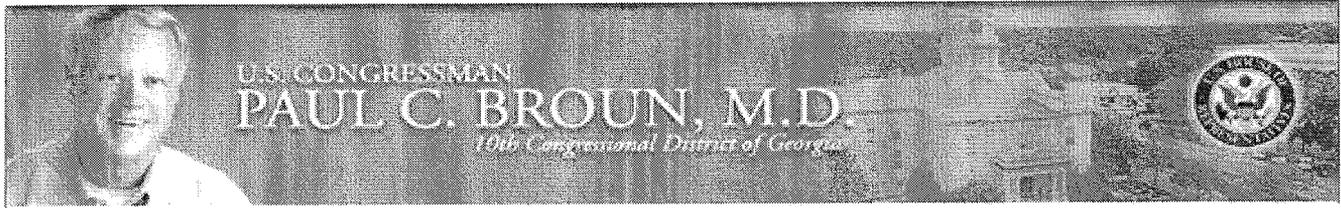
I look forward to helping you in any way that I can as we continue to provide the best for the citizens of the 10th District of Georgia.

Very Truly Yours,

Paul C. Broun, M.D.
Member of Congress

PB/na

Encl. as stated



Federal Grant Guidelines

First Step:

Please visit my website for information:

- www.broun.house.gov/grants.shtml
- Read all information enclosed in your grant information booklet.

Second Step:

Search these websites to identify possible funding resources:

- www.grants.gov
- www.house.gov/ffr/resources_all.shtml

Third Step:

To make an initial inquiry, please mail or fax the enclosed initial inquiry form to;

The Honorable Paul C. Broun, MD
ATTN: Nicole Acevedo
4246 Washington Road, Suite 6
Evans, GA 30809

Finally:

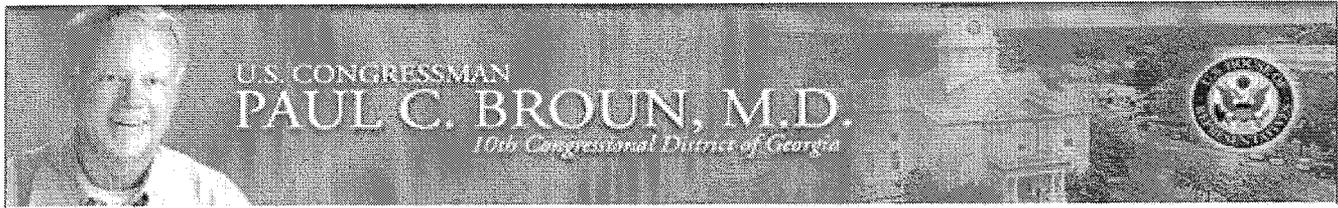
Once the application has been submitted, please mail a copy of the complete application with the enclosed Grant Tracking Sheet to Ms. Acevedo.

Congressional Contact Person:

Nicole Acevedo
Office: 706-447-3857
Fax: 706-868-8756

Mailing Address:

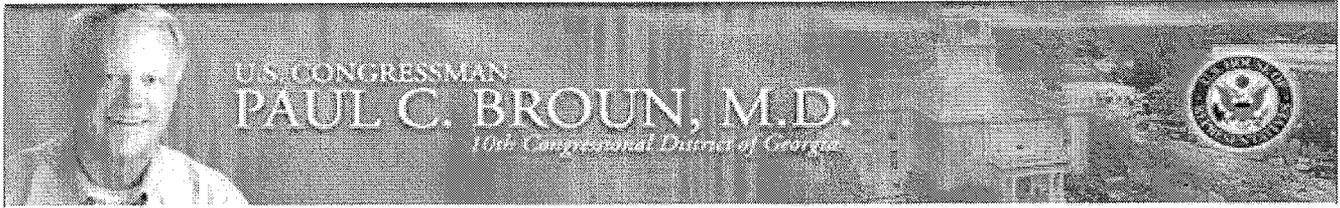
The Honorable Paul C. Broun, MD
ATTN: Nicole Acevedo
4246 Washington Road, Suite 6
Evans, GA 30809



How I Can Help With Your Grant

There are a number of ways in which I can help you throughout the grant process. I can:

1. Assist your organization with locating appropriate federal funding sources. My office is here to help public and private organizations navigate the federal grant process. However, in order to most effectively serve the constituents of the 10th District of Georgia, we cannot provide individualized grant assistance.
2. Provide a letter of endorsement in support of the grant.
3. Provide follow up phone calls to the appropriate agency after grant application has been filed.
4. Upon your grant's approval, assist in organizing an appropriate event to highlight your organization and the programs this funding will help provide the community.



Grant Initial Inquiry Form

Name of local organization seeking funds: _____

Contact at local organization: _____

Name

Mailing Address, City, State, Zip

E-mail Address

Telephone Number

Name of Federal Agency: _____

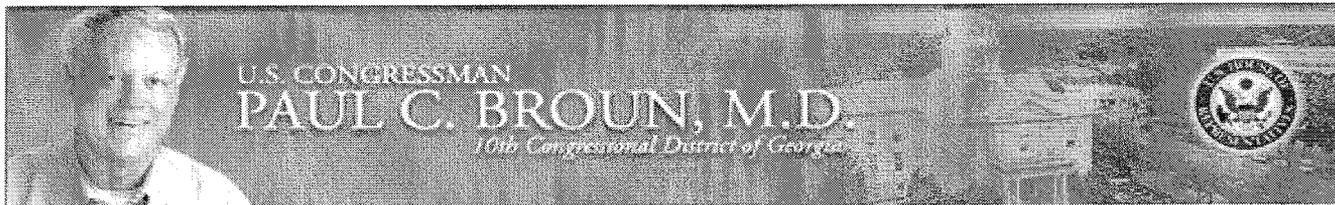
Brief Summary of purpose of grant:

Amount of funds sought: _____

Are you a local governmental agency or do you have 501 (c) status? _____

(If the answer is no, it does not disqualify you for federal grant funds although it may limit the grants available to your organization.)

Please mail this form to:
The Honorable Paul C. Broun, MD
ATTN: Nicole Acevedo
4246 Washington Road, Suite 6
Evans, GA 30809



Grant Tracking Form

Name of local organization seeking funds: _____

Contact at local organization: _____

Name

Mailing Address, City, State, Zip

E-mail Address

Telephone Number

Name of Federal Agency: _____

Contact at Federal Agency: _____

Name

Telephone Number

Date of application submission: _____

File number of application: _____

Date of application mailed to Congressman: _____

Other applicable information:

Please mail this form along with the complete application to:

The Honorable Paul C. Broun, MD

ATTN: Nicole Acevedo

4246 Washington Road, Suite 6

Evans, GA 30809



Resources for Grantseekers

Merete F. Gerli
Information Research Specialist

January 7, 2009

Congressional Research Service

7-5700

www.crs.gov

RL34012

CRS Report for Congress

Prepared for Members and Committees of Congress

Summary

This report describes key sources of information on government and private funding, and outlines eligibility for federal grants. Federal grants are intended for projects benefiting states and communities. Individuals may be eligible for other kinds of benefits or assistance, or small businesses and students may be eligible for loans. Free information is readily available to grantseekers who generally know best the details of their projects. The Catalog of Federal Domestic Assistance (CFDA) describes 1600 federal programs, 1000 of them grants, and can be searched by keyword, subject, department or agency, program title, beneficiary, and applicant eligibility. Federal department and agency websites provide additional information and guidance, and provide state agency contacts. Once a program has been identified, eligible grantseekers may apply electronically for grants at the website Grants.gov through a uniform process for all agencies. Through Grants.gov, they may identify when federal funding notices and deadlines for a CFDA program become available, sign up for e-mail notification of funding opportunities, and track the progress of submitted applications.

Since government funds may be limited, the report also discusses sources of private and corporate foundation funding. The Foundation Center is a clearinghouse for information about private, corporate, and community foundations, with collections of resources in every state.

Included in this report are sources of information on writing grant proposals. See also CRS Report RL32159, *How to Develop and Write a Grant Proposal*, by Merete F. Gerli.

Sources described in this report are also included in the CRS website WG02001, *Grants and Federal Domestic Assistance Web Page*, by Merete F. Gerli. Upon request, this website may be added to a Member's home page. For congressional staff, see also CRS Report RL34035, *Grants Work in a Congressional Office*, by Merete F. Gerli.

This report will be updated at the beginning of every Congress.

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Introduction

Congressional offices are often approached by constituents seeking grants for projects, including local governments, nonprofit groups, community organizations, small businesses, and individuals. Though many hope for federal funding, such assistance is often limited and other funding sources such as private foundations should be considered.

Federal grants are not benefits or entitlements to individuals. Grants are intended for projects serving state, community, and local needs. Most federal funding goes to state and local governments, which in turn may make sub-awards to local entities such as eligible nonprofit organizations. Local governments seeking funds for community services, infrastructure, and economic revitalization may be eligible to tap into state or federal funds. Government assistance may also be available for nonprofit organizations, including faith-based groups, for initiatives such as establishing soup kitchens or after-school tutoring programs benefitting entire communities.

For others, such as for individuals seeking financial help, starting or expanding a small business, or needing funds for education, benefits or loans may be available.

- Individuals looking for government benefits (such as for child or health care, housing or energy costs, disability or veterans needs, or “living assistance”) may find useful the website GovBenefits.gov at <http://www.govbenefits.gov>.
- Students seeking financial aid can search Student Aid on the Web at <http://www.Studentaid.ed.gov>.
- To start or expand a small business, the federal government provides help in the form of loans, advisory, and technical assistance. See the Small Business Administration (SBA) website at <http://www.sba.gov> to find programs and state or local SBA offices.

Groups seeking funding for projects need first to determine the most appropriate sources of funds. Because government funds may be limited, sources of private funding should also be considered. State and community foundations may be particularly interested in funding local projects; many projects may require a combination of government and private funding. Local business or foundation funding might be appropriate for supporting local memorials or programs. Community fund-raising may be more suitable for school enrichment activities such as band or sports uniforms or field trips.

For eligible state and local governments and nonprofit organizations, identifying appropriate programs, and then contacting federal and state agencies early in the process, before submitting formal applications, is recommended. State-located federal offices often handle federal grant applications and disbursement of funds. State government departments and agencies also fund projects and administer federal block grants.

Who is Eligible for a Government Grant?

There are many groups or organizations that are eligible to apply for government grants. Typically, most grantee entities fall into the following categories:¹

- Government Organizations
 - State Governments
 - Local Governments
 - City or Township Governments
 - Special District Governments
 - Native American Tribal Governments (federally recognized)
 - Native American Tribal Governments (other than federally recognized)
- Education Organizations
 - Independent School Districts
 - Public and State Controlled Institutions of Higher Education
 - Private Institutions of Higher Education
- Public Housing Organizations
 - Public Housing Authorities
 - Indian Housing Authorities
- Non-Profit Organizations
 - Nonprofits having a 501(c)(3) status with the IRS, other than institutions of higher education
 - Nonprofits that do not have a 501(c)(3) status with the IRS, other than institutions of higher education
- For-Profit Organizations (other than small businesses)

Some constituents may have seen or heard media advertisements claiming federal grants are available to help them. However, the Federal Trade Commission (FTC), the nation's consumer protection agency, cautions grantseekers:²

Sometimes, it's an ad that claims you will qualify to receive a "free grant" to pay for education costs, home repairs, home business expenses, or unpaid bills. Other times, it's a phone call supposedly from a "government" agency or some other organization with an official sounding name. In either case, the claim is the same: your application for a grant is guaranteed to be accepted, and you'll never have to pay the money back.

¹ Grants.gov website Who is Eligible for a Grant? at <http://www.grants.gov/aboutgrants/eligibility.jsp>

² Federal Trade Commission, FTC Consumer Alert, "Free Government Grants: Don't Take Them For Grant-ed," September 2006; at <http://www.ftc.gov/bcp/edu/pubs/consumer/alerts/alt134.shtm>.

But, warns the FTC, these “money for nothing” grant offers usually are misleading, whether you see them in your local paper or a national magazine, or hear about them on the phone. Consumers should beware of paying “processing fees” for information that is available free to the public. Ads claiming federal grants are available for home repairs, home business, unpaid bills, or other personal expenses are often a scam.

Key Federal Sources

Catalog of Federal Domestic Assistance (General Services Administration)

<http://www.cfda.gov>

The Catalog of Federal Domestic Assistance (CFDA) is the primary source of information on federal grants and nonfinancial assistance programs. Actual funding depends upon annual budget appropriations. For example some authorized federal programs may be described in the Catalog but Congress may choose not to fund them in a certain budget year. Once a program is identified in CFDA, for current notices of funding availability and to apply, see Grants.gov (below). Key features of CFDA include the following.

- Describes some 1,600 federal domestic assistance programs, financial and nonfinancial assistance programs administered by the departments and agencies of the federal government; approximately 1000 of these are grants programs.
- Allows grantseekers to identify federal programs that might provide support for their projects, either directly, or through grants to states and local governments that in turn make sub-awards to local grantseekers.
- Available free to the public, searchable full-text, and updated continuously on the Web.
- Enables searching by keyword; or by other useful browsable listings, such as by subject, by department or agency, by applicant eligibility, by beneficiary, or by other category.
- For each program, describes objectives of the program, eligibility requirements, the application and award process, post assistance requirements, past fiscal year obligations and future estimates, program accomplishments and examples of funded projects, related CFDA programs, and information contacts, including regional or local offices of federal agencies if applicable.
- Links to department and agency websites and to Office of Management and Budget (OMB) circulars affecting program management and record-keeping requirements.
- Includes information on developing and writing grant proposals: provides guidance in formulating federal grant applications, proposal development, basic components of a proposal, review recommendations, and referral to federal guidelines and literature.

Although more easily searchable and continuously updated on the Internet, the printed *Catalog* is available to the public in local government depository libraries in every state; see addresses of libraries at <http://www.gpoaccess.gov/libraries.html>.

Grants.gov (via U.S. Department of Health and Human Services)

<http://www.grants.gov>

After grantseekers identify federal programs in CFDA and contact agencies (see section below), they may be directed to the website Grants.gov to apply for federal grants when application announcements for competitive grants become available. The website allows grantseekers to register and download applications for current competitive funding opportunities from all 26 federal grants-making agencies. Grantseekers themselves can check on notices of funding availability (NOFAs) or requests for proposals (RFPs); sign up to receive e-mail notification of grant opportunities; and apply for federal grants online through a unified process. The site also guides grantseekers in obtaining Dun and Bradstreet (DUNS) numbers, required for all federal grants.

To download and submit an application from Grants.gov, registration is required. The site provides a narrated tutorial on how to complete a grant application package and a Frequently Asked Questions (FAQs) page. Once an application is submitted, grants applicants themselves can then track progress of their application using their unique ID and password. Applications can be identified by CFDA number, funding opportunity number, competition ID, and/or Grants.gov tracking number.

Federal Contacts in States and State Administering Agencies (SAAs)

For eligible state and local governments and nonprofit organizations, after identifying appropriate programs it is recommended grantseekers contact federal and state agencies early in the process, before submitting formal applications. State-located federal offices often handle federal grant applications and disbursement of funds. State government departments and agencies also fund projects and administer federal block grants.

Federal Agency Regional and Local Office Addresses (from CFDA)

<http://www.cfda.gov/CFDA/pdf/appx4.pdf>

Many federal department and agencies have state or regional offices that grantseekers can contact for additional program information and application procedures. For listings, consult CFDA Appendix IV, Federal Agency Regional and Local Office Addresses. Much of the federal grant budget moves to the states through formula and block grants. State, regional, and local federal offices often handle grants applications and funds disbursement. Each federal agency has its own procedures: applicants should call the department or agency in question before applying for funding to obtain the most up-to-date information.

State Administering Agencies

Many federal grants such as formula and block grants are awarded directly to state governments, which then set priorities and allocate funds within that state. For more information on how a state intends to distribute federal formula funds, grantseekers can contact the State Administering Agency (SAA). State government agencies are familiar with federal program requirements, can assist local governments and nonprofit organizations with proposals, and can provide other guidance.

Many federal department and agency websites include SAAs and often the site will have an interactive U.S. map. Grantseekers can click on their state and obtain program and state contact information. A selection of some executive department websites includes the following:³

- Agriculture Rural Development State Contacts
http://www.rurdev.usda.gov/recd_map.html
- National Endowment for the Arts (NEA) Partners
http://www.arts.gov/partner/state/SAA_RAO_list.html
- Commerce Offices and Services
<http://www.commerce.gov/statemap2.html>
- Education (ED) State Contacts
<http://www.ed.gov/about/contacts/state/index.html>
- Energy (DOE) State Contacts
http://www.eere.energy.gov/state_energy_program/seo_contacts.cfm
- Environmental Protection Agency (EPA) Grant Regional Office
<http://www.epa.gov/ogd/grants/regional.htm>
- Federal Emergency Management Agency (FEMA) State Offices and Agencies
<http://www.fema.gov/about/contact/statedr.shtm>
- Health and Human Services (HHS), Administration on Children and Families: State Contacts
http://www.acf.hhs.gov/acf_contact_us.html#state
- Homeland Security (DHS) State Contacts and Grant Award Information
<http://www.dhs.gov/xgovt/grants/index.shtm>
- Housing and Urban Development (HUD) State/Local Offices
<http://www.hud.gov/localoffices.cfm>
- National Endowment for the Humanities (NEA) State Councils
<http://www.neh.gov/whoweare/statecouncils.html>
- Office of Justice Programs (OJP) State Administering Agencies
<http://www.ojp.usdoj.gov/saa/>
- Labor (DOL) Education and Training Administration, State Contacts
<http://www.doleta.gov/regions/statecontacts/>
- Small Business Administration
<http://www.sba.gov/localresources/index.html>
- Transportation, Federal Transit Administration (FTA) Regional Offices
http://www.fta.dot.gov/regional_offices.html
- Veterans Affairs State/Territory Offices
<http://www.va.gov/statedva.htm>

State Single Point of Contact (Office of Management and Budget)
<http://www.whitehouse.gov/omb/grants/spoc.html>

³ Compiled by CRS from executive department and agency websites.

States often require federal grants applicants to submit a copy of their application for state government review and comment, and many (but not all) have designated a state Single Point of Contact (SPOC). The state offices listed here coordinate government grants development and may provide guidance to grantseekers.

Related Federal Sources

A-Z Index of U.S. Government Departments and Agencies (General Services Administration)
http://www.usa.gov/Agencies/Federal/All_Agencies/index.shtml

To better develop a grant proposal, search a department or agency's home page to learn more about its programs and objectives. The site also includes the following:

- **Government Benefits, Grants and Financial Aid**
<http://www.usa.gov/Citizen/Topics/Benefits.shtml>
- **Grants and Financial Management**
http://www.usa.gov/Government/State_Local/Grants.shtml
Covers grants management, federal assistance programs, resources about acquisition and procurement, financial management, and taxes.
- **Grants, Loans, and Other Assistance**
<http://www.usa.gov/Business/Nonprofit.shtml>
Links to federal department and agency information and services, fundraising and outreach, grants, loans and other assistance, laws and regulations, management and operations, registration and licensing, and taxes.
- **Businesses and Nonprofits**
http://www.usa.gov/Business/Business_Gateway.shtml
Links to useful sites, including financial assistance, for small business, government contractors, and foreign business in the United States.

Faith-Based and Community Initiatives (FBCI, Office of the President)
<http://www.whitehouse.gov/government/fbci/centers.html>

The FBCI initiative identified federal programs for which faith-based and community organizations may apply. The following FBCI publications may be of help to organizations seeking funds.

- **Guidance to Faith-Based and Community Organizations on Partnering with the Federal Government**
http://www.whitehouse.gov/government/fbci/guidance_document_01-06.pdf
- **Federal Funds for Organizations That Help Those in Need**
<http://www.whitehouse.gov/government/fbci/grants-catalog-05-2006.pdf>
Describes some 170 federal programs, many of which can be applied for directly. Some are "formula grants" made available to states and local governments, which in turn award funds to grassroots and local organizations. For those, grantseekers must contact local and state agencies responsible for managing the programs.

- **A Guide to Federal Economic Development Programs for Faith-Based and Community Organizations**
http://www.whitehouse.gov/government/fbci/EconDevCatalogue_v2.pdf
Presents a categorized listing of sample economic development efforts funded by the federal government, for service organizations interested in strengthening economic projects of individuals, communities, and businesses.

Homeland Security State Contacts & Grants Award Information (U.S. Department of Homeland Security)

<http://www.dhs.gov/xgovt/grants/index.shtm>

Click on map for state allocations and contact information. Most Homeland Security non-disaster grant programs are designated for state and local governments and specific entities such as colleges, etc. Unsolicited applications from individuals are generally not accepted. Includes Urban Area Security Initiative, Citizens Corps, Medical Response System, Operation Stonegarden (border security), and Infrastructure Protection. Assistance to Firefighters may be found at <http://www.firegrantsupport.com/>.

Grants Management Website (Office of Management and Budget)

<http://www.whitehouse.gov/omb/grants/index.html>

OMB establishes government-wide grants management policies and guidelines through circulars and common rules. OMB Circulars are cited in CFDA program descriptions.

Private, Corporate, and Additional Funding Sources

Foundation Center

<http://www.foundationcenter.org/>

Information gateway to the grant seeking process, private funding sources (including national, state, community, and corporate foundations), guidelines on writing a grants proposal, addresses of libraries in every state with grants reference collections, and links to other useful Internet websites. The Center maintains a comprehensive database on foundation grantsmanship, publishes directories and guides, conducts research and publishes studies in the field, and offers a variety of training and educational seminars. Free information on the website includes the following:

- **Guide to Funding Research**
<http://foundationcenter.org/getstarted/tutorials/gfr/index.html>
- **Foundation Finder**
<http://lnp.foundationcenter.org/finder.html>
Search for information about more than 70,000 private and community foundations.
- **Proposal Writing Short Course**
<http://fdncenter.org/learn/shortcourse/prop1.html>
Free tutorial on developing a good grant proposal; also in Spanish, French, and other languages.

- Foundation Center Cooperating Collections
<http://foundationcenter.org/collections/>
Libraries in every state providing the Foundation Directory Online and free funding information for grantseekers.

Community Foundations Locator (Council on Foundations)

<http://www.cof.org/Locator/index.cfm?crumb=2>

Community foundations are often particularly interested in local projects and maintain diverse grants programs.

Funding Sources (Grantsmanship Center)

<http://tgci.com/funding.shtml>

The website provides listings by state of top grantmaking, community, and corporate foundations that grantseekers might consider in identifying likely sources of private foundation funding.

Grants and Related Resources (Michigan State University Libraries)

<http://www.lib.msu.edu/harris23/grants/index.htm>

Government and private grants resources, primarily Web, by subject or group categories, updated frequently. Includes listings for nonprofits, individuals, and businesses.

- Grants for Nonprofits
<http://www.lib.msu.edu/harris23/grants/2sgalpha.htm>
- Grants for Individuals
<http://www.lib.msu.edu/harris23/grants/3subject.htm>
- Funding for Business and Economic Development
<http://www.lib.msu.edu/harris23/grants/2biz.htm>

Grant Proposal Writing Websites

A number of websites provide guidance, tips, and sample proposals. Constituents may also request from congressional offices CRS Report RL32159, *How to Develop and Write a Grant Proposal*, by Merete F. Gerli, which discusses standard content and formats. Websites that may be useful include the following:

- Developing and Writing Grant Proposals (CFDA)
http://12.46.245.173/pls/portal30/CATALOG.GRANT_PROPOSAL_DYN.show
- Grant-Writing Tutorial (Environmental Protection Agency and Purdue University)
<http://www.purdue.edu/envirosoft/grants/src/msieopen.htm>
- Grant-writing Tools for Non-Profit Organizations
<http://www.npguides.org/> (includes sample proposals at http://www.npguides.org/guide/sample_proposals.htm)
- Proposal Writing Short Course (Foundation Center)
<http://fdncenter.org/learn/shortcourse/prop1.html> (also has sample proposals)

- Sample Proposals (SchoolGrants.org)
<http://www.k12grants.org/samples/>
- Selected Proposal Writing Websites (University of Pittsburgh)
<http://www.pitt.edu/~offres/proposal/propwriting/websites.html>
- What Reviewers Look For (College of William and Mary)
<http://www.wm.edu/grants/PROP/reviewers.htm>
- Writing a Successful Grant Proposal (Minnesota Council on Foundations)
<http://www.mcf.org/mcf/grant/writing.htm>

Author Contact Information

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How to Develop and Write a Grant Proposal

Merete F. Gerli
Information Research Specialist

May 25, 2007

Congressional Research Service

7-5700

www.crs.gov

RL32159

CRS Report for Congress
Prepared for Members and Committees of Congress

Summary

This report is intended for Members and staff assisting grant seekers in districts and states, and it includes writing proposals for both government and private foundations grants. In preparation for writing a proposal, the report first discusses preliminary information gathering and preparation, developing ideas for the proposal, gathering community support, identifying funding resources, and seeking preliminary review of the proposal and support of relevant administrative officials.

The second section of the report covers the actual writing of the proposal, from outlining of project goals, stating the purpose and objectives of the proposal, explaining the program methods to solve the stated problem, and how the results of the project will be evaluated, to long-term project planning, and, finally, developing the proposal budget.

The last section of the report includes a listing of free grants-writing websites, some in Spanish as well as English, including the Foundation Center's "Proposal Writing Short Course."

Related CRS reports are CRS Report RL34012, *Grants Information for Constituents*, by Merete F. Gerli; and CRS Report RS21117, *Ethical Considerations in Assisting Constituents With Grant Requests Before Federal Agencies*, by Jack Maskell.

This report will be updated as needed.

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Developing a Grant Proposal

Preparation

A well-formed grant proposal is one that is carefully prepared, thoughtfully planned, and concisely packaged. The potential applicant generally seeks first to become familiar with all of the pertinent program criteria of the funding institution. Before developing a proposal, the potential applicant may refer to the information contact listed in the agency or foundation program description to learn whether funding is available, when applicable deadlines occur, and the process used by the grantor agency or private foundation for accepting applications.

Grant seekers should know that the basic requirements, application forms, information, and procedures vary among grant-making agencies and foundations. Federal agencies and large foundations may have formal application packets, strict guidelines, and fixed deadlines with which applicants must comply, while smaller foundations may operate more informally and even provide assistance to inexperienced grantseekers. However, the steps outlined in this report generally apply to any grant-seeking effort.

Individuals without prior grant proposal writing experience may find it useful to attend a grantsmanship class or workshop. Applicants interested in locating workshops or consulting more resources on grantsmanship and proposal development should consult the Internet sites listed at the end of this report and explore other resources in their local libraries.

Local governments may obtain grant writing assistance from a state's office of Council of Governments (CSG) or Regional Council. The primary mission of CSG is to promote and strengthen state government in the federal system by providing staff services to organizations of state officials. Grassroots or small faith-based nonprofit organizations can seek the help and advice of larger more seasoned nonprofit organizations or foundations in their state. (Internet and library resources can be consulted to identify them.)

Developing Ideas for the Proposal

The first step in proposal planning is the development of a clear, concise description of the proposed project. To develop a convincing proposal for project funding, the project must fit into the philosophy and mission of the grant-seeking organization or agency; and the need that the proposal is addressing must be well documented and well-articulated. Typically, funding agencies or foundations will want to know that a proposed activity or project reinforces the overall mission of an organization or grant seeker, and that the project is necessary. To make a compelling case, the following should be included in the proposal:

- Nature of the project, its goals, needs, and anticipated outcomes;
- How the project will be conducted;
- Timetable for completion;
- How best to evaluate the results (performance measures);

- Staffing needs, including use of existing staff and new hires or volunteers; and
- Preliminary budget, covering expenses and financial requirements, to determine what funding levels to seek.

When developing an idea for a proposal, it is also important to determine if the idea has already been considered in the applicant's locality or state. A thorough check should be made with state legislators, local government, 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. However, if significant differences or improvements in the proposed project's goals can be clearly established, it may be worthwhile to pursue federal or private foundation assistance.

Community Support

For many proposals, community support is essential. Once a proposal summary is developed, an applicant may 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 influence the administering agency or foundation. An applicant may elicit support from local government agencies and public officials. Letters of endorsement detailing exact areas of project sanction and financial or in-kind 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.

While money is the primary concern of most grantseekers, thought should be given to the kinds of nonmonetary contributions that may be available. In many instances, academic institutions, corporations, and other nonprofit groups in the community may be willing to contribute technical and professional assistance, equipment, or space to a worthy project. Not only can such contributions reduce the amount of money being sought, but evidence of such local support is often viewed favorably by most grant-making agencies or foundations.

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. Two useful methods of generating community support may be to form a citizen advisory committee or to hold meetings with community leaders who would be concerned with the subject matter of the proposal. The forum may include the following:

- Discussion of the merits of the proposal,
- Development of a strategy to create proposal support from a large number of community groups, institutions, and organizations, and
- Generation of data in support of the proposal.

Identifying Funding Resources

Once the project has been specifically defined, the grant seeker needs to research appropriate funding sources. Both the applicant and the grantor agency or foundation should have the same interests, intentions, and needs if a proposal is to be considered an acceptable candidate for funding. It is generally not productive to send out proposals indiscriminately in the hope of attracting funding. Grant-making agencies and foundations whose interest and intentions are consistent with those of the applicant are the most likely to provide support. An applicant may cast a wide, but targeted, net. Many projects may only be accomplished with funds coming from a combination of sources, among them federal, state, or local programs and grants from private or corporate foundations.

The best funding resources are now largely on the Internet. Key sources for funding information include the federal government's *Catalog of Federal Domestic Assistance* (CFDA) <http://www.cfda.gov>, and the Foundation Center <http://www.foundationcenter.org>, the clearinghouse of private and corporate foundation funding. For a summary of federal programs and sources, see CRS Report RL34012, *Grants Information for Constituents*, by Merete F. Gerli, and other CRS reports on topics such as community or social services block grants to states, rural development assistance, federal allocations for homeland security, and other funding areas, may be requested from a Senator or Representative.

A review of the government or private foundation's program descriptions' objectives and uses, as well as any use restrictions, can clarify which programs might provide funding for an idea. When reviewing individual CFDA program descriptions, applicants may also target the related programs as potential resources. Also, the kinds of projects the agency or foundation funded in the past may be helpful in fashioning your grant proposal. Program listings in the CFDA or foundation information will often include examples of past funded projects.

Many federal grants do not go directly to the final beneficiary, but are awarded through "block" or "formula" grants to state or local agencies which, in turn, distribute the funds. For more information, CRS Report RL30705, *Federal Grants to State and Local Governments: A Brief History*, may be requested from a Representative or Senator.

There are many types of foundations: national, family, community, corporate, etc. For district or community projects, as a general rule, it is a good idea to look for funding sources close to home, which are frequently most concerned with solving local problems. Corporations, for example, tend to support projects in areas where they have offices or plants. Most foundations only provide grants to nonprofit organizations (those registered by the Internal Revenue Service as having 501(c) tax-exempt status), though the Foundation Center publishes information about foundation grants to individuals.

Once a potential grantor agency or foundation is identified, an applicant may contact it and ask for a grant application kit or information. Later, the grant seeker may ask some of the grantor agency or foundation personnel for suggestions, criticisms, and advice about the proposed project. In many cases, the more agency or foundation 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 or foundation official in a separate cover letter, and ask for preliminary review and comment. An applicant may check

with the government agency or foundation first to determine its preference if this approach is under consideration. If the review is unfavorable and differences cannot be resolved, the grant seeker may ask the examining agency or foundation official to suggest another department, agency, or foundation which may be interested in the proposal. A personal visit to the agency's or foundation's state or regional office or headquarters (if available) may also be beneficial. A visit not only establishes face-to-face contact but also may bring out some essential details about the proposal or help secure additional advice or information.

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, grant seekers may consider reviewing the federal budget for the current and future fiscal years to determine proposed dollar amounts for particular budget functions.

The grant seeker should carefully study the eligibility requirements for each government or foundation program under consideration (see for example the Applicant Eligibility and Rules and Regulations sections of the CFDA program description). Federal department and agency websites generally include additional information about their programs. CFDA program descriptions and websites include information contacts. Applicants should direct questions and seek clarification about requirements and deadlines from them. 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.

For federal grants, funding opportunities notices appear on the website Grants.gov <http://www.grants.gov>. Applicants can search and sign up for email notification of funding opportunities, and download applications packages. To submit applications, registration is required. Deadlines for submitting applications are often not negotiable, though some federal programs do have open application dates (refer to the CFDA program description). For private foundation funding opportunities, grant seekers contact foundations themselves; or check the Foundation Center's website for daily postings of Requests for Proposals (RFPs) at <http://foundationcenter.org/findfunders/fundingsources/rfp.html>. Specified deadlines are usually associated with strict timetables for agency or foundation review. Some programs have more than one application deadline during the fiscal or calendar year. Applicants should plan proposal development around the established deadlines.

Getting Organized to Write the Proposal

The grant seeker, having narrowed down the field of potential funders, may want to approach the most likely prospects to confirm that they might indeed be interested in the project. Many federal agencies and foundations are willing to provide an assessment of a preliminary one- or two-page concept paper before a formal proposal is prepared. The concept paper should give a brief description of the needs to be addressed, who is to carry out the project, what is to be accomplished, by what means, how long it will take, how the accomplishments will be measured, plans for the future, how much it will cost, and the ways this proposal relates to the mission of the funding source.

Developing a concept paper is excellent preparation for writing the final proposal. The grant seeker should try to see the project or activity from the viewpoint of the grant-making agency or foundation. Like the proposal, the concept paper should be brief, clear, and informative. It is

important to understand that from the funder's vantage point, the grant is not seen as the end of the process, but only as the midpoint. The funder will want to know what will happen to the project once the grant ends. For example, will it be self-supporting or will it be used as a demonstration to apply for further funding? Will it need ongoing support, for how long, and what are the anticipated outcomes?

If the funding source expresses interest in the concept paper, the grant seeker can ask for suggestions, criticism, and guidance, before writing the final proposal.

Feedback and dialog are essential elements to a successful funding proposal.

Throughout the proposal writing stage, an applicant may want to keep a notebook or a file handy to write down or gather ideas and related materials and review them. The gathering of documents such as articles of incorporation, tax exemption certificates, and bylaws should be completed, if possible, before the writing begins.

At the end of this report, useful websites review cover proposal writing, give sample grant proposals (including a template for writing a proposal), and link to federal program information and grants management circulars.

Writing an Effective Grant Proposal

Overall Considerations

An effective grant proposal has to make a compelling case. Not only must the idea be a good one, but so must the presentation. Things to be considered include the following:

- All of the requirements of the funding source must be met: prescribed format, necessary inclusions, deadlines, etc.
- The proposal should have a clear, descriptive title.
- The proposal should be a cohesive whole, building logically, with one section leading to another; this is an especially important consideration when several people have been involved in its preparation.
- Language should be clear and concise, devoid of jargon; explanations should be offered for acronyms and terms which may be unfamiliar to someone outside the field.
- Each of the parts of the proposal should provide as brief but informative a narrative as possible, with supporting data relegated to an appendix.

At various stages in the proposal writing process, the proposal should be reviewed by a number of interested and disinterested parties. Each time it has been critiqued, it may be necessary to rethink the project and its presentation. While such revision is necessary to clarify the proposal, one of the dangers is that the original excitement of those making the proposal sometimes gets written out. Somehow, this must be conveyed in the final proposal. Applicants are advised: Make it interesting!

Basic Components of a Proposal

The basic sections of a standard grant proposal include the following:

1. Cover letter
2. Proposal summary or abstract
3. Introduction describing the grant seeker or organization
4. Problem statement (or needs assessment)
5. Project objectives
6. Project methods or design
7. Project evaluation
8. Future funding
9. Project budget

Cover Letter

The one-page cover letter should be written on the applicant's letterhead and should be signed by the organization's highest official. It should be addressed to the individual at the funding source with whom the organization has dealt, and should refer to earlier discussions. While giving a brief outline of the needs addressed in the proposal, the cover letter should demonstrate a familiarity with the mission of the grantmaking agency or foundation and emphasize the ways in which this project contributes to these goals.

Proposal Summary: Outline of Project Goals

The grant 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 should be prepared after the grant proposal has been developed in order to encompass all the key points necessary to communicate the objectives of the project. It is this document that becomes the cornerstone of the proposal, and the initial impression it gives will be critical to the success of the venture. In many cases, the summary will be the first part of the proposal package seen by agency or foundation 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 summary should include a description of the applicant, a definition of the problem to be solved, a statement of the objectives to be achieved, an outline of the activities and procedures to be used to accomplish those objectives, a description of the evaluation design, plans for the

project at the end of the grants, and a statement of what it will cost the funding agency. It may also identify other funding sources or entities participating in the project.

For federal funding, the applicant should develop a 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

In the introduction, applicants describe their organization and demonstrate that they are qualified to carry out the proposed project—they establish their credibility and make the point that they are a good investment, in no more than a page. Statements made here should be carefully tailored, pointing out that the overall goals and purposes of the applicant are consistent with those of the funding source. This section should provide the following:

- A brief history of the organization, its past and present operations, its goals and mission, its significant accomplishments, any success stories.
- Reference should be made to grants, endorsements, and press coverage the organization has already received (with supporting documentation included in the Appendix).
- Qualifications of its professional staff, and a list of its board of directors.
- Indicate whether funds for other parts of the project are being sought elsewhere; such evidence will strengthen the proposal, demonstrating to the reviewing officer that all avenues of support have been thoroughly explored.
- An individual applicant should include a succinct resume relating to the objectives of the proposal (what makes the applicant eligible to undertake the work or project?).

Problem Statement or Needs Assessment

This section lays out the reason for the proposal. It should make a clear, concise, and well-supported statement of the problem to be addressed, from the beneficiaries' viewpoint, in no more than two pages.

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 as follows:

- Purpose for developing the proposal.
- Beneficiaries—who are they and how will they benefit.
- Social and economic costs to be affected.
- Nature of the problem (provide as much hard evidence as possible).

- How the applicant or organization came to realize the problem exists, and what is currently being done about the problem.
- Stress what gaps exist in addressing the problem that will be addressed by the proposal.
- Remaining alternatives available when funding has been exhausted. Explain what will happen to the project and the impending implications.
- Most important, the specific manner through which problems might be solved. Review the resources needed, considering how they will be used and to what end.

One of the pitfalls to be avoided is defining the problem as a lack of program or facility (i.e., giving one of the possible solutions to a problem as the problem itself). For example, the lack of a medical center in an economically depressed area is not the problem—the problem is that poor people in the area have health needs that are not currently being addressed. The problem described should be of reasonable dimensions, with the targeted population and geographic area clearly defined. It should include a retrospective view of the situation, describing past efforts to ameliorate it, and making projections for the future. The problem statement, developed with input from the beneficiaries, must be supported by statistics and statements from authorities in the fields. The case must be made that the applicant, because of its history, demonstrable skills, and past accomplishments, is the right organization to solve the problem.

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

Once the needs have been described, proposed solutions have to be outlined, wherever possible in quantitative terms. The population to be served, time frame of the project, and specific anticipated outcomes must be defined. The figures used should be verifiable. If the proposal is funded, the stated objectives will probably be used to evaluate program progress, so they should be realistic. There is literature available to help identify and write program objectives.

It is important not to confuse objectives with methods or strategies toward those ends. For example, the objective should not be stated as “building a prenatal clinic in Adams County,” but as “reducing the infant mortality rate in Adams County to X percent by a specific date.” The concurrent strategy or method of accomplishing the stated objective may include the establishment of mobile clinics that bring services to the community.

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. Just as the statement of objectives builds upon the problem statement, the description of methods or strategies builds upon the statement of objectives. For each objective, a specific plan of action should be laid out. It should delineate a sequence of justifiable activities, indicating the proposed staffing and timetable for each task. This section should be carefully reviewed to make sure that what is being proposed is realistic in terms of the applicant's resources and time frame. Outline the following:

1. The activities to occur along with the related resources and staff needed to operate the project ("inputs").
2. 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").
3. Explain what will be achieved through 1 and 2 above ("outputs"), that is, 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 grantor agency or foundation, and/or grant reviews which may involve peer review committees.
4. It may be useful to devise a diagram of the program design. Such a procedure will help to conceptualize both the scope and detail of the project.

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.

5. Carefully consider the pressures of the proposed implementation, that is, the time and money needed to undertake each part of the plan. 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 government or foundation program staff. If everything is not carefully justified in writing in the proposal, after negotiation with the grantor agencies or foundations, the approved project may resemble less of the original concept.

Projects can easily be laid out using commercial off-the-shelf project management software that will run on any personal computer. A Program Evaluation and Review Technique (PERT) chart* could be useful and supportive in justifying some proposals. The software allows the project manager to construct a PERT chart that provides a graphical representation of all tasks in the project and the way tasks are related to each other. Such project manager software provides a variety of report formats that can be used to track project progress. The PERT chart and other related reports can be maintained on a network of computers so that all project participants can access the latest project information.

*The PERT chart concept was developed by the Navy during World War II to facilitate submarine construction
<http://www.defenii/bpr/bprcd/selink.mil/n3003s9.htm>.

6. Highlight the innovative features of the proposal which could be considered distinct from other proposals under consideration.

7. Whenever possible, use appendixes 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 proposal, could detract from its readability. Appendixes 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 appendixes.

Evaluation: Product and Process Analysis

An evaluation plan should be a consideration at every stage of the proposal's development. Data collected for the problem statement form a comparative basis for determining whether measurable objectives are indeed being met, and whether proposed methods are accomplishing these ends; or whether different parts of the plan need to be fine-tuned to be made more effective and efficient.

Among the considerations will be whether evaluation will be done by the organization itself or by outside experts. The organizations will have to decide whether outside experts have the standing in the field and the degree of objectivity that would justify the added expense, or whether the job could be done with sufficient expertise by its own staff, without taking too much time away from the project itself.

Methods of measurement, whether standardized tests, interviews, questionnaires, observation, etc., will depend upon the nature and scope of the project. Procedures and schedules for gathering, analyzing, and reporting data will need to be spelled out.

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 stated 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. Many federal grants include a specific time frame for performance review and evaluation. For instance, several economic development programs require grant recipients to report on a quarterly and annual basis. In instances where there are no specified evaluation periods, the applicant should state the amount of time needed to evaluate, how the feedback will be disseminated among the proposed staff, and a schedule for review and comment. Evaluation designs may start at the beginning, middle, or end of a project, but the applicant should specify a start-up time. It is desirable and advisable to submit an evaluation design at the start of a project for two reasons:

- Convincing evaluations require the collection of appropriate baseline 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. Above all, the federal grantor agency's or foundation's requirements should be highlighted in the evaluation design. Also, 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, for federal programs, consult the "Criteria For Selecting Proposals" section of the CFDA program description to determine the exact evaluation methods to be required for a specific program if funded.

Future Funding

The last narrative part of the proposal explains what will happen to the program once the grant ends. It should describe a plan for continuation beyond the grant period, and outline all other contemplated fund-raising efforts and future plans for applying for additional grants. Projections for operating and maintaining facilities and equipment should also be given. The applicant may discuss maintenance and future program funding if program funds are for construction activity; and may account for other needed expenditures if program includes purchase of equipment.

Budget Development and Requirements

Although the degree of specificity of any budget will vary depending upon the nature of the project and the requirements of the funding source, a complete, well-thought-out budget serves to reinforce the applicant's credibility and to increase the likelihood of the proposal being funded. The estimated expenses in the budget should build upon the justifications given in the narrative section of the proposal. A well-prepared budget should be reasonable and demonstrate that the funds being asked for will be used wisely. The budget should be as concrete and specific as possible in its estimates. Every effort should be made to be realistic, to estimate costs accurately, and not to underestimate staff time.

The budget format should be as clear as possible. It should begin with a Budget Summary, which, like the Proposal Summary, is written after the entire budget has been prepared. Each section of the budget should be in outline form, listing line items under major headings and subdivisions. Each of the major components should be subtotaled with a grand total placed at the end. If the funding source provides forms, most of these elements can simply be filled into the appropriate spaces.

Generally, budgets are divided into two categories, personnel costs and non-personnel costs. In preparing the budget, the applicant may first review the proposal and make lists of items needed for the project. The personnel section usually includes a breakdown of the following items:

- salaries (including increases in multiyear projects),
- fringe benefits such as health insurance and retirement plans, and
- consultant and contract services.

The items in the non-personnel section will vary widely, but may include

- space/office rental or leasing costs,
- utilities,
- purchase or rental of equipment,
- training to use new equipment, and
- photocopying, office supplies, and so on.

Some hard to pin down 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. The applicant should be certain that implementation, continuation, and phase-down costs can be met. 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 should be considered.

A well-prepared budget justifies all expenses and is consistent with the proposal narrative. Some areas in need of an evaluation for consistency are as follows:

- Salaries in the proposal in relation to those of the applicant organization should be similar.
- If new staff persons are being hired, additional space and equipment should be considered, as necessary.
- If the budget calls for an equipment purchase, it should be the type allowed by the grantor agency.
- If additional space is rented, the increase in insurance should be supported.
- In the case of federal grants, if an indirect cost rate applies to the proposal, such as outlined by the Office of Management and Budget (OMB) in Circulars such as numbers A-122, A-21, and A-87 http://www.whitehouse.gov/omb/grants/grants_circulars.html, the division between direct and indirect costs should not be in conflict, and the aggregate budget totals should refer directly to the approved formula.
- If matching funds are required, the contributions to the matching fund should be taken out of the budget unless otherwise specified in the application instructions.

In learning to develop a convincing budget and determining appropriate format, reviewing other grant proposals is often helpful. The applicant may ask government agencies and foundations for copies of winning grants proposals. Grants seekers may also search the Internet under keywords such as “sample grants budget” for examples such as the following:

Budget Information, Instructions and Forms

<http://www.neh.gov/grants/guidelines/pdf/BudgetInstructions.pdf>

Community-Developed Initiatives (small grants)

http://www.first5la.org/docs/Funding/FundOvr_CDI_SmallGrantBudgSamp.pdf

Proposal Budgeting Basics

http://foundationcenter.org/getstarted/tutorials/prop_budgt/index.html

Sample Budget Detail Worksheet

<http://www.ncjrs.gov/pdffiles/budgetws.pdf>

Sample Budget for Program Grant Proposals

<http://www.bushfoundation.org/apply/ProgGrantSampleBudget.htm>

Sample Budget Justifications

http://www.seagrant.noaa.gov/other/greenbook_doc/budget_justification_info.pdf

UWRF Grants Office: Budgets (University of Wisconsin)

<http://www.uwrf.edu/grants/budgets.htm>

In preparing budgets for government grants, the applicant may keep in mind that funding levels of federal assistance programs change yearly. It is useful to review the appropriations and average grants or loans awarded over the past several years to try to project future funding levels: see “Financial Information” section of the CFDA program description for fiscal year appropriations and estimates; and “Range and Average of Financial Assistance” for prior years’ awards. However, it is safer never to anticipate that the income from the grant will be the sole support for larger projects. 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 the applicant may attempt to anticipate possible future increases.

For federal grants, it is also important to become familiar with grants management requirements. The CFDA identifies in the program description the Office of Management and Budget circulars applicable to each federal program. Applicants should review appropriate documents while developing a proposal budget since they are essential in determining items such as cost principles, administrative and audit requirements and compliance, and conforming with government guidelines for federal domestic assistance. OMB circulars are available full text on the Web at http://www.whitehouse.gov/omb/grants/grants_circulars.html.

To coordinate federal grants to states, Executive Order 12372, “Intergovernmental Review of Federal Programs,” was issued to foster intergovernmental partnership and strengthen federalism by relying on state and local processes for the coordination and review of proposed Federal financial assistance and direct federal development. The executive order allows each state to designate an office to perform this function, addresses of which may be found at the OMB website <http://www.whitehouse.gov/omb/grants/spoc.html>. States that are not listed on this Web page have chosen not to participate in the intergovernmental review process. If the applicant is located within one of these states, he or she may still send application materials directly to a federal awarding agency. State and regional offices of federal agencies that award grants and

other domestic assistance can be found in CFDA Appendix IV at <http://12.46.245.173/CFDA/pdf/appx4.pdf>.

Proposal Appendix

Lengthy documents which are referred to in the narrative are best added to the proposal in an Appendix. Examples include letters of endorsement, partial list of previous funders, key staff resumes, annual reports, statistical data, maps, pictorial material, and newspaper and magazine articles about the organizations. Nonprofit organizations should include an IRS 501(c)(3) Letter of Tax Exempt Status.

Additional Proposal Writing Websites

All About Grants Tutorials (National Institutes of Health)

<http://www.niaid.nih.gov/ncn/grants/default.htm>

Grant Writing Tips Sheet http://grants1.nih.gov/grants/grant_tips.htm

Common Grant Application (National Network of Grantmakers)

<http://www.nng.org/cga.html>

EPA Purdue University Grant-Writing Tutorial (Environmental Protection Agency)

<http://www.purdue.edu/envirosoft/grants/src/msieopen.htm>

Grant-writing Tools for Non-Profit Organizations (Non-Profit Guides)

<http://www.npguides.org/>

Sample proposals: http://www.npguides.org/guide/sample_proposals.htm

Grants and Grant Proposal Writing (St. Louis University)

<http://eweb.slu.edu/papers2/grant01v32e.pdf>

Proposal Writing Short Course (Foundation Center; English and Spanish)

<http://fdncenter.org/learn/shortcourse/prop1.html>

Where can I find examples of grant proposals?

<http://foundationcenter.org/getstarted/faqs/html/propsample.html>

Proposal Writing websites (University of Wisconsin)

<http://grants.library.wisc.edu/organizations/proposalwebsites.html>

Sample Proposals (SchoolGrants.org)

<http://www.k12grants.org/samples/>

Selected Proposal Writing Websites (University of Pittsburgh)

<http://www.pitt.edu/~offres/proposal/propwriting/websites.html>

Tips on Writing a Grant Proposal (Environmental Protection Agency)

<http://www.epa.gov/ogd/recipient/tips.htm>

What Reviewers Look For (College of William and Mary)

<http://www.wm.edu/grants/PROP/reviewers.htm>

Writing a Successful Grant Proposal (Minnesota Council on Foundations)
<http://www.mcf.org/mcf/grant/writing.htm>

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Congressman Paul Broun, MD
Grant Resources in General

Proposal Writing Short Course

<http://foundationcenter.org/getstarted/tutorials/shortcourse/index.html>

The Catalog of Federal Domestic Assistance: Developing & Writing Grant Proposals

www.cfda.gov

Grants.gov

www.grants.gov

The U.S. Government's Official Web Portal

www.usa.gov

The Congressional Research Service

www.crs.gov

GovBenefits.gov: Your Benefits Connection

www.govbenefits.gov

Institute of Museum and Library Services

www.imls.gov/applicants/applicants.shtm

Resource Associates, Inc.: Grant Writing and Evaluation Services

www.grantwriters.net

Grants by Christine

www.grantsmanshipinstitute.com

The Office of Management and Budget

www.whitehouse.gov/omb

The Family Connection Partnership

www.gafcp.org

CSRA Regional Development Center

www.csrardc.org

Georgia Municipal Association

www.gmanet.com

Georgia Department of Community Affairs

www.dca.state.ga.us/

The Goizueta Foundation

www.goizuetafoundation.org

GrantStation: Your Fast Track to Funding

www.grantstation.com

Grants Information Collection: Databases for Grants to Organizations

www.grants.library.wisc.edu/organizations/computers.html

The Foundation Center

www.foundationcenter.org

Congressman Broun's Website

www.house.broun.gov



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- [Ask Us](#)
- [About Us](#)
- [Locations](#)
- [Newsletters](#)
- [Press Room](#)
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Proposal Writing Short Course

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Introduction

The subject of this short course is proposal writing. But the proposal does not stand alone. It must be part of a process of planning and of research on, outreach to, and cultivation of potential foundation and corporate donors.

This process is grounded in the conviction that a partnership should develop between the nonprofit and the donor. When you spend a great deal of your time seeking money, it is hard to remember that it can also be difficult to give money away. In fact, the dollars contributed by a foundation or corporation have no value until they are attached to solid programs in the nonprofit sector.

This truly is an ideal partnership. The nonprofits have the ideas and the capacity to solve problems, but no dollars with which to implement them. The foundations and corporations have the financial resources but not the other resources needed to create programs. Bring the two together effectively, and the result is a dynamic collaboration.

You need to follow a step-by-step process in the search for private dollars. It takes time and persistence to succeed. After you have written a proposal, it could take as long as a year to obtain the funds needed to carry it out. And even a perfectly written proposal submitted to the right prospect might be rejected for any number of reasons.

Raising funds is an investment in the future. Your aim should be to build a network of foundation and corporate funders, many of which give small gifts on a fairly steady basis and a few of which give large, periodic grants. By doggedly pursuing the various steps of the process, each year you can retain most of your regular supporters and strike a balance with the comings and goings of larger donors.

The recommended process is not a formula to be rigidly adhered to. It is a suggested approach that can be adapted to fit the needs of any nonprofit and the peculiarities of each situation. Fundraising is an art as well as a science. You must bring your own creativity to it and remain flexible.



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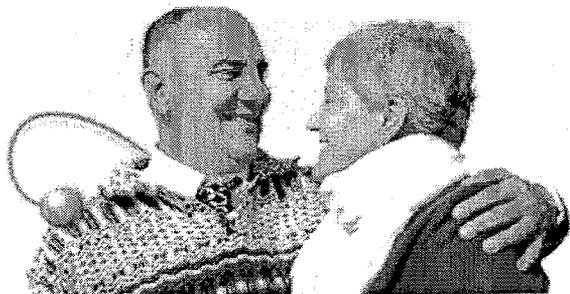
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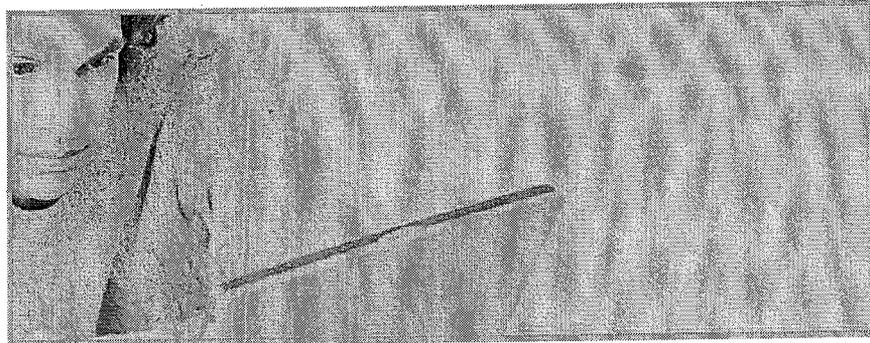
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Christine's mission is to increase the knowledge of individuals seeking funding through grant writing by delivering a comprehensive easy to learn curriculum along with a helpful array of services.

Christine Groves has over 15 years experience working with numerous agencies both local and federal to assist in program development and grant writing. She routinely consults with grassroots, faith-based and federal agencies to achieve desired results for funding of programs and organizations through both federal grants and foundation grants

Christine has successfully authored federal grants, state grants and foundation grants resulting in awards exceeding a million dollars annually. Her experience in reading and scoring grants both locally and with federal agencies gives her the insight into winning grant proposals

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Mary Lee Cubbison, The Centers Mental Health, Ocala, FL

NEWSPAPER QUOTES: "Groves' consultant work is "another great resource that we're going to have in the community" said Danielle Damato, who has participated in Groves' training and has worked with Groves through Citrus' Shared Service Alliance

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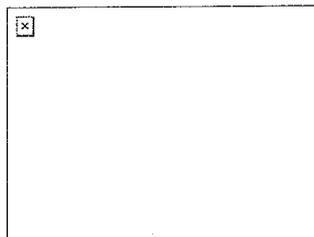
Overall impression of the workshop: 4.9 - Excellent
Usefulness of the subject matter: 4.9 - Excellent
Presenter knowledge of the topic area: 5.0 - Excellent - Perfect Score

Thank you, Supreme Court of Florida

"\$75,000 is what I received on my first grant! A Big Thank You Christine!"
Jennifer Chavez, Rio Rancho School, Rio Rancho, NM"

"\$20,000 – OUTSTANDING! In just a month after completing the workshop I wrote my first grant and was awarded. The Best Workshop Ever!"
Chris Vaughn, City of Ft. Lupton, CO

"CHRISTINE IS ONE OF A KIND. I have gone to many, many, many workshops. She is the best on her methods of presentation and her approach is unique and refreshing."
Lisa Viveros, Mexican American Opportunity Foundation, Huntington Park, CA



Sample Videos: Testimonials, Workshop Overview, Meet Christine, Chapter 1, Chapter 2, Chapter 3, Chapter 4, Chapter 5, Chapter 6, Chapter 7, Chapter 8, Chapter 9, Chapter 10, Chapter 11, Chapter 12, Chapter 13, Chapter 14, Chapter 15, Chapter 16

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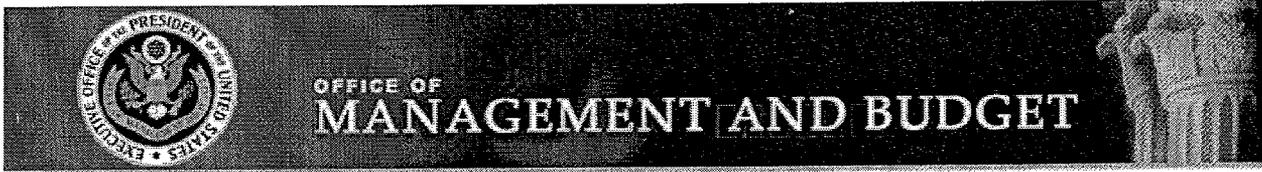
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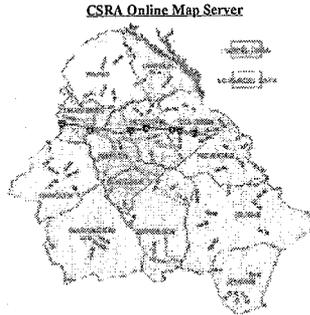
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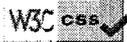
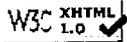
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- [Charting a Course for Cooperation and Collaboration: An Introduction to the Service Delivery Strategy Act for Local Governments](#)
- [Tax Allocation Districts Q&A](#)
- [Survey and Analysis of Tax Allocation Districts \(TADs\) in Georgia: A Look at the First Eight Years](#)
- [Outdoor Water Use Requirements FAQ](#)
- [Internet Tax Q&A](#)

Cities In The News [more](#)

- [Monroe bypass project slashed](#)
- [New arts center in Eatonton ready for debut](#)
- [Athens-Clarke grapples with how to preserve Milledge history](#)
- [Firm takes challenge of reinventing Atlanta](#)

Viewpoints [more](#)



City Officials Well Versed in Advocating for Local Control
 Jim Higdon, GMA Executive Director

Since GMA's inception in 1933, protecting and securing revenue for municipal government has been a driving force of this organization.

Grants [more](#)

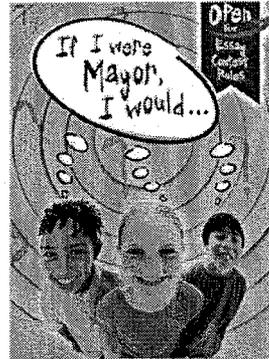
- [Coca-Cola/National Recycling Coalition Recycling Bin Grant Program](#)
- [GMEBS Health Promotion Grant](#)
- [Awards of Excellence for Affordable Housing Built Responsibly](#)
- [Rural Housing Preservation Grants](#)



U.S. Rep. Tom Price (R-GA), right, talks with Mountain Park City Mayor Jim Still at city hall when Still and three new councilmember took office earlier this year. Photo by Hatcher Hurd, northfulton.com.

Calendar [more](#)

- [GMA Spring Training](#)
- [GMA Municipal Leadership Institute \(course full\)](#)
- [GMA Annual Convention](#)
- [GMA Two Day Training](#)



Grant Information

Title	Agency	Published	Due
Coca-Cola/National Recycling Coalition Recycling Bin Grant Program	Coca-Cola Company and National Recycling Coalition	March 6Apr	il 4
GMEBS Health Promotion Grant	GMEBS Life and Health Fund	February 28	March 31
Awards of Excellence for Affordable Housing Built Responsibly	Home Depot Foundation	February 28	March 31
Rural Housing Preservation Grants	United States Department of Agriculture	February 26	April 21
Economic Development Assistance Programs - Availability of Funds	U.S. Department of Commerce, Economic Development Association	February 20	December 31
National Scenic Byways Program Discretionary Grants	Federal Highway Administration (FHWA)	February 18	April 11
My Hometown Helper Grant Program	General Mills	February 15	March 31
Rural Business Opportunity Grants	USDA	February 7	March 31
Rural Community Development Initiative (RCDI) for FY 2008	USDA Rural Housing Service	February 6	May 5
Rural Development Utilities Programs Community Connect Grant Program	USDA Rural Development	January 31	March 28

1 2

Page 1 of 2 (17 items)



Helping Build Communities

DCA provides a variety of community development programs to help the state's communities realize their growth and development goals.

[Community Development Block Grant \(CDBG\)](#) | [Downtown Development](#) | [Volunteerism](#) | [Regionalism](#) | [Community Initiatives](#)

Enabling Economic Development

DCA offers a variety of economic development incentives and tools designed to help promote growth and job creation throughout the state.

[Financing](#) | [Tax Credits](#) | [Development Tools](#)

Promoting Housing Options

DCA helps put all Georgia's citizens in decent housing through a range of programs designed to foster new housing development, homeownership, and improved housing choices. Learn more about the Housing Choice Voucher program [Waiting List Openings](#)

[Homeownership](#) | [Rental Assistance](#) | [Housing Development](#) | [Homeless & Special Needs](#)

Fostering Sustainable Development

DCA promotes sustainability, environmental protection, and enhanced quality of life by encouraging local implementation of generally accepted best growth and development practices.

[Planning and Quality Growth](#) | [Environmental Management](#) | [Construction Codes](#) | [Research](#)

DCA News and Events
Read about the latest news and events at DCA. ["Exceeding Excellence" Nominations](#)

About DCA
Learn more about DCA, its job opportunities and vendor (RFP/RFC) opportunities.

Related Links
Explore other websites related to DCA.

Contact DCA
Contact information for central and field offices.

Signature Community Program
Learn more about the Signature Community Program.

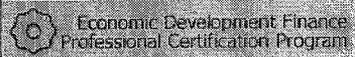
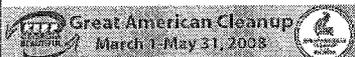
Communities of Opportunity
Learn more about the Communities of Opportunity Initiative.

Team Georgia
Learn more about Team Georgia.

Georgia Open Records Act
Submit a GORA request.

9-1-1 Grant Program

Upcoming Events



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THE GOIZUETA FOUNDATION



Portrait of Roberto C. Goizueta painted by Rossin

4401 NORTHSIDE PARKWAY, SUITE 520
ATLANTA, GEORGIA 30327
PHONE 404-239-0390 FAX 404-239-0018

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[History](#)

[Grantseekers](#)

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- [Eligibility Requirements](#)
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Tracks to Success

A Weekly Primer on Grants Development

Revising Inquiries and Proposals: A Language-Based Approach

by Kevin C. Peters, Research Specialist, GrantStation.com

Writing letters of inquiry or grant proposals is difficult. For many organizations, particularly small organizations, the person doing the writing may not be an experienced or professional writer. And even professional writers occasionally have trouble presenting their ideas clearly. Your organization shouldn't miss out on a funding opportunity just because a great idea gets lost in translation from your head to the page to the funder. This series explores writing techniques that can help you present your ideas effectively and efficiently, letting the funder see those ideas the way you want them to be seen. The second article in the series continues to look at tone and style, with a focus on writing techniques that affect your readers' psychological responses to your writing.

>> [Part Two](#)

Grantmaker Updates

International Awards Recognize Global Social Entrepreneurs

Nominations for the World of Children Awards program are currently being accepted. This program honors the extraordinary work of individuals who dedicate themselves to making significant differences in the lives of children across the globe, regardless of political, religious, or geographic boundaries. The 2008 Humanitarian Award recognizes an individual who has devoted ten or more years to addressing children's social services, education, or humanitarian issues. The award ranges up to \$100,000. The 2008 Health Award of up to \$100,000 recognizes an individual who works in the field of children's health and medicine, or the sciences. In addition, two Founder's Awards for Youth of up to \$25,000 each will be presented to individuals under the age of 21 who are making extraordinary contributions to other children. Nominations for all categories are due April 30, 2008. Visit the website provided above for additional information.

[Link to Funder Profile](#)

Mellon Awards Open Source for Nonprofit Support

The Program in Research in Information Technology of the



Weekly news about new funding programs, upcoming deadlines, conferences, seminars, and more! [See a Sample Issue](#)

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Funder Spotlight

The Standard Charitable Foundation

The mission of the Standard Charitable Foundation is to make a positive difference in the communities the company serves by supporting community development, education, disability, and health organizations. The Foundation provides grants to organizations that help empower individuals and families to gain the skills, knowledge, and resources for successful futures. Letters of inquiry are accepted at any time; invited proposals are due May 31 and October 31,

Andrew W. Mellon Foundation is accepting nominations for the 2008 Mellon Awards for Technology Collaboration. The program recognizes nonprofit organizations that contribute their own resources toward the development of open source software and that foster collaborative communities to sustain this development. Awards are presented at two levels: the \$50,000 awards recognize contributions that benefit at least one of Mellon's constituencies; at the \$100,000 level, organizations must offer larger benefits to more or larger constituencies. Nominations must be received by April 14, 2008. For additional information, visit the website provided above.

[Link to Funder Profile](#)

Northeast Utilities Supports Grassroots Environmental Work

Applications are being accepted for the spring cycle of Northeast Utilities' Environmental Community Grant Program. Northeast Utilities provides grants ranging between \$250 and \$1,000 to support community and grassroots environmental projects in Connecticut, Massachusetts, and New Hampshire. Eligible projects will protect or preserve the environment, or teach others the value of doing so. Applications are accepted in the spring and fall. The annual deadlines are April 15 and October 15. Visit the website provided above for additional information.

[Link to Funder Profile](#)

Aetna Grants Assistance to Community Health Programs

Aetna Foundation is accepting applications for the Regional Community Health Grants program from nonprofit organizations in select counties across the U.S. The Foundation focuses on reducing racial and ethnic disparities in health care. Healthy Community Grants support community-based initiatives that increase access to quality health care and overall wellness, with a focus on depression and diabetes. In addition, these grants support initiatives that provide training and education for nursing. Healthy Community Grants range from \$25,000 to \$50,000. The deadline for eligible counties in DC, FL, GA, MD, MO, NC, OH, and TN is April 15, 2008. Organizations in AZ, CA, KS, IL, NV, NJ, NY, OR, UT, and WA must submit their applications by May 15, 2008. For additional details and restrictions, visit the website provided above.

[Link to Funder Profile](#)

Recognition for Outstanding Educators

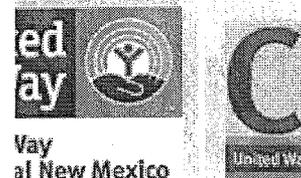
Teachers' Insurance Plan is accepting nominations for the 2007-2008 Teacher of the Year Award. The award recognizes the extraordinary contributions of teachers toward the betterment of their schools, students, or educational communities. One teacher from each of the states Teachers' Insurance Plan serves will be selected to receive a \$1,000 award; \$500 awards will be presented to the winning teachers' schools. Nominations for teachers in Arizona, California, Colorado, Connecticut, Delaware, Florida, Georgia, Illinois, Kentucky, Maryland, Missouri, New York, Ohio, Pennsylvania, Texas, Virginia, and Washington are due April 30, 2008. Visit the website provided above for guidelines

annually.

See this [Funder's profile](#) here.

New Partners

GrantStation welcomes our newest partners:



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Partner Spotlight

United States Agency for International Development (USAID)

The United States Agency for International Development (USAID) is an independent agency that provides economic development and humanitarian assistance around the world in support of the foreign policy goals of the United States. USAID is headquartered in Washington, DC and has field offices in more than 80 countries around the world. The USAID Center for Faith-Based & Community Initiatives (CFBCI) serves as a bridge between internationally focused faith- and community-based organizations and government. CFBCI works to increase the capacity of nonprofit grassroots organizations to better compete for funding opportunities and to eliminate barriers to faith- and community-based organizations in order that they may compete for funds fairly. In addition, CFBCI works to increase collaboration among the

and forms.

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people and organizations that are trying to address some of today's greatest global social service needs.

Click on these links for more information on [USAID](#) or the USAID [CFBCI](#).

Grants Information Collection

A Cooperating Collection of the Foundation Center Library Network

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Databases for Grants to Organizations

Nonprofit organizations and sponsored individuals should find the following databases helpful for locating grants for programs and projects in all areas of endeavor. Databases for academic institutions are included. Other funding databases for individuals are listed at [Grants for Individuals - Databases](#).

For **help** with searching, see [Funding Databases Search Features Chart](#) - or watch these helpful videos online: [Too Many Search Results](#)  and [Too Few Search Results](#) .

[Grants and Grantmakers](#) | [990 Tax Returns](#)

Grantmaking Organizations, Foundations

Community of Science  [Choose *Find Funding Opportunities*; then select *Search COS Funding Opportunities*.]

Offers several databases for approximately 23,000 private and federal funding sources. *Grants in the non-science areas are included*. Other features contained here are a newsletter, *Funding News* and a *Funding Alert* email update announcement services. (Note: You must set up a personal login account - free to UW-Madison clientele - through the COS Workbench feature for some of the COS services.)

For more on *federal* grants, this web server provides special access to the [Federal Register](#), whereby one can by date, agency, and other options. Searching the section, *Funded Research*, will provide summaries of research grants and projects from five agencies: *National Institutes of Health*, the *National Science Foundation*, the *U.S. Department of Agriculture*, Small Business Innovation Research awards from the *Small Business Administration*, and the *Medical Research Council, UK*

Foundation Directory Online (Professional)  [FDO Intro Video](#) 

A web-based database from the Foundation Center, a foundation-supported clearinghouse of information on private funding sources.

Provides information on over 90,000 independent and company-sponsored foundations, corporate givers, and grantmaking public charities. Records include each foundation's address, telephone number, statement of purpose and activities, fields of interest, financial data (total assets and grant expenditures), application information, and more. Foreign foundations and nonprofit organizations other than foundations are excluded. Also provides information on over 500,000 grants of \$10,000 or more that have been awarded worldwide to nonprofit organizations by the largest philanthropic foundations listed in the database. This version also includes RFP's, news, grantmaker publications, grant distribution charts, and access to 250,000 searchable 990's.

Foundations in Wisconsin: a Directory 

This database, based on the printed title, *Foundations in Wisconsin*, will allow one to search Wisconsin foundations by name, officer/director, donor, city, county, area of interest, and more. Financial data such as total assets, grants paid and grant range can be searched and sorted as

well. There are 1160 active foundations profiled in the 2005 edition, covering nearly \$386 million in grants awarded and over \$4.6 billion represented in total Wisconsin foundation assets. Produced by the staff of the Funding Information Center, Marquette University Memorial Library.

Grantsnet: Funding Opportunities for Training in the Biological and Medical Sciences

A currently free internet-based database of hundreds of programs. Also includes *funding news* and an *email update* service. A site of the American Association for the Advancement of Science and the Howard Hughes Medical Institute. Quite a bit of funding information for international applicants.

Grantselect [Choose *Search* in the left-hand column.]

The **GrantSelect** provides information on over 10,000 grants available to both individuals and organizations from 4,000 federal, state, and local governments, commercial organizations, associations, and private foundations. It's online description states that its focus is on "pure research grants to arts programs, biomedical and health care research, community services programs, children and youth programs, and K-12 education funding." Emphasis is on U.S. programs, yet some foreign programs are included as well. Grants can be searched by type, subject, geographic area, sponsor, population groups, and more.

Information has been compiled from the following titles by the editorial staff of the Oryx Press: *Directory of Research Grants*, *Directory of Grants in the Humanities*, *Directory of Biomedical and Health Care Grants*, *Funding Sources for Community and Economic Development*, *Funding Sources for K-12 Education* and *Operating Grants for Nonprofit Organizations*.

IRIS: Illinois Researcher Information Service [Choose *IRIS Database* in the upper left-hand corner.]

This database includes over 8,000 federal and private funding programs for researchers, scholars, faculty and graduate students. Funding organizations include foundations, professional associations, corporate sources, and others. Grant programs for institutions are included as well. Types of funding support include research, educational and professional activities, travel, exhibitions, publishing, seminars, equipment acquisitions, and more. Searchable by subject, type of support, population group, sponsor type, citizenship, application deadlines, and more.

Features a funding *Alert Service*, an *Upcoming Deadlines* section in 25 areas, and numerous links to other research funding sites and services. Compiled at the University of Illinois - Urbana-Champaign. Updated daily.

SPIN: Sponsored Programs Information Network

Provides access to funding information for research, development activities, international projects, collaborative programs, fellowships, academic exchange programs, and more. Searchable by citizenship, geographic areas and restrictions, deadlines, subjects, and more. Offers access to New Funding Opportunities and the Federal Register. Updated daily.

990-PF Tax Returns, Nonprofit Organizations

Tax returns for private and corporate-sponsored foundations can be useful in a variety of ways in determining the suitability of a funding match. For more information on how they can be used, check the tutorial, Demystifying the 990-P, by the staff of the Foundation Center or De-myth-ifying IRS Form 990 at Guidestar.org

Foundation Center 990-PF Search

This Foundation Center site permits searching for 990-PF returns by name, zip code, and/or EIN number.

Grantsmart.org

This database is no longer in existence.

Guidestar  and  [See below for details.]

Contains descriptions of and financial data on over 860,000 nonprofit organization. Information is compiled from tax returns filed with the Internal Revenue Service, and includes each charity's assets, liabilities, revenue, and expenditures. Provides access to 990-PF tax returns, which itemize grants given by private foundations. Maintained by Philanthropic Research, a nonprofit group in Williamsburg, Virginia.

Access: Internet-based, free for 990 searching and basic profiles.. Some extra features available only through subscription.

Associations Unlimited 

Provides detailed descriptions of more than 154,000 nonprofit membership organizations of international and U.S. national, regional, state, or local scope of interest, including professional societies, trade associations, and more. If searched skillfully, this database can sometimes be *effective for locating funding* for diverse types of projects and interests. Also provides separate search engine for finding IRS data for organizations. Produced by Gale Research.

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Foundation Giving Grows Across All Program Areas

According to *Foundation Giving Trends*, 2008 edition, the nation's largest foundations increased funding for all major subject areas in 2006. For the first time, health topped giving areas by share of grant dollars received.



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Events at the Foundation Center

Introduction to *Foundation Directory Online*

Washington, DC
March 11, 12:00 PM

A hands-on introduction to the Foundation Center's comprehensive online database of grantmakers.

[View more events»](#)



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