



# GRANT WRITING GUIDE

Overview of the Grant Writing Process

Bristol Bay Native Association  
P.O. Box 310  
Dillingham, Alaska 99576  
(907) 842-5257  
[www.bbna.com](http://www.bbna.com)

Revised October 2022

# Table of Contents

WHAT IS A GRANT? .....	1
INTRODUCTION .....	2
PROJECT DEVELOPMENT .....	2
PREPARE TO APPLY .....	3
ORGANIZE YOUR WORK .....	4
ELEMENTS OF A PROPOSAL .....	5
WRITING THE PROPOSAL.....	6
DEVELOP THE BUDGET .....	10
DESIGN EVALUATION PLAN .....	15
SUSTAINABILITY PLAN.....	16
EXECUTIVE SUMMARY .....	16
COVER LETTER .....	16
DESIGN A TITLE PAGE .....	17
COMMON ATTACHMENTS.....	17
FEDERAL FORMS SF424 .....	18
COMMON MISTAKES .....	18
HELPFUL HINTS .....	19
SUBMIT PROPOSAL .....	19
MISSED DEADLINES.....	21
DENIALS.....	21
GRANT AWARDS .....	21
SUGGESTED FURTHER STUDY .....	22
GRANT WRITING RESOURCES .....	22



---

## WHAT IS A GRANT?

This guidebook provides a high-level overview on how to write a grant “proposal” or application. A grant proposal demonstrates your understanding of the problem, your solution to address the problem, and your capacity to administer the grant as proposed.

Definition: grant (noun) “something granted, as a privilege or right, a sum of money, or a tract of land.” (Dictionary.com, © Random House, Inc. 2013)

Wikipedia: “Grants are non-repayable funds disbursed by one party (grant-makers), often a government department, corporation, foundation or trust, to a recipient, often (but not always) a nonprofit entity, educational institution, business or an individual. In order to receive a grant, some form of "Grant Writing" often referred to as either a proposal or an application is usually required.” (en.wikipedia.org/wiki/Grant\_(money))

### **It Is “Their Money,” They Make the Rules**

To be successful, you must follow the grant-makers’ requirements from developing your proposals, submitting, negotiating the award, managing the grant, and reporting progress.

- ❖ Get to know the grant maker’s goals and priorities.
- ❖ Match your project to the funding opportunity.
- ❖ Follow the solicitation and use their terminology.
- ❖ Personalize it with your story, pictures, quotes, etc.
- ❖ Submit on time.

Your passion to help your community will help drive you through the process.

*“Don’t wait for the right opportunity: create it.”*

*George Bernard Shaw*

# GRANT WRITING GUIDE

## INTRODUCTION

This overview is not a thorough study of grant writing. This guide contains examples, resources, and links you can use for more in depth self-study.

Many people are intimidated by grant writing, but if you can follow directions, enjoy researching, and paying attention to detail, it will be a straight-forward process for you. Being well-organized helps to keep track of all the important elements needed for a successful application. Working step-by-step and prioritizing tasks, can help keep you from becoming overwhelmed.

Your “tools of the trade” is **information**. Begin by getting the Big Picture, understanding your organization’s mission, activities, community profile, and trends in funding. Partner between your programs and share information with each other. Build your background information by gathering and storing it in a location you can all easily access. A good place to look for background information is in past grant applications that you can Cut-n-Paste into stock documents you can use in numerous proposals.

## PROJECT DEVELOPMENT

### IDENTIFY A NEED

Work with your supervisors, co-workers, and community leaders using existing plans, public meetings, surveys, and focus groups to identify the needs. It helps to have the project listed in a Community Plan (like a local or regional Comprehensive Plan or Strategic Plan). If your “need” is identified in an existing plan, it demonstrates community support that funders recognize and like to see.

### DEVELOP A SOLUTION

Deliver an answer to the need or problem in your proposal. It may take some creative thinking. Brainstorming sessions can help to identify innovative ways to approach persistent problems to achieve better results.

### SHOULD YOU PURSUE THE PROJECT?

- ✓ Does it have community and organizational support?
- ✓ Do you have staff with the expertise and motivation to carry out the project?
- ✓ Do you have partnerships that can help ensure a successful project?
- ✓ If this project will become an ongoing program, how will you fund the project when the initial grant is gone?

*Get input  
from others*

*Questions  
to ask*

## PREPARE TO APPLY

### REGISTER

For Federal grants, your organization registers in [Grants.gov](#), [DUNS](#), and [SAMS](#). Employees register on [Grants.gov](#), and then register as an Authorized Organization Representative (AOR) for your organization. Your organization's E-Biz POC (Point of Contact) approves you to submit on behalf of the organization. If you are not an AOR, you can work with someone who is, they set up a grants.gov workspace, invite you to participate, and submit for you.

*Registering takes time so start early!*

For some federal grants you will also need to register in their agency grant management systems like [FedConnect](#), [GrantsOnline](#), [GrantSolutions](#), [JustGrants](#) or [GMS](#). See solicitation, award, or call the contact in the solicitation or award for instructions on how to register for their grant management system. Most federal grant management systems have moved to [Login.gov](#), which is one log in credential that can be used across multiple sites. Agencies will have a form and provide an email with a link for you to create your account.

### FIND FUNDING OPPORTUNITIES

Online is the best place to search for funding opportunities. Start by searching at sites like [Grants.gov](#) for federal grants or [GuideStar](#) for private funds. You can also sign up for email notifications from [Grants.gov](#), [Federal Register](#), [State of Alaska Online Public Notices](#), [The Trust E-Newsletter](#), or [Innovations Matters](#). You can go directly to grant-maker websites to learn about their grants and timing of their announcements. There are services you can purchase such as [Grant Station](#) or [CD Publications](#). Free online services can give you all the information you need, so don't feel compelled to purchase a service unless they are providing you with other value.

*Free online resources*

### REVIEW THE SOLICITATION

Once you have found a potential funding source, download and study the solicitation. Other names for solicitations are **RFP** (Request for Proposals), **NOFA** (Notice of Funding Announcement), and **FFO** (Federal Funding Opportunity). The solicitation is your guide to a successful proposal. Study it closely. On your first look, find and understand:

- ✓ **Eligibility Requirements** (Is your organization eligible to apply?)
- ✓ **Funding Levels** (How much will it fund?)
- ✓ **Matching Requirements** (Cash? In-Kind? Where will you get it?)
- ✓ **Deadlines** (Is there enough time to complete a proposal before the deadline?)

*Links can be found at the end of this guide*

# GRANT WRITING GUIDE

*Review the solicitation closely*

*Start early to get support*

*Build Partnerships*

*Create a checklist*

*Give high scoring sections extra attention*

## PLAN AHEAD FOR TIME CONSUMING ELEMENTS

If the grant looks like a good fit, begin collecting background data and information, and sketching out projected expenses. Some solicitations require specific technical data, mapping, and written agreements that will take extra time. Check the grant requirements for items that will take you extra time:

- ✓ **Obtaining Resolutions**
- ✓ **Collecting Letters of Support**
- ✓ **Collecting Specific Data**
- ✓ **Forming Partnerships**
- ✓ **Entering into Memorandums of Agreement/Understanding (MOAs or MOUs)**

Identify people and stakeholders in your organization, community, and other organizations to discuss ideas and support. Develop those partnerships that can help with portions of the project that you might not be able to do alone. Include contacts with possible partners that can provide in-kind and cash matching funds, if required.

Plan to request letters of support and resolutions early to get on the agenda before the due date. It can take over a month before the boards'/councils' next meeting date. Getting requests out ensures they have it before their next meeting date.

Build a foundation for the project with the background information you collect from partners and the community. There will be more on data collection later under the **Statement of Need** section of this guide on page 6.

## ORGANIZE YOUR WORK

Organizing and planning your work from the beginning will help you keep track of the many requirements and elements of your proposal.

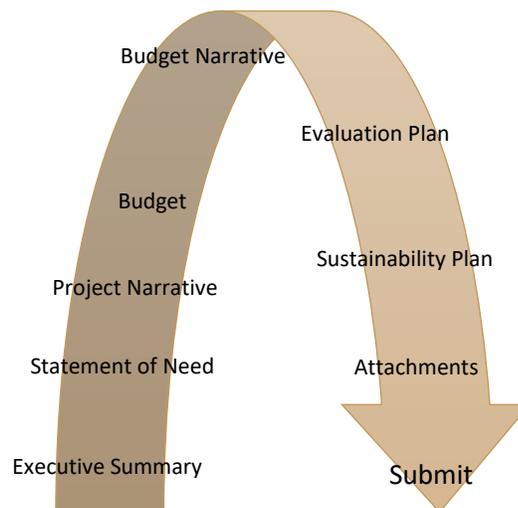
- ✓ Create a checklist and narrative outline directly from the proposal scoring criteria of the solicitation. Some solicitations provide checklists and outlines, but if they do not have them, go to the review section that often shows scoring points for each element.
- ✓ Give high scoring elements extra attention toward reaching a higher score.
- ✓ Reference page limits in your section headings, and strictly comply with page limits. Reviewers will not read pages beyond the page limit.
- ✓ Name your sections using the terminology in the solicitation so reviewers can find them easily.
- ✓ Set up electronic and physical files to help keep your work organized.
- ✓ Name electronic files in a way that allows you to find them easily.
- ✓ Try using “workflow” in this guide, page 6, to guide your work.
- ✓ Set up your working documents with the page size, font, font size, margins, and other formatting conditions if they are prescribed in the solicitation.

## ELEMENTS OF A PROPOSAL

Each solicitation has its own unique instructions as to the required proposal elements. Always follow the grant-maker's requirements. They will often tell you which elements to include, what order they want them, how long each section should be, and what format they want you to use.

### TYPICAL ELEMENTS

1. Cover Letter (Signed by Organization's Authorized Signatory)
2. Title Page
3. Executive Summary
4. Statement of Need or Needs Assessment
5. Project Narrative
  - a. Organizational History
  - b. Approach or Project Design
  - c. Goals and Objectives
  - d. Timetable
  - e. Organizational Capacity, Management and Staff
6. Budget and Budget Justification
7. Evaluation Plan
8. Sustainability Plan
9. Required Attachments
10. Submit



*Ideas must flow from one section to the next*

*Stray ideas hurt your credibility*

### WHAT IS WORKFLOW?

Workflow helps to do your work in an order that flows information from one element to next. Reassemble the proposal in the order prescribed by the solicitation (or the order shown above if there are no guidelines).

The workflow order uses the preceding elements to develop the following ones. Generally, from more detailed items to overview items.

# GRANT WRITING GUIDE

*Workflow helps you move from one element to the next*

## WORKFLOW

1. Statement of Need
2. Goals and Objectives
3. Project Narrative
  - a. Task List
  - b. Timetable
  - c. Approach or Project Design
  - d. Organizational History
  - e. Management and Staff
4. Budget
5. Budget Narrative
6. Evaluation Plan
7. Sustainability Plan
8. Executive Summary
9. Title Page
10. Cover Letter
11. Attachments

## WRITING THE PROPOSAL

### STATEMENT OF NEED

The Statement of Need describes the problem that you are trying to solve. Gather existing background data that supports or substantiates the needs or problems your project will address:

#### Existing Data

- |                |           |
|----------------|-----------|
| ✓ Demographics | ✓ Studies |
| ✓ Surveys      | ✓ Maps    |

#### Gather More Data

- |  |                        |
|--|------------------------|
| ✓ Interview Key Informants               | ✓ Surveys              |
| ✓ Hold Focus Groups and Community Forums | ✓ Studies              |
|  | ✓ Maps                 |
|  | ✓ Statistical Analyses |

Write a Statement of Need to present the facts and evidence that supports the need for the project. A good Statement of Need shows that your organization knows the situation and can readily address them. Make sure that the data you present is accurate and detailed enough to make your argument. Describe the problem in terms of people or the community matched to the grant-maker's priorities.

*Amount of data should be in scale with the scope of your project*

*Link need to funding priorities*

# GOALS AND OBJECTIVES

## Goals

Goals are broad statements of what you want to accomplish. You normally will have only one goal for the project unless it's a very large, complex project. Limit goals to under three.

### Examples:

GOAL: *To end victimization and domestic violence in the Bristol Bay Region*

GOAL: *To preserve our cultural heritage and incorporate it into our programs and activities.*

## Objectives

Write Objectives toward the outcomes you want. The goal is abstract, while the objective is much more specific. You can use the memory aid "SMART" as a reminder of the elements of well-written objectives. With high competition for grant dollars, well-articulated objectives are essential to your proposal's success.

### SMART Objectives

- S**      **Specific**
- M**      **Measurable**
- A**      **Achievable**
- R**      **Relevant**
- T**      **Time-bound**

### Example:

GOAL: *An after-school program will help children read better.*

OBJECTIVE: *Our after-school remedial reading program will assist 50 children in improving their reading scores by one grade level as demonstrated by standardized reading tests administered prior to and after participating in the program for six months.*

## Four Types of Objectives

1. **Behavioral:** A human action is expected.  
**Example:** *Fifty of the 70 children participating will learn to read better.*
2. **Performance:** Specific timeframe that a behavior will occur at expected proficiency level.  
**Example:** *Fifty of the 70 children will learn to read better within six months and will demonstrate improvement by taking standardized tests administered by the school district.*

*Goals are broad, conceptual and more abstract*

*Objectives point to planned outcomes*

*Performance Based Objectives*

# GRANT WRITING GUIDE

Use type depending on your project

Narrative tells your story

Task List is a planning tool, usually not included in your proposal

- Process:** The way something transpires is an end in itself.  
**Example:** *We will document the teaching methods utilized, identifying those with the greatest success.*
- Product:** A tangible item results.  
**Example:** *A manual will be created to teach reading skills to this age and proficiency group.*

You will use one or more of these types of objectives, depending on the scope of your project. Be realistic in setting objectives that you can accomplish within the timeframe and the funds available. Do not promise anything you cannot deliver during the term of the grant with the resources that will be allocated to the project.

## PROJECT NARRATIVE

The Project Narrative defines the approach or program design and tells the grant-maker what you will accomplish by telling the when, how and why. Your story enables the reader to visualize the implementation of the project. It should convince the reader that your organization knows what it is doing and helps to establish its credibility. Begin by making a Task List.

## TASK LIST

The task list is a systematic account of what you will do to accomplish the objectives. Describe the order and timing for tasks to sum up the project steps that you will use when you make the timetable, write the Project Narrative, and develop the budget. There should be harmony between the task list and the elements of the proposal.

Although the task list is often not included in your proposal, it will help you generate the timetable, narrative, and budget. Developing a task list tool will ensure that the project coordinator will start the program in a comprehensive and organized fashion once the project is funded.

### Example: Task List Worksheet

Detailed Task List	Who's Responsible	When
1. Review 3 curricula to use	John Smith	October 2024
2. Select curriculum to use	John Smith/Annie Brown	November 2024
3. Written analysis to Committee	John Smith/Annie Brown	December 2024
4. Test level and teach Reading Skills	Staff	January-June 2025

**TIMETABLE**

**When:** The timetable (also known as a timeline) summarizes the action items on the task list, stating the amount of time that will be dedicated to each item. Most of this information can be obtained directly from the Task List worksheet you just completed.  
**Organize the Timetable by objective.**

**Example: Timetable with Action Steps**

**Objective #1:** To establish comprehensive outreach program that strengthens and supports families with young children reaching a minimum of 15% of the population or approximately 1,114 people.

Action Steps	Who’s Responsible	When
Design outreach program	Children’s Services	May–June 2014
Expand community collaboration	Director	March-ongoing
Coordinate with other programs	Children’s Services	May–June 2014

WHEN?

*Timetables are often required*

**Approach (or Project Design)**

**How:** Describe in narrative form what will occur from the time the project begins until it is completed. Your approach should match your previously stated objectives, task list, and timetable.

**Why:** Defend your approach, especially if it is new and different. Explain why your approach will most effectively lead to the outcomes you anticipate. When possible, use comments from experts and contrast your project with other projects describing what works, what doesn’t, and why.

HOW?

WHY?

**Organizational Background**

These are documents that you can collect and reuse for multiple proposals. Retain and update this information often.

- ✓ Vision statement
- ✓ Current mission statement
- ✓ Most recent strategic plan
- ✓ Background/overview of the organization
- ✓ List of previous successful grants
- ✓ Current projects and programs and who benefits

Describe the distinct resources and attributes that your organization has to make the project successful.

- ✓ Staff with specialized expertise
- ✓ Partnerships with other organizations
- ✓ Experience with particular populations and geographical locations

# GRANT WRITING GUIDE

*Make credibility or "bragging" file and keep it up to date*

Include outstanding accomplishments of your organization:

- ✓ Awards
- ✓ Special media coverage
- ✓ Commendations by professional associations
- ✓ Published Articles
- ✓ Testimonials from clients
- ✓ Community involvement demonstrating a positive impact on your community through the programs you provide or support you provided to other organizations

## Organization Capacity, Management, and Staff

Describe your organization's ability to carry out the program, manage it administratively, and provide experience with similar projects. Describe your plans for administering the project. This is especially important in a large operation, if more than one agency is collaborating on the project, or if you are using a fiscal agent. It needs to be clear who is responsible for financial management, project outcomes, and reporting. Things to include:

- ✓ List of Board or Council Members
- ✓ Key Management Staff with short biographies
- ✓ Organizational Chart
- ✓ Number of staff needed
  - Paid staff (full-time or part-time on the project?)
  - Staff Resumes
  - Job descriptions for positions to be recruited specifically for the project
  - How will the time of an already fully deployed individual be freed up?

Salary and project costs are affected by the qualifications of the staff. Define the practical experience you require for key staff, their level of expertise and educational background. If an individual has already been selected to direct or manage the program, summarize his or her credentials and include a brief biographical sketch. Add staff resumes in the appendix or as an attachment.

## DEVELOP THE BUDGET

Budgets require a **Budget** and a **Budget Narrative**. Demonstrate a clear and strong relationship between the stated objectives, project activities, and the budget. The solicitation will describe allowable costs categories. For federal grants, you will need [SF-424A Non-Construction or SF-424C Construction Forms](#) usually from grants.gov.

For the Uniform Guidance (2 CFR 200) (OMB Super Circular) for more information on cost issues and budgeting for federal grants see your accountant or go to [https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200\\_main\\_02.tpl](https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl).

*A strong manager can sway a positive response to the application*

*Planning Budget*

## BUDGET

### Example: Budget

Cost Category	Grant funds you are applying for	Local cash contributions (unallowable costs)	Total
Personnel	140,000		140,000
Fringe Benefits	53,184		53,369
Travel / Per Diem	7,000		7,000
Training	2,146		2,146
Supplies	2,629	4,299	6,928
Equipment	2,000		2,000
Contractual			
Licenses & Fees	1,000		1,000
Other	2,685		2,685
<b>TOTAL DIRECT COSTS</b>	<b>210,644</b>	<b>4,299</b>	<b>214,943</b>
Indirect Costs (16.31%)	34,356	701	35,057
<b>TOTAL</b>	<b>245,000</b>	<b>5,000</b>	<b>250,000</b>

### Personnel

Full Time Equivalence (FTE) is a number that represents how much more, or less, an employee is working when compared to a regular full-time worker. Some companies define 'full time' differently. The first step in calculating FTE hours is to define what a full-time employee is. Most employers see this as 40 hours a week for 52 weeks per year for a total of 2,080 hours a year equals 1 FTE. Your organization may use 37.5 hours a week for 52 weeks per year, or 1,950 hours a year. For a 37.5-hour workweek 1,950 would be 1 FTE.

### Example: FTE

A part-time employee required to work 20 hours per week or 1,040 hours per year on the project, divide 1,040 by 1,950 and for .53 FTE.

### Example: Personnel 1<sup>st</sup> Year

Position/Name	Salary	Rate	Hours	% of Time	Project Cost
Project Director, [name]	\$53	hourly	1025	53%	\$ 54,322.50
Project Manager, Vacant	\$43	hourly	1555	100%	\$ 66,865.00
Project Assistant, Vacant	\$25	hourly	752.5	50%	\$ 18,812.50
<b>Total Salaries</b>					<b>\$ 140,000.00</b>

Project Director, [name] spends 53% or 1025 hours on the project at \$53 and provides project direction and overview of all activities, grant reporting and closeout. The Project Manager, Vacant, spends 1 FTE/100% of his time minus recruitment time (1,950-395=1,555 hours) at \$43.00 for a total of \$66,865 and provide project management including fiscal management, implementing activities, working with the consultant, and collecting data for reports. The part-time Project Assistant, Vacant, spends .5 FTE/50% hours minus recruitment time (1,040-287.5=752.5) at \$25.00 for a total of \$18,812.50, and helps with the project activities. Total Salaries is \$140,000.

Personnel is a large budget item

Common Cost Categories or Budget Line Items

Let's go over some tricky line items

Calculating FTEs

# GRANT WRITING GUIDE

## Fringe Rate

Fringe Benefits are benefits in addition to salaries that an organization provides in its benefits package, which often includes health insurance, retirement, life insurance, payroll taxes, unemployment, and other. The fringe rate will be different for employees classified as full-time, part-time, and/or temporary, since the part-time will usually not qualify for retirement, and temporary employees usually will not qualify for health coverage or retirement.

### Calculation by Addition

If your organization is small and does not provide a fringe rate, list an employee’s fringe benefits, including health insurance, retirement, life insurance, payroll taxes, unemployment, and other payments above the salary. Add these figures, and then multiply the salary by the total fringe benefits to get the fringe rate expressed as a percentage. For small organizations, calculating fringe benefits using this method is manageable.

### Calculation by Percentage

Larger organizations often provide the fringe rates to use. They can determine the fringe rate for the whole organization by totaling the costs for each fringe benefit and then dividing by the gross payroll, which results in the fringe rate expressed as a percentage. Once you have this percentage, calculate fringe benefits by multiplying the salary by the percentage.

Fringe Rate

#### Example: Percentages by fringe benefit

Fringe Benefit	Full-time	Part-time / Temporary (less than a year)
FICA 6.2%	6.2	6.2
M-FICA 1.45%	1.45	1.45
Worker's Comp 3%	3.0	3.0
ESC (Unemployment) 1.37%	1.37	1.37
Life and Health Insurance 25%	25.0	
Pension 5%	5.0	
<b>TOTAL</b>	<b>42.02%</b>	<b>12.02%</b>

#### Example: Fringe Benefit 1<sup>st</sup> Year

##### FRINGE BENEFITS

Type of Benefit	Base	Rate	Total Cost
Project Director	\$ 54,322.50	42.02%	\$ 22,826.31
Project Manager	\$ 66,865.00	42.02%	\$ 28,096.67
Project Assistant	\$ 18,812.50	12.2%	\$ 2,261.26
<b>TOTAL FRINGE BENEFITS</b>			<b>\$ 53,184.24</b>

Full-time employees receive fringe benefits including FICA 6.2%, M-FICA 1.45%, Worker's Comp 3%, ESC (Unemployment) 1.37%, Life and Health Insurance 25%, Pension 5% for a total Full-time Fringe Rate of 42.02%. Part-time employees receive FICA 6.2%, M-FICA 1.45%, Worker's Comp 3%, and ESC (Unemployment) 1.37% for a temporary part-time Fringe Rate of 12.02% (less than a year), The Project Director's base \$54,322.50 times 42.02% is \$22,826.31; plus, the Project Manager’s base \$66,865 times 42.02% is \$28,096.67; plus, the Project Assistant base of \$18,812.50 times 12.02% is \$2,261.26. Total Fringe Benefits is \$53,184.24.

**Indirect Costs**

Indirect costs are also referred to as "administrative overhead." These are costs of administering program activities that are difficult to link to a single program activity because they are shared among the programs and functions of your organization. Contact your financial officer or supervisor to find out if your organization has an indirect cost rate agreement. If not, expense as much of the costs as you can document with backup.

If your organization does not have an indirect cost rate, it can contact the USAID Overhead and Special Costs and Contract Closeout Branch (OCC) of the Office of Acquisition and Assistance. OCC has or can obtain information on indirect cost rates for all U.S. organizations that are under cognizance of other federal agencies. The Department of Interior is the likely cognizant for Tribal governments and organizations.

**Examples of administrative costs:**

- ✓ Personnel Administration
- ✓ Finance
- ✓ Audit
- ✓ Purchasing
- ✓ Space
- ✓ Executive Management
- ✓ Insurance
- ✓ Legal

**Indirect Cost Calculation Formula:**

$$\frac{(\text{Total Grant Amount} - \text{Indirect Cost Exclusions}) \times (\text{Indirect Rate})}{1 + \text{Indirect Rate}} = \text{Maximum Allowable Indirect Cost}$$

Description	Code	Amount
1. Total Allocation	TA	\$250,000
2. Total Allocation Minus Non - allowable Costs	A	(250,000 – 5,000) 245,000
3. Indirect Cost Rate	R	16.31% or .1631
4. Formula	$\frac{(R)(A)}{1 + R}$	$(.1631)(245,000)$ 1.1631
5. Allowable Indirect Cost		34,356

The following calculation shows how to determine the total amount you can spend on direct costs. Take the total allocation, subtract the allowable indirect cost amount, and the remainder is the amount available for direct costs.

Total allocation	\$250,000
Indirect cost	<u>- 34,356</u>
Total direct cost funds available	<u>\$215,644</u>

*Does your organization have an indirect cost rate?*

*Calculating indirect on maximum allocation amount*

# GRANT WRITING GUIDE

To check the calculation, do the following:

Total direct costs	\$215,644
Exclusions (non-allowable costs)	- 5,000
Total	<u>\$210,644</u>
Direct costs minus non-allowable costs	\$210,644
Non-allowable costs	<u>\$4,299</u>
Direct costs with Non-allowable costs	\$214,943
Indirect rate	x .1631
Total Indirect Costs	<u>\$ 35,057</u>

## BUDGET NARRATIVE

The budget narrative explains “justifies” the line items and the amounts. It explains what you are going to spend the grant funds on, how you arrived at the amounts for each line item, and the purpose of each line item. The budget narrative must be consistent with the budget and the project narrative. Include narrative for each line items in the same order as the budget.

### Example: Budget Narrative

**Personnel:** One (1) Full-time Project Director works.44 FTE or 1,025 hours on the project at \$53.00 per hour x 1,025 hours = \$22,269 for year one, and provides project direction and overview of all activities, grant reporting and closeout. One (1) Project Manager, Vacant, spends 1 FTE or 100% of his/her time minus recruitment time (1,870 – 315 = 1,555 hours) at \$43.00 per hour x 1,555 hours = \$66,865 for year one, and provides project management including fiscal management, implementing activities, working with the consultant, and collecting data for reports. One (1) temporary part-time Project Assistant, Vacant, spends .5 FTE or 50% of his/her time minus recruitment time (910 - 157.5 = 752.5) at \$25.00 per hour x 752.5 hours = \$18,812.50, and helps with the project activities. Total Personnel: \$140,000

**Fringe Benefits:** Full-time employees receive fringe benefits including FICA 6.2%, M-FICA 1.45%, Worker's Comp 3%, ESC (Unemployment) 1.37%, Life and Health Insurance 25%, Pension 5% for a total Full-time Fringe Rate of 42.02%. Part-time employees receive FICA 6.2%, M-FICA 1.45%, Worker's Comp 3%, and ESC (Unemployment) 1.37% for a temporary part-time Fringe Rate of 12.02% (less than a year), The Project Director's base \$54,325.50 times 42.02% is \$22,826.31; plus, the Project Manager's base \$66,865 times 42.02% is \$28,096.67; plus, the Project Assistant base of \$18,812.50 times 12.02% is \$2,261.26. Total Fringe Benefits is \$53,184.24.

**Travel:** One trip for Project Staff to travel to Anchorage to attend training regarding the project. One round trip airline ticket to Anchorage at \$700 times three staff is \$2,100. Per Diem for full day in Anchorage, AK is \$354 (federal per Diem rate) x three days x three travelers is \$3,186. Lodging for the 1st Night is \$229 (federal per Diem rate) x three travelers = \$687. Meals for the first and last day of travel per Travel Policy is \$15 for Breakfast, \$20 for Lunch, and \$30 for dinner. Meals for the 1st Day is \$30 for dinner and Last Day is \$15 for Breakfast and \$20 for Lunch is \$65 x three travelers is \$195. Ground Transportation in Anchorage, Alaska is estimated at \$208 per day x 4 days for a total of \$832. Total travel is \$7,000.

**Supplies:** Supplies are estimated at \$2,629, which includes one laptop at \$1,500, one printer at \$700, and Office Supplies estimated at \$429 that includes pens, paper, notebooks, printer toner, etc. for year one.

**Other:** Reproduction at \$.18 per page x 3,000 pages = \$540; Telephone at \$80 per month x 12 months x 2 staff = \$1,920; Postage & Freight to ship supplies is estimated at \$283; Total Other \$2,685.

**Indirect Costs:** Indirect cost rate is negotiated with the Department of Health and Human Services (DHHS), cognizant entity. The Provisional Indirect Cost Rate for FY2022 is 16.31% for non-OSG funds and 2.62% for Flow Thru. The direct costs base at \$210,644 times 16.31% is \$34,356. Total Indirect Costs is \$34,356.

Accounting  
will want  
Indirect on  
non-Federal  
match

Three  
employees  
working on  
the project

## DESIGN EVALUATION PLAN

Use the Evaluation Plan to determine the data you will need to collect during the project. The solicitation requirements, your program design, and objectives are used to design your evaluation plan. In your evaluation plan, describe how data about the program and participants will be collected and why those methods are important and suitable measures of program effectiveness.

- ✓ Explain who will collect the data, when, and how it will be collected.
- ✓ Explain how the data will be analyzed and reported.

## Two Types of Formal Evaluations

One or both of these evaluation types may be needed to evaluate your project. 1) Measures program outcomes; and, 2) Analyze the process. Do you need to hire an independent evaluator?

### You can probably complete the evaluation internally if:

1. Your grantor does not require a formal evaluation.
2. Your evaluation is intended to only determine whether you met the requirements of the grant.
3. Your evaluation will be used internally to make improvements to your program.

### You will need to hire an outside evaluator if:

1. Your grant-maker requires an independent evaluation (this is common in federal and some state grants)
2. You need to present the evaluation publicly or deliver it to government officials.
3. Your project's subject is highly charged emotionally, and an internal evaluation will not be acceptable to all parties; or
4. You are experiencing problems in the program or project and want input from an objective, third-party on how to improve it.

## Logic Models – An Evaluation Tool

<b>Inputs</b>	>	<b>Activities/Outputs</b>	>	<b>Outcomes/Impacts</b>
<i>What we Invest</i>		<i>What we do/Who we reach</i>		<i>Learning/Action/Conditions</i>
Staff Travel Office Supplies		Stakeholder Planning Process Represent the Region Monitor and Exchange Program information with Stakeholders		Meaningful Plans Address Tangible Concerns Better understanding of priorities, needs, and regulations

*Evaluations  
measure  
project  
success and  
determine  
data you will  
need to  
collect*

*Use Excel  
spreadsheet  
to design  
Logic Model*

# GRANT WRITING GUIDE

*Future  
Funding  
Plans for the  
Project*

## SUSTAINABILITY PLAN

Future Funding also referred to as “sustainability,” focuses on what will happen to the program after funding ends. Use your Sustainability Plan to explain:

1. How this project is in line with your plans.
2. What is the Board’s (Council’s) level of support.
3. Identify staff that will work on the project and how you will free up time of already fully deployed staff.
4. Describe strategic partnerships that will support the project.
5. If this becomes an ongoing program, how will it be funded when this grant is spent?
6. Which parts of the program will end and which parts you will sustain through other funding sources.
7. Identify additional sources of potential funding or ways to generate additional funding.
8. If the program will end when the funding period expires, explain why it will no longer be needed.

*Summarize  
the Project*

## EXECUTIVE SUMMARY

The executive summary gives the reader an overview of what will follow in the proposal. The executive summary should be short and follow limitations in the solicitation.

1. Provide a brief statement of the problem or need.
2. Follow with a short description of the project, who will benefit, how and where it will operate, for how long, and the staff assigned to the project.
3. Explain the amount of grant money required for the project and plans to fund it in the future.
4. Provide a brief history of your organization and its capacity to carry out the project.

*Cover Letter  
is often  
separated  
from the  
proposal  
when it  
reaches the  
grant-  
maker’s office*

## COVER LETTER

A cover letter may seem unnecessary after you have completed the executive summary, but it is considered a separate document and is read at a different level in the agency. You will be using your best quotes and phrases, and it is acceptable to repeat words and phrases from the proposal in the cover letter.

1. Introduce your organization.
2. Describe your project in one or two sentences, including the amount of money you are requesting from the grant-maker.
3. A simple yet convincing explanation of why this project is important and timely.
4. Mention how your project meets the goals of the grant-maker.
5. Describe how your problem or need complements the mission or goals of the grant-maker.

6. Remind funders of previous contact and changes you made based on their input (if appropriate).
7. Outline the need or define the problem as you see it and cite one or two supporting statistics.
8. Briefly describe your solution to the problem or need.
9. Offer to answer questions.
10. If you are writing to a grant-maker in another time zone, mention the time difference for telephone calls.
11. Always submit the cover letter on your organization's letterhead.
12. Have the board chair or top administrator sign the letter.

Assume that your cover letter will be separated from the full proposal, so redundancy is not a problem. You can repeat elements of your proposal and executive summary in the Cover Letter.

## DESIGN A TITLE PAGE

You can add a custom-made title page to your Project Narrative with basic information about the proposal. Although the logo and/or photo are listed as optional, this is a good place to add a distinctive or unique image from your community. It can give your proposal personality and leave an impression with the reviewers.

- |                                       |                                 |
|---------------------------------------|---------------------------------|
| 1. Title of the Project with tag line | 6. Contact Person               |
| 2. Amount Requested                   | a. Address                      |
| 3. Timeframe                          | b. Telephone Number             |
| 4. Date of Submission                 | c. E-mail Address               |
| 5. Name of Organization               | 7. Logo and/or Photo (optional) |

## COMMON ATTACHMENTS

Below is a list of attachments often submitted with proposals. Refer to the solicitation for the actual attachments the grant-maker requires.

- ✓ Grant Application forms
- ✓ Required assurances and certifications
- ✓ Proof of nonprofit status (IRS document)
- ✓ List of your board of directors (council members)
- ✓ Audits or financial statements
- ✓ Letters of support
- ✓ Partnership agreements (Memorandum of Understanding (MOUs))
- ✓ Staff Resumes
- ✓ Negotiated Indirect Cost Rate Agreement (if applicable)

*"I have a face for radio and a voice for writing."*

*Author, Grant McLachlan*

*Personalize  
with photos  
and logos*

*Common  
Proposal  
Attachments*

# GRANT WRITING GUIDE

## Federal Forms SF424

When you set up a Workspace in Grants.gov, you will have access to all the forms you need. Forms can also be found at <https://www.grants.gov/forms.html>.

## Executive Order 12372 Guidance

On the SF424, Does Executive Order 12372 apply? Alaska is not on the SPOC list, and you may check the “no” box. **√ Single Point of Contact (SPOC) List**

1. SPOC <https://www.whitehouse.gov/wp-content/uploads/2020/04/SPOC-4-13-20.pdf>
2. States not listed on the State Single Point of Contact (SPOC) List have chosen not to participate in the intergovernmental review process, and therefore do not have a SPOC. If you are located within a State that does not have a SPOC, you may check “no” and send application materials directly to a Federal awarding agency.

## COMMON MISTAKES

You can avoid common mistakes that grant-makers often see. Pay attention to these omissions.

- ✓ Failure to have the Grant forms signed.
- ✓ Failure to comply with all of the requirements.
- ✓ Failure to sell your organization or your program and demonstrate that it aligns with the grant-maker’s mission.
- ✓ Failure to be concise. Make an impression early and often. Long, wordy, pointless or overly detailed sentences will alienate you from the reviewers. Check for run-on sentences. Use the fewest words necessary to have the greatest impact. Reviewers are often your peers, people like you, working after hours to review a stack of proposals. Being concise respects their time.
- ✓ Failure to proofread for spelling and grammatical errors. Do not depend on Spellcheck; have your proposal proofread by fresh eyes in your organization.
- ✓ Failure to match the numbers in the budget to the budget narrative, and to match budget amounts with references to them in the project narrative and grant forms.
- ✓ Failure to write for your audience. Write as if the grant-maker knows nothing about your organization or program avoiding jargon and acronyms. Get proofreaders who are not familiar with your work who may ask questions where you need to explain better. If they do not understand, a reviewer might not either.
- ✓ Failure to format the proposal according to the requirements. Double-check all requirements and guidelines (page limits, font size, margins, etc.)

Rewriting  
ripens  
what you've  
written.

Duane Alan Hahn

Revise,  
revise, revise

Find errors  
and in-  
consistencies

## HELPFUL HINTS

- ✓ Read your text aloud. This tried-and-true method highlights circular logic, run-on sentences, and overstuffed paragraphs.
- ✓ Review your proposal against the solicitation to make certain you have not missed important requirements.
- ✓ Follow all requirements and guidelines (page limits, font size, margins, line spacing, etc.)
- ✓ Using the fewest words has the greatest impact. Be concise and get to the point.
- ✓ Write as if the reader knows nothing about your organization or program. Clarify any terminologies and abbreviations in the text and add a definitions section, if needed.
- ✓ Have your proposal proofread and use proofreaders unfamiliar with your work to help you include the right detail.

## SUBMIT PROPOSAL

### BEFORE YOU SUBMIT:

- ✓ Double check that all required forms, documents, and attachments are your final versions.
- ✓ Convert documents that you created to PDF. Generally, you do not convert Grant forms and templates that the grant-maker provided. Excel spreadsheets are usually accepted.
- ✓ Assemble documents in order prescribed by the solicitation.
- ✓ Rename files as needed, so they are easily identified and kept in order. Make sure to comply with file naming requirements in the solicitation if they specify a file naming standardization convention.

*Name files  
for easy  
reference*

## File Naming

Organization\_Fiscal Year\_Grant-maker\_Solicitation Name\_Document#\_Document Name  
(The number auto-sorts the files in order to be presented to the grant-maker.)

### Example: Naming Convention

- ***BBNA\_FY2023-EDA\_01\_SF424 Federal Application***
- ***BBNA\_FY2023-EDA\_02\_ED-900 General Application for EDA Programs***
- ***BBNA\_FY2023-EDA\_03\_SF424A Budget Non-Construction Form***
- ***BBNA\_FY2023-EDA\_04\_SF424B Certifications and Assurances***
- ***BBNA\_FY2023-EDA\_05\_CD511 Certification Regarding Lobbying***
- ***BBNA\_FY2023-EDA\_06\_ED-900A Additional EDA Assurances***
- ***BBNA\_FY2023-EDA\_07\_ED-900B Beneficiary Information Form***
- ***BBNA\_FY2023-EDA\_08\_Attachment A-Scope of Work (required form)***
- ***BBNA\_FY2023-EDA\_09\_Attachment B-Authorized Staff Positions***
- ***BBNA\_FY2023-EDA\_10\_Attachment C-BBCEDS Steering Committee***

# GRANT WRITING GUIDE

Submit  
early

- **BBNA\_FY2023-EDA\_11\_Attachment D-IRS EIN-501c3 Doc**
- **BBNA\_FY2023-EDA\_12\_Attachment E-Indirect Cost Rate Agreement**
- **BBNA\_FY2023-EDA\_13\_Attachment F-Certificate of Good Standing**
- **BBNA\_FY2023-EDA\_14\_Attachment G-Board of Directors**
- **BBNA\_FY2023-EDA\_15\_Attachment H-Staff Resumes & Job Descriptions**
- **BBNA\_FY2023-EDA\_16\_Attachment I-Supporting Resolution**
- **BBNA\_FY2023-EDA\_17\_Attachment J-Letters of Commitment**
- **BBNA\_FY2023-EDA\_18\_Attachment K-Letters of Support**
- **BBNA\_FY2023-EDA\_19\_Attachment L-Audited Financial Statement**
- **BBNA\_FY2023-EDA\_20\_Attachment M-BBCEDS Update**

## SUBMISSION TIPS

- ❖ Submit according to the grant-maker's directions.
  - Online
  - Email
  - Mail
- ❖ Submit EARLY in case you:
  - Encounter connectivity problems uploading files.
  - Forget something and need to send it before the deadline.
- ❖ For Online submission, submit and resubmit until you get a message that the grant was received.
  - Remember that generally after ten minutes the submission is timed out. Restart the submission after every ten minutes until you get confirmation.
  - If problems persist:
    - Contact your network administrator
    - Contact the grant agency's network administrator, for tips on submitting.



Restart  
submission  
every 10  
minutes



## MISSED DEADLINES

### It's Not the End of the World

If you miss the deadline, there is very little you can do unless there has been a major weather event or the grant-maker has a computer outage. Connectivity and computer problems on your end do not compel the grant-maker to make an exception. Your work is not useless; you can use it as a template for next opening of the funding opportunity or modify it for proposals to other grant-makers.

*Use for next  
funding  
opportunity*

## DENIALS

### Your Proposal Has Been Denied

If your proposal gets a denial notice, be sure ask for reviewer's comments, sometimes called, "debriefing." The reviewer's comments or debriefing will provide you with ideas on how to improve your proposal for the next funding opportunity. You can learn about elements and other details that are important to the grant-maker that you can use to improve your proposal. Keep this information in mind when doing other proposals as they may have applicability to other proposals you write. The granting process is competitive. Don't be discouraged by unfunded proposals. Keep trying until you get the award.

*Get  
reviewer's  
comments or  
debriefing*

***"If 'Plan A' didn't work, the alphabet has 25 more letters! Stay Cool."***

## GRANT AWARDS

### Congratulations! Your Proposal Has Been Awarded!

The grant-maker will send you an award notice and agreement. Read the award documents, thoroughly to understand the terms and conditions. You should see reporting requirements, start date, and other requirements that you must follow. Some terms can be negotiated, contact the grant-maker's grant administrator to inquire if a term can be changed.

*Don't spend  
money until  
the grant  
term starts*

Remember that you cannot start spending money until both your organization and the grant-maker sign off on the award documents. The start date is sometimes a set date, or it could be the date that the award agreement is fully executed (signed by both parties). Do not spend any funds until the start date, since most grant-makers will not reimburse expenses that are not within the term of the grant.

*Follow  
acceptance  
procedures  
carefully*

Prepare all the award documents that they require for your acceptance, have the award documents signed by the authorized signatory for your organization. Make copies for your file and return the acceptance package back in the manner they prescribe. If they require original signatures, the acceptance package should be returned by certified mail with a return receipt.

# GRANT WRITING GUIDE

---

## SUGGESTED FURTHER STUDY

### Grant Management

Grant Management is a separate subject. Seek Grant Management courses, agency guidance, and online information to help you administer your new project.

## GRANT WRITING RESOURCES

### TRAINING & MATERIAL

U.S. Department of Justice, Grants 101, <https://ojp.gov/grants101/>

**Candid Learning**, <https://learning.candid.org/> Candid Learning is the Foundation Center's learning community for the social sector. It provides easy-to-use, self-service tools and resources to help nonprofits worldwide become more viable grant applicants and build strong, sustainable organizations.

- **Short Course**, <https://learning.candid.org/training/introduction-to-proposal-writing/>
- **GrantCraft by Candid** (<https://grantcraft.org/>). Newsletter and curated grant-related resources.
- **Issuelab by Candid** <https://www.issuelab.org/> free access to thousands of case studies, evaluations, white papers, and issue briefs addressing some of the world's most pressing social problems.
- **Glass Pockets by Candid** at [www.glasspockets.org](http://www.glasspockets.org) provides the data, resources, examples, and action steps foundations need to understand the value of transparency, be more open in their own communications, and help shed more light on how private organizations are serving the public good.
- **Guidestar by Candid** at [www.guidestar.org](http://www.guidestar.org) gathers and disseminates information about every IRS-registered nonprofit organization. Free access to searchable database.

**Compassion Capital Fund (CCF) Strengthening Nonprofits:** A Capacity Builder's Library, "Acquiring Public Grants." <http://strengtheningnonprofits.org/>

**How to Write a Winning Grant Proposal**, <https://www.liveabout.com/how-to-write-a-grant-proposal-2501980>

**How to Make a Grant Proposal to a Small Family Foundation**, <https://www.liveabout.com/how-to-make-a-grant-proposal-to-a-small-family-foundation-2501950>

**How to Become a Better Grant Writer for Your Nonprofit**, <https://www.liveabout.com/become-an-organized-grant-writer-2501976>

**First Nations Development Institute**, Philanthropy in Indian Country <https://www.firstnations.org/knowledge-center/philanthropy-in-indian-country/> and Grantseeker Resources <https://www.firstnations.org/grantmaking/grantseeker-resources/>

**Grant Professionals Association** <https://grantprofessionals.org/> (formerly the American Association of Grant Professionals) serves grant developers who work for public or private organizations. The website has information about the organization, including a code of ethics and credentialing; useful articles about grantseeking; newsletters, journals, a place to exchange documents with other members and links to Web sites that contain information related to educational grant writing.

**Grant Station** <https://www.grantstation.com> provides opportunity to identify potential funding sources for their programs or projects. Access to a searchable database of private grantmakers that accept inquiries and proposals from a variety of organizations; federal, links to state funding agencies. Subscription access only.

**GrantWatch** [www.grantwatch.com](http://www.grantwatch.com) information on foundation and government grants. Free weekly emails of listing new grants. Full grant database access by subscription.

**GrantSelect** [www.grantselect.com](http://www.grantselect.com) online database of funding opportunities such as grants, awards, and fellowships. Full grant database access and email alerts by subscription. Bi-weekly newsletter by subscription.

**Nonprofit Information** <http://nonprofitinformation.com/> Nonprofit Information is an independent informational website for nonprofits and philanthropists. Articles cover a variety of topics related to nonprofit management and fundraising techniques.

**The Chronicle of Philanthropy** <https://www.philanthropy.com> independent news organization serves leaders, fundraisers, grant makers, and others involved in the philanthropic enterprise. Monthly print version available by subscription. Free daily/weekly email updates.

**The Grantsmanship Center (TGCI) at** <https://www.tgci.com/> is a clearinghouse of fundraising information and provides training in grantsmanship and proposal writing for nonprofit organizations and government agencies.

## GRANT WRITING TOOLS

**What is a Logic Model?** [https://en.wikipedia.org/wiki/Logic\\_model](https://en.wikipedia.org/wiki/Logic_model)

**Grants.gov Forms**, <https://www.grants.gov/forms.html>

**Uniform Guidance (2 CFR 200) (OMB Super Circular)**, [https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200\\_main\\_02.tpl](https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl)

**Grant Space**, <https://grantspace.org/>

**Letters of Support Guidance: DocFormats** <https://www.docformats.com/letter-of-support-examples/>; enago academy <https://www.enago.com/academy/write-a-letter-of-support-for-grant/>; and Realia Project <https://www.realiaproject.org/letter-of-support-template/>

# GRANT WRITING GUIDE

---

## FIND GRANTS

**Grants.gov** <http://www.grants.gov/> is a resource for information on federal grants and to apply.

**Foundation Center** <https://candid.org/?fcref=lr> is an excellent starting place for fundraising research.

**Federal Register** <https://www.federalregister.gov/> The Federal Register is the Daily Journal of the United States Government by the National Archives and Records Administration. If you set up an account, you can add searches to your subscriptions and receive email notifications.

**First Nations Development Institute** <https://www.firstnations.org/grantmaking/> founded in 1980, began its national grantmaking program in 1993. Mid-year 2021, they successfully managed 2,276 grants totaling \$46 million to Native American projects, organizations in 42 states, DC and U.S. Territory American Samoa.

**Innovation Matters**, <https://public.govdelivery.com/accounts/USDARD/signup/31879> funding opportunities, publications, and releases for Rural Communities, as well as events and learning opportunities.

**How to Find Grant Funding for Your Organization**, <https://www.dummies.com/article/business-careers-money/business/financing/how-to-find-grant-funding-for-your-organization-193722/>

**3 Types of Funders to Approach for Your Next Project**, <https://grantsedge.com/3-types-of-funders-to-approach-for-your-next-project/>

**How Does the 990-PF of a Foundation Help Find Grants?** <https://www.liveabout.com/how-does-the-990-pf-of-a-foundation-help-me-find-grants-2501965>

## Data Collection Online Resources

**2020 Census Results**, <https://www.census.gov/programs-surveys/decennial-census/decade/2020/2020-census-results.html> U.S. Census Data <https://data.census.gov> Go to the View Tables tab to search for data using filters.

**American Community Survey (ACS)**, <https://www.census.gov/programs-surveys/acs>

**StatsAmerica**, EDA, <https://www.statsamerica.org/anywhere> is a service of the Indiana Business Research Center (IBRC) in the Indiana University Kelley School of Business with generous support from the U.S. Economic Development Administration. They develop and maintain a unique and useful set of tools and reports that focus on innovation capacity, resilience, equity, and distress. StatsAmerica maintains tens of thousands of data items from dozens of federal and state sources, along with some commercial or private source data, while StatsAmerica adds value to these data through easy access, functionality, and acknowledges the direct agency source of the data on every table, profile, or map.

**Alaska Department of Labor and Workforce Development, Research and Analysis**, <https://live.laborstats.alaska.gov/> Provides data analysis for Population and Census, Labor Market Information, Trends Magazine, Unemployment System Data, Projections, Worker Residency Data, Other

Economic Data, and Other Resources. Contact Research and Analysis if you are having difficulty finding the information you need. Their publication, “Alaska Population Overview 2019 Estimates,” is available at <https://live.laborstats.alaska.gov/pop/estimates/pub/19popover.pdf>

**Alaska Department of Commerce, Community, and Economic Development (DCCED)**

<https://www.commerce.alaska.gov/web/cbpl/BusinessLicensing/NewBLOnline.aspx/> For information on Corporations and Businesses in Alaska, search the Corporation Database or the Business Licenses.

**Alaska Division of Community and Regional Affairs** <https://dcra-cdo-dcced.opendata.arcgis.com/> DCRA Open Data Portal has interactive applications to find data on community contacts, culture, demographics, maps, economy, education, local government, public safety, services, transportation, and utilities. Datasets available include Community, Borough, and Region Maps; Community Photo Library; and Community Plans Library. This is a good location to find demographic information by community.

**Department of the Interior’s American Indian Population and Labor Force Report**

<https://www.bia.gov/knowledge-base/american-indian-population-labor-force-reports>

**USDA National Agricultural Statistics Service Quick Stats** <https://quickstats.nass.usda.gov/>

**TAGGS Tracking Spending – Increasing Accountability** <https://taggs.hhs.gov/SearchAward> is a searchable database of grant awarded from the Department of Health and Human Services (DHHS).