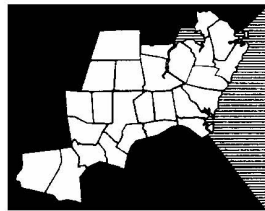


Grant Opportunities for CTAP Communities



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CTAP Grants Resource Guide

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I. Introduction and Purpose

To assist communities in the I-93 region plan for growth, the New Hampshire Department of Transportation committed to a comprehensive five-year \$3.5M program that will provide planning assistance to the 26 municipalities influenced by the I-93 improvements project. The appendix includes a list of the 26 municipalities. The Community Technical Assistance Program (CTAP) will help communities meet the wide range of growth-related challenges faced in the region by providing technical assistance and access to tools for innovative land-use planning. CTAP is a major initiative involving the 26 communities in the corridor, state and federal agencies, regional planning commissions and several non-governmental organizations (NGOs). The CTAP municipal representatives and the CTAP Management Committee guide the program.

The CTAP grants assistance program allocated \$15,000 per community as part of the Phase I program for community planning related activities and \$10,000 for a Phase II effort. The intent was to leverage the initial CTAP funding through additional state and federal assistance. Based on the comments received at a series of CTAP meetings, CTAP allocated resources toward the preparation of a Grants Resource Guide designed primarily for local elected officials. The Grants Resource Guide includes grant programs that are of primary interest to local officials and are referred to as “Tier 1” programs; programs of lesser or minimal interest to local officials are referred to as Tier 2” programs. For Tier 1 grant programs of primary interest to local officials, information is presented in the following manner:

- Name:
- Brief Explanation:
- Name of grantor agency:
- Key contact person(s):
- Amount of funding availability:
- Key criteria for applications:
- Funding cycle and deadlines:
- Website address:

The listing of potential grant opportunities is organized according to the CTAP Steering Committee Working Groups listed below:

- Theme A—Community Infrastructure
- Theme B—Environmental Protection, Land Use and Open Space
- Theme C—Downtown, Village Center and Community Vitality
- Theme D—Local Economy

For Tier 2 grant programs of lesser interest, the name of the program will be listed along with a website. Section VII Additional Resources includes information on resources and consultants who can assist organizations with specific issues.

II. Getting Started in the “Grants Game”

The Funding Process

The process of grantsmanship covers a broad range of activities including, goal and strategy setting, preliminary planning and research, proposal development, and proposal follow-up. Through this process, two questions are commonly asked by grantseekers, “Where is the money?” and “How do I access it?” The following discussion addresses these questions and provides useful information for grant seekers in search of funding dollars.

Where Does the Money Come From?

The two primary sources of grant money are public and private funds. Public funds are obtained from governmental units, such as federal, state, and local agencies. Private funds, on the other hand, come from organizations involved in charitable giving, such as foundations, direct giving programs, voluntary agencies, and community groups.

Federal Funding

The Federal government is the largest of all the grantmakers. The U.S. Government allocates a significant portion of the federal grant budget to the states through formula and block grants. The individual states decide how to use the money within the established guidelines. The U.S. government administers several types of grants designed to accomplish different purposes, such as conducting scientific research, developing technology or capacity, or delivering services to a specific population. Examples of these grants include:

- Research grants to support investigations aimed at the discovery of facts, revision of accepted theories, or application of new or revised theories;
- Demonstration grants to demonstrate or establish the feasibility of a particular theory or approach;
- Project grants to support individual projects in accordance with legislation that gives the funding agency discretion in selecting the project, grantees, and amount of award;
- Block grants to provide states with funding for a particular purpose; *and*
- Formula grants to provide funding to specified grantees on the basis of a specific formula, using indicators such as per capita income, mortality, or morbidity rates, outlined in legislation or regulations.

This Guide includes project grants and block grants of interest to local officials located in 26 municipalities within CTAP Region.

Data Universal Numbering System (DUNS) Number

All organizations, including local governments, applying for a federal grant **must** have a DUNS number, including local governments. Individuals who would personally receive a grant or cooperative agreement award from the federal government apart from any business or non-profit organization they may operate, and foreign entities are exempt from this requirement.

The DUNS number is a unique nine character identification number provided by the commercial company Dun & Bradstreet (D&B). The DUNS number is D&B's copyrighted, proprietary means of identifying business entities on a location-specific basis worldwide.

A DUNS number remains with the company location to which it has been assigned even if it closes or goes out-of-business. The DUNS number is widely used by both commercial and federal entities and was adopted as the standard business identifier for federal electronic commerce in October 1994. The DUNS was also incorporated into the Federal Acquisition Regulation (FAR) in April 1998 as the Federal Government's contractor identification code for all procurement-related activities. A municipality can secure a DUNS number by contacting <http://fedgov.dnb.com/webform>, or toll free (866) 705-571. The following provides additional information.

- DUNS Q&A: http://www.usda.gov/rus/telecom/dlt/pdf_files/duns_qa.pdf
- DUNS Number Guide: <http://www.ccr.gov/pdfs/DUNSGuideGovVendors.pdf>

In addition to direct federal funding, state and sub-state agencies also administer grants. Monies used to support these programs are obtained primarily through state tax revenues, special fees and funds received from the federal government (e.g., block and formula grants).

Federal Application Forms. [FedForms.gov](http://www.fedforms.gov) provides “one-stop-shopping” for the federal forms most used by the public. Fedforms contains many, but not all, of the forms issued by the federal agencies. If you cannot find the forms you need in FedForms, try the Agency Forms Links at: <http://www.forms.gov/bgfPortal/agencyDocs.do>.

State Funding

The State of New Hampshire provides funding in a number of program areas. For example, the NH Land and Community Heritage Investment Program (LCHIP) has a competitive grant program for open space, conservation and historic programs. LCIP receives funding from a fee on all real estate transfers in the State. In 2008, the NH Housing Finance Authority allocated funding to municipalities to enable them to engage the services of a qualified planning consultant to assist in becoming compliant with NH RSA 674:59, the state's new workforce housing legislation. These and other state-based grant programs are described in Section IV of this document.

Private Funding

Private funding can be obtained from a variety of sources, such as foundations, corporations, voluntary agencies and community groups. For the most part, philanthropic organizations fund programs, which either address their individual interests (e.g., farm safety) or benefit a particular group (e.g., company employees and their dependents). The most common types of philanthropic organizations include:

- Private foundations which receive income from an individual, family or group of individuals. The funding priorities of private foundations are usually based on the interests of the founding members. For example, the NH Charitable Foundation has received contributions from benefactors such as the Tillotson family, who have dedicated to philanthropic activities in Coos County.
- Corporate foundations which receive contributions from a profit-making entity, such as a corporation.
- Community foundations involved in grant giving within a specific community or region.

In New Hampshire, the NH Charitable Foundation and the NH Department of Justice (aka Attorney General's office) are the most comprehensive organizations in identifying private funding sources.

1. ***NH Directory of Charitable Funds in New Hampshire***, NH Department of Justice <http://doj.nh.gov/publications/directory-main.html>
2. ***General Grantmaking Programs***, NH Charitable Foundation <http://www.nhcf.org/page16898.cfm>

How Can My Community Obtain Funding?

Once the community has identified a specific need for funding assistance, regardless of the type of funding desired, the grantsmanship process involves three distinct phases:

- Preliminary planning and research
- Effective proposal writing
- Proposal follow up

An individual or organization seeking grant assistance should develop and follow a defined process and strive to perfect the process through each grant application. To complete these phases successfully, the grantseeker should consider the following complimentary approaches.

Step A --- Five Steps in the Funding Process

STEPS IN THE FUNDING PROCESS	
Steps	Questions to Consider
1: Identify a Need	<ul style="list-style-type: none"> - What is the problem or need? - How does my plan address the problem or need? - Organizations to approach?
2: Identify Funding Sources	<ul style="list-style-type: none"> - Who should I approach for funding? - How do I obtain information about potential funders?
3: Develop Proposal	<ul style="list-style-type: none"> - What are the goals and objectives of the program? - How will the program be carried out? - How will I budget the program? - What type of proposal format should be used? - Should the grant application be prepared in-house or employ a grant consultant?
4: Submit Proposal	<ul style="list-style-type: none"> - Am I consistent with the funder's application deadlines? - Am I sending the proposal to the appropriate contact? - Am I following the required format and content?
5: Follow-up	<ul style="list-style-type: none"> - Was the proposal accepted? - If not, why? - Should I submit a revised proposal?

Step B --- Five Steps in the Proposal Writing Process

Steps	Activities
1: Agree on the Problem	Involve all stakeholders
	Define the problem or situation and its impact
	Identify possible causes of the problem
2: The desired outcome	Measure success in outputs and outcomes
	Identify the key outcomes
	Establish realistic and achievable outcomes
	Measure and record the results
3: Design your program	Focus on the end results
	Seek expert opinions
	Research the experience of others
	Secure "buy-in" from stakeholders
4: Identify potential funding sources	Clearly describe your solution
	Begin with familiar organizations and people; utilize resource, agency websites and people with expertise in the field.
	Use the internet is a powerful tool for research

	Questions for a potential funding source
	Establish a working relationship with the funder
	Involve the funder in the project
5: Determine specific grant requirements	Identify funding availability, eligibility, match requirements, specific prerequisites and deadlines
	Communicate with the funding agency
6: Write the proposal / budget	Follow the instructions
	“Pitch” the proposal to the funder and their criteria
	Use checklist to ensure the application is complete
	Consider the services of a professional writer
	Edit carefully
	Have a “cold reader” review the proposal
	Meet deadlines; allow time for delay

Source: Adapted from the Appalachian Regional Commission, Online Resource Center.
<http://www.arc.gov/index.do?nodeId=102>

Although not exhaustive, these steps provide a general “game plan” for individuals embarking on a grant application. By following these guidelines, grantseekers can prepare a more effective funding strategy and increase their overall chances for success.

Become Familiar with the Grantsmanship Process!

If you are a first time grantseeker, attend a grant writing workshop or team up with an experienced grantwriter or fundraiser, if those opportunities are available. Annually, the NH Community Development Finance Authority (CDFA) conducts grant writing workshops for the Community Development Block Grant (CDBG) program and the Community Development Investment Program (CDIP). Also, consider hiring a professional consultant for proposal guidance and development. Note that some grant funders require attendance at a grant writing workshop or an informal meeting in order to apply for the grants. Others may require submission of a letter of interest or intent to be eligible to apply.

Check the internet and your local library! Several libraries have sections related to grantsmanship and funding resources. If your local library does not have a copy of a book or periodical mentioned in this publication, they should be able to obtain a copy through interlibrary loan.

Pursue Several Potential Funders

Identify several potential funders when conducting your search. The odds of a successful search are greater when you approach a variety of funders. Normally, a funding agency prefers to fund a portion of the total cost of a project with other pieces coming from other public, private and owner/applicant sources. Maintain a journal of what organizations you have contacted and when. Each grant program will likely have a different set of deadlines and requirements, so a master list would be helpful.

III. Grant Writing Tips

General

After you have identified a suitable grant opportunity that meets your organization's needs, you can begin the grant writing process. The website www.grantproposal.com provided the following granting writing tips.

1. Carefully follow the explicit guidelines and instructions. Pay strict attention to deadlines, important details and requirements. If an outline or a series of questions are provided, follow the indicated order, answer each section, and be direct with the response. If you cannot meet a specific, but non-fundamental requirement, contact the grant source to see if exceptions are allowed before abandoning the effort.

2. Start building and cultivating a positive working relationship with the granting agency or foundation as soon as practical. A positive relationship will produce long-term benefits, as you may wish to return for future funding.

3. Avoid sending the same generic boilerplate proposal to a random list of foundations. Tailor the proposal and the specific budget request based on extensive research into the funding agency priorities.

4. Use declarative rather than conditional verbs. Avoid the words *if*, *could*, and *might*. Declare that the gift or grant **will** create a positive outcome and state them.

5. Have clear, concise and tight rationale for your project and the requested funding. Never exceed the recommended page length. Since application reviewers are buried in paperwork, make your proposal stand out and easy to read.

6. Document the “need” or “problem” on multiple levels. If space allows, provide a recent national statistic with the source identified by name or title and date. Provide a statistic related to your geographic region or town. Summarize internal data to show how many participants are helped or services are provided by your organization.

7. When submitting a proposal to, especially a corporation, describe the request as an “investment” rather than a gift. Be explicit on the benefits to the grantor, such as visibility through press releases, implementing grantor's goals or naming opportunities. *Note: You as the grantee are assisting the grantor meet their granting responsibilities by making a good investment! Also note the grantor is responsible to a “higher authority” and must report on the accomplishments of the grant award.* You, as the grantee, are assisting the grantor in accomplishing their job by providing an opportunity to fund good projects that enable the grant program achieve its purpose. Capitalize on this by emphasizing how your project fits the grant program's purpose.

8. Grant administrators prefer viewing their philanthropy as an investment, instead of a gift. Especially when submitting a proposal to a new foundation created by a high-tech millionaire, emphasize the long-term payoffs from an initial grant investment, the ability to leverage additional funding, and the role of the grantmaker as a valued partner in the project's operation.

9. Stay positive about the problem(s) your grant application intends to address. Although proposals traditionally document the "need" for funding, make sure that the challenges do not sound insurmountable. Focus on opportunities that result from the challenges your organizations faces.

10. Establish the credentials of project leadership and the qualifications of the sponsoring organization.

11. Provide a realistic assessment of the urgency that drives your proposal submission. Is the unemployment rate dramatically increasing in your community because of recent plant closures? Has the population of local wildlife declined rapidly due to pollution? Remember however that funders commonly require two months to one year to process grant applications. Your proposed timeline must reflect both the need for urgent action and the realities of anticipated funding cycles.

12. In *The "How To" Grants Manual*, author David Bauer suggests a proactive approach to grantsmanship by researching funders, matching their interests to possible projects, and then cultivating a relationship with the grantmaker. Be proactive by setting aside time for broad research each week.

13. Document the capabilities of your organization to successfully implement the project. The grantor wants to be assured the "investment" will be appropriately and wisely spent. The Grantor wants you, the grantee, to be successful, as they do not want to return or cancel the grant award.

14. Before submission, have a "cold reader" review the application and double-check that every required attachment is included. This ensures quality control.

15. Make sure the project is successfully implemented as "success encourages future successes". A successful project will establish the organization's credibility for future grants. Grantors want to invest in accomplished grantees.

16. Submit your application by the due date as a missed deadline is fatal.

Budgeting

Once you have gotten organized, but before you have prepared the narrative, prepare the proposed budget in draft form. For budgeting:

- Focus on the cost-benefit ratio.
- Attempt to leverage and maximize funding from other sources.
- Budget line items of value to your organization.
- Strive for consistency among the project description, budget narrative and budget line items.
- Strive for management efficiency.

“Pitching the Project”

When it is appropriate, focus on selling the project to the grantor agency by stressing your project’s unique attributes, your organization’s past accomplishment and how funding this particular project will be in the interest of the grantor agency. Be enthusiastic about the proposal and its benefits.

Important Topics of Interest

As noted above, before final submission to the funding agency, request an individual unfamiliar with the project, sometimes referred to as a “cold reader” review the draft once last time for readability, consistency and comprehensiveness. Consider this effort a quality control function.

If your organization lacks the resources for a professional grantwriter to prepare the entire application, an experienced grantwriter could provide limited assistance by guiding you and by reviewing, and commenting on the draft application. While it is helpful for the grantwriter to have a knowledge base of the subject matter, it is not a requirement as most skilled grantwriters can quickly become knowledgeable.

Section VII, Additional Resources, includes links to searchable databases offering public and private funding opportunities available to local governments, community organizations, and individuals. It provides web links to online guides, manuals, and tips to assist grantwriters prepare successful proposals. It includes a bibliographic listing of published grant writing resources and funding directories.

IV. Grant Programs of Interest to Local Officials

Theme A: *Community Infrastructure*

This section contains information on grant programs organized by a particular CTAP theme. Grant programs with information are likely to be of more interest to local officials; those identified with a website are likely to be of less interest.

COMMUNITY DEVELOPMENT

Grant Program: Community Development Block Grant Program (CDBG)

- **Brief explanation:** Assistance to municipalities to construct public facilities for the benefit of low to moderate income person.
- **Name of grantor agency:** NH Community Development Finance Authority (CDFA)
- **Key contact person(s):** George Hunton, NH CDFA
- **Amount of funding available:** \$4.5 M per year; 2 cycles per year
- **Key criteria for applications:** Minimum 51% benefit to low to moderate income persons; maximum grant \$500,000; 1 to 1 match requirement
- **Funding cycle and deadlines:** Last Monday of January and July
- **Website address:** http://www.nhcdfa.org/web/cdbg/cdbg_program.html.
The CDFA website has information on the CDBG – Recovery program, which includes \$2.4 M in ARRA funding.

Grant Program: Community Development Investment Program (CDIP)

- **Brief explanation:** Assistance to nonprofits entities, municipalities and cooperatives for economic development, housing, public facilities and community development activities to benefit low and moderate income NH citizens
- **Name of grantor agency:** NH Community Development Finance Authority (CDFA)
- **Key contact person(s):** Glenn Copleman, Economic Development Director
- **Amount of funding available:** \$5 M per year
- **Key criteria for applications:** Community development activities consistent with RSA 162-L
- **Funding cycle and deadlines:** One round per year
- **Website address:** http://www.nhcdfa.org/web/cdip/cdip_tax_credit.html

Other funds administered by the NH CDFA include the Housing Future Fund, assistance to Regional Development Corporations (RDCs) and Discretionary Funds. http://www.nhcdfa.org/web/grants_initiatives/cdfa_grants_initiatives.html

Grant Program: Rural Development Water and Environmental Programs (WEP)

- Brief explanation: Water and Environmental Programs (WEP) provides loans, grants and loan guarantees for drinking water, sanitary sewer, solid waste and storm drainage facilities in rural areas and cities and towns of 10,000 or less. Public bodies, non-profit organizations and recognized Indian tribes may qualify for assistance. WEP also makes grants to nonprofit organizations to provide technical assistance and training to assist rural communities.
- Name of grantor agency: USDA Rural Development
- Key contact person(s): Greg MacPherson, Program Specialist
- Amount of funding available: \$13 M per year; 70% loan; 30% grant
- Key criteria for applications: Lower income communities
- Funding cycle and deadlines: Open during the year
- Website address: <http://www.usda.gov/rus/water/index.htm>

Grant Program: Rural Development Community Facilities

- Brief explanation: USDA RD Community Programs administers programs designed to develop essential community facilities for public use in rural areas (under 20,000 population). These facilities include schools, libraries, childcare, hospitals, medical clinics, assisted living facilities, fire and rescue stations, police stations, community centers, public buildings and transportation.
- Name of grantor agency: USDA Rural Development
- Key contact person(s): Greg MacPherson, Program Specialist
- Amount of funding available: \$30 M per year; 4.8% for 30 years
- Key criteria for applications: Lower income communities
- Funding cycle and deadlines: Open during the year
- Website address: <http://www.rurdev.usda.gov/rhs/cf/cp.htm>

Grant Program: Rural Development

- Brief explanation: Funds planning, coordination, and implementation of rural community (10,000 population and less) and economic development programs. Emphasizes value-added agricultural activities, including renewable energy and locally and regionally produced agricultural products. Funds water and waste disposal application backlog. Prioritizes broadband expansion to underserved areas. Establishes a regional collaborative investment program. Revises definition of “rural” for program eligibility.
- Name of grantor agency: USDA, Rural Development
- Key contact person(s): Greg MacPherson, Program Specialist
- Amount of funding available: Uncertain
- Key criteria for applications: Visit the website for eligibility
<http://www.rurdev.usda.gov/vt/NH%20Census%20List%20for%20Web.pdf>
- Funding cycle and deadlines: Open during the year
- Website address: <http://www.ers.usda.gov/FarmBill/2008/Titles/TitleVIRural.htm#water>

EDUCATION

The NH Department of Education (DOE) administers many state and federal programs and one of the most popular being the Building Aid program, which is governed by NH RSA 198:15 and ED 321. See the website below for detailed information on the school Building Aid program. Edward Murdough is the NH DOE Building Aid Administrator.

<http://www.ed.state.nh.us/education/doe/organization/programsupport/osba.htm>

Other programs that NH DOE administers can be found at:

<http://www.ed.state.nh.us/education/programs/index.htm>

HOUSING

Since the NH Housing Finance Authority's (NH HFA) programs are primarily directed towards developers and individual renters and homebuyers, they are not suited for local governments but provide opportunities in which a local government might become involved with a developer partner. For detailed information visit their website at <http://www.nhhfa.org/>. There are few NH HFA programs that may be of interested to local officials, such as the Inclusionary Zoning Implementation Program (IZIP).

The website http://www.nhhfa.org/news_HERA.cfm includes information on the Housing and Economic Recovery Act of 2008.

The following websites provide information on HUD programs of interest to local officials.

<http://www.hud.gov/local/index.cfm?state=nh>

<http://www.hud.gov/offices/pih/programs/ph/hope6/grants/mainstreet/#2>

TRANSPORTATION

Grant Program: NH State Bridge Aid, Federal Bridge Aid

- Brief explanation: For repair and replacement of municipal owned bridges per NH RSA 234
- Name of grantor agency: Bureau of Planning and Community Assistance, NH DOT
- Key contact person(s): Nancy Mayville, PE, Municipal Highway Engineer
- Amount of funding available: NH - \$6.8 M; US - \$4.0M; 80/20 split
- Key criteria for applications: NH – 10 foot + span; US – 20 foot + span
- Funding cycle and deadlines: Open
- Website address: <http://www.nh.gov/dot/business/municipalities.htm>

Grant Program: State Aid to Highways

- Brief explanation: Assistance to local roads per NH RSA 235
- Name of grantor agency: Bureau of Planning and Community Assistance, NH DOT
- Key contact person(s): Nancy Mayville, PE, Municipal Highway Engineer
- Amount of funding available: \$1.7 M; 2/3rd / 1/3rd split
- Key criteria for applications: Roads connecting to a Class I, II or III highway
- Funding cycle and deadlines: Open
- Website address: <http://www.nh.gov/dot/business/municipalities.htm>

Grant Program: Surface Transportation Program (STP) Urban

- Brief explanation: Improvements to state highways in urban compact areas.
- Name of grantor agency: Bureau of Planning and Community Assistance, NH DOT
- Key contact person(s): Nancy Mayville, PE, Municipal Highway Engineer
- Amount of funding available: \$5.0 M; 80/20 split
- Key criteria for applications: Highways eligible for aid per RSA 235
- Funding cycle and deadlines: 2 year cycle
- Website address: <http://www.nh.gov/dot/business/municipalities.htm>

Grant Program: Transportation Enhancement (TE)

- Brief explanation: The intent of the TE program is to afford an opportunity to develop “livable communities” by selecting projects that preserve the historic culture of the transportation system and/or enhance the operation of the system for its users. 80/20 funding.
- Name of grantor agency: Bureau of Planning and Community Assistance, NH DOT
- Key contact person(s): Thomas Jameson, PM, (603) 271–3462
- Amount of funding available: \$3.8 M for TE
- Key criteria for applications: TE: encourage non-motorized transportation, pedestrian
- Funding cycle and deadlines: Summer of odd years and submit to the RPC; TE Advisory Committee recommends projects
- Website address: <http://www.nh.gov/dot/municipalhighways/tecmaq/details.htm>

Grant Program: Congestion Mitigation & Air Quality (CMAQ) Program

- Brief explanation: CMAQ specifically provides assistance for air quality improvement in and congestion mitigation projects in urbanized areas, which have been identified as non-attainment. Funds are restricted to the non-attainment areas. 80/20 funding.
- Name of grantor agency: Bureau of Planning and Community Assistance, NH DOT
- Key contact person(s): Thomas Jameson, (603) 271– 3462
- Amount of funding available: \$3.8 M for TE; \$8.0 CMAQ

- Key criteria for applications: TE: encourage non-motorized transportation, pedestrian and CMAQ: Demonstrate an air quality benefit
- Funding cycle and deadlines: Summer of odd years and submit to the RPC; CMAQ Advisory Committee recommends projects
- Website address: <http://www.nh.gov/dot/municipalhighways/tecmaq/details.htm>

Grant Program: Safe Routes to Schools (SRTS)

- Brief explanation: Federal funds available through the program will reimburse schools, municipalities and other organizations for 100 percent of eligible and approved costs. The program is intended to serve students, including those with disabilities, who live within approximately two miles of school.
- Name of grantor agency: Bureau of Planning and Community Assistance, NH DOT
- Key contact person(s): John W. Corrigan, Coordinator, (603) 271-1980
- Amount of funding available: \$5.0 M over 5 years
- Key criteria for applications: Encourages children grades K to 8th to safely walk or ride bicycles to schools within 2 miles of home
- Funding cycle and deadlines: Varies within an 8 week cycle; SRTS Advisory Committee recommends projects
- Website address: http://www.nh.gov/dot/bureaus/planning/SRTS_home.htm

Grant Program: Scenic Byways Program

- Brief explanation: Enhance tourism and promote conservation and preservation of designated scenic byways.
- Name of grantor agency: Bureau of Planning and Community Assistance, NH DOT
- Key contact person(s): Dean Eastman, Senior Planner, (603) 271-4181
- Amount of funding available: \$500,000; 80/20 funding split
- Key criteria for applications: Historic preservation, conservation
- Funding cycle and deadlines: Varies
- Website address: <http://www.nh.gov/dot/bureaus/planning.htm>

Grant Program: Emergency Relief (ER)

- Brief explanation: Federal aid to repair eligible roads and bridges during a declared emergency.
- Name of grantor agency: Bureau of Planning and Community Assistance, NH DOT
- Key contact person(s): Nancy Mayville, PE and Jim Marshall, PE
- Amount of funding available: Based on the need
- Key criteria for applications: Declared emergency
- Funding cycle and deadlines: Open
- Website address: <http://www.nh.gov/dot/business/municipalities.htm>

Grant Program: Highway Block Grant Aid

- Brief explanation: Municipalities with Class V and VI mileage receive funds under this entitlement program.
- Name of grantor agency: Bureau of Planning and Community Assistance, NH DOT
- Key contact person(s): Nancy Mayville, PE
- Amount of funding available: \$30 M; apportioned by road mileage and population
- Key criteria for applications: Governed by NH RSA 235:23 and 25
- Funding cycle and deadlines: Funded annually by NH RSA 235
- Website address: <http://www.nh.gov/dot/business/municipalities.htm>

Grant Program: FHWA Historic Covered Bridge Funds

- Brief explanation: Assistance to repair, restore covered bridges
- Name of grantor agency: Bureau of Bridge Design
- Key contact person(s): Nancy Mayville, PE or Mark Richardson
- Amount of funding available: Varies
- Key criteria for applications: Historic covered bridges
- Funding cycle and deadlines: NH DOT submits application to FHWA
- Website address: <http://www.nh.gov/dot/business/municipalities.htm>

Grant Program: Highway Safety Improvement Program

- Brief explanation: Improve intersections
- Name of grantor agency: Bureau of Highway Design
- Key contact person(s): Craig Green, PE or Stuart Thompson
- Amount of funding available: \$5.5M; \$450,000 high risk rural roads
- Key criteria for applications: High accident areas; safety issues; data driven
- Funding cycle and deadlines: Open
- Website address: <http://www.nh.gov/dot/business/municipalities.htm>

Grant Program: NH Transit Program

- Brief explanation: The Transit Assistance Program (RTAP) provides a source of funding to assist in the design and implementation of training and technical assistance projects and other support services tailored to meet the specific needs of transit operators.
- Name of grantor agency: Bureau of Rail and Transit, NH DOT
- Key contact person(s): Kit Morgan, Administrator
- Amount of funding available: Up to \$4,000 per recipient
- Key criteria for applications: Transit training
- Funding cycle and deadlines: 4 weeks prior to event
- Website address: <http://www.nh.gov/dot/nhrtap/index.htm>

Note: The Regional Planning Commissions are an excellent source of information on transportation and planning grant programs.

EMERGENCY MANAGEMENT

Grant Program: Pre-Disaster Mitigation Programs (PDM)

- Brief explanation: Hazard mitigation planning and implementation of mitigation projects prior to a disaster event
- Name of grantor agency: FEMA through NH Emergency Management and Homeland Security
- Key contact person(s): Richard Verville, State Hazard Mitigation Officer
- Amount of funding available: \$150,000
- Key criteria for applications: Hazard mitigation
- Funding cycle and deadlines: December
- Website address: <http://www.fema.gov/government/grant/pdm/>

Grant Program: Flood Mitigation Assistance Program (FMA)

- Brief explanation: Cost effective measures to reduce or eliminate the long term risk of flood damage to buildings, manufactured homes and other structures insured under the NFIP.
- Name of grantor agency: FEMA through NH Emergency Management and Homeland Security
- Key contact person(s): Richard Verville, State Hazard Mitigation Officer
- Amount of funding available: \$151,000
- Key criteria for applications: Flood mitigation
- Funding cycle and deadlines: Open
- Website address: <http://www.fema.gov/government/grant/fma/index.shtm>

Grant Program: Repetitive Flood Claims (RFC)

- Brief explanation: Activities to reduce or eliminate long-term damage to insured properties under NFIP that have had one or more claims for flood damages.
- Name of grantor agency: FEMA through NH Emergency Management and Homeland Security
- Key contact person(s): Richard Verville, State Hazard Mitigation Officer
- Key criteria for applications: Reduce repetitive flood damage
- Funding cycle and deadlines: December
- Website address: <http://www.fema.gov/government/grant/rfc/index.shtm>

Grant Program: Severe Repetitive Loss (SRC)

- Brief explanation: Cost effective measures to reduce or eliminate the long term risk of flood damage to severe repetitive loss of residential structures insured under the NFIP.
- Name of grantor agency: FEMA through NH Emergency Management and Homeland Security
- Key contact person(s): Richard Verville, State Hazard Mitigation Officer
- Amount of funding available: Subject to availability of appropriation
- Key criteria for applications: Reduce repetitive flood damage
- Funding cycle and deadlines: Open
- Website address: <http://www.fema.gov/government/grant/srlr/index.shtm>

Note: All FEMA grants require a 25% match

EMERGENCY SERVICES

The NH Department of Safety administers the Home Security grants that come to New Hampshire. It appears many of the grants are directed to state functions. See <http://www.nh.gov/safety/divisions/homeland/2008/index.htm>

For police, fire and EMTs see <http://www.nh.gov/safety/divisions/index.html>

Theme B: *Environmental Protection, Land Use and Open Space*

LAND CONSERVATION and OPEN SPACE PROGRAMS

Tip: If you are uncertain of the funding program to fit your need, contact the Center for Land Conservation at the Society of NH Forests at www.forestsociety.org or www.clca.forestsociety.org or (603) 224-9945.

Grant Program: NH Land and Community Heritage Investment Program (LCHIP)

- **Brief explanation:** Funds to acquire conservation land, historic buildings, sites
- **Name of grantor agency:** NH Land and Community Heritage Investment Program (LCHIP)
- **Key contact person(s):** Deborah Turcott, Executive Director
- **Amount of funding available:** \$0 for FY 2009; Varies
- **Key criteria for applications:** Significant natural resource area; significant historic buildings and sites
- **Funding cycle and deadlines:** Hopefully in FY 2010
- **Website address:** www.lchip.org

Grant Program: Land and Water Conservation Fund

- **Brief explanation:** Municipalities can apply for assistance for local parks and recreation programs.
- **Name of grantor agency:** Division of Parks and Recreation, NH DRED
- **Key contact person(s):** Shari Colby, Community Outreach Specialist
- **Amount of funding available:** \$20,000 per project; 50/50 match
- **Key criteria for applications:** Outdoor recreation proposals; see Project Evaluation criteria
- **Funding cycle and deadlines:** Late January
- **Website address:** <http://www.nhparks.state.nh.us/community-programs/land-and-water-conservation-fund/>

Grant Program: Transportation Enhancement (TE)

- **Brief explanation:** The intent of the TE program is to afford an opportunity to develop “livable communities” by selecting projects that preserve the historic culture of the transportation system and/or enhance the operation of the system for its users. Projects with a water quality component associated with transportation facilities are eligible. 80/20 funding.
- **Name of grantor agency:** Bureau of Planning and Community Assistance, NH DOT
- **Key contact person(s):** Thomas Jameson, PM, (603) 271-3462
- **Amount of funding available:** \$3.8 M for TE
- **Key criteria for applications:** TE: encourage non-motorized transportation, pedestrian
- **Funding cycle and deadlines:** Summer of odd years and submit to the RPC; TE Advisory Committee recommends projects
- **Website address:** <http://www.nh.gov/dot/municipalhighways/tecmaq/details.htm>

Grant Program: National Fish and Wildlife Foundation

- Brief explanation: The National Fish and Wildlife Foundation provides funding on a competitive basis to projects that sustain, restore and enhance the Nation's fish, wildlife, plants and their habitats through our *Keystone Initiative Grants* and other *Special Grant Programs*.
- Name of grantor agency: National Fish and Wildlife Foundation
- Key contact person(s): Mike Slattery
- Amount of funding available: Keystone \$50 to \$300k; special – varies
- Key criteria for applications: Specific to program
- Funding cycle and deadlines: June and November; Pre-proposal-April 1st; Full June 1st
- Website address: <http://www.nfwf.org/AM/Template.cfm?Section=Grants>

Grant Program: Forest Legacy Program

- Brief explanation: The Forest Legacy Program is a partnership between states and the USDA Forest Service to identify and help conserve environmentally important forests from conversion to nonforest uses. The main tool used for protecting these important forests is conservation easements. The Federal government may fund up to 75% of program costs, with at least 25% coming from private, state or local sources
- Name of grantor agency: Division of Forest and Lands, NH DRED
- Key contact person(s): Susan Francher, Forester
- Amount of funding available: Varies annually; based on national competition
- Key criteria for applications: Project identified in a Forest Legacy Area (FLA) and meet continuation of traditional forest uses including forest
- Funding cycle and deadlines: July 15th annually
- Website address: <http://na.fs.fed.us/legacy/index.shtm>

Grant Program: Farm and Ranchland Protection Program

- Brief explanation: Farm and Ranch Land Protection Program (FRPP) provides matching funds to help purchase development rights to keep productive farm and ranchland in agricultural uses. USDA provides up to 50 percent of the fair market easement value of the conservation easement.
- Name of grantor agency: US Natural Resources Conservation Service
- Key contact person(s): Jody Walker, Assistant State Conservationist
- Amount of funding available: Varies based on Congressional appropriation
- Key criteria for applications: See website below
- Funding cycle and deadlines: Open; on-going acceptance
- Website address: <http://www.nrcs.usda.gov/programs/frpp/>

Grant Program: Grassland Reserve Program

- Brief explanation: The Grassland Reserve Program (GRP) is a voluntary program offering landowners the opportunity to protect, restore, and enhance grasslands on their property. The program helps landowners restore and protect grassland, rangeland, pastureland, shrubland and certain other lands.
- Name of grantor agency: US Natural Resources Conservation Service
- Key contact person(s): Jody Walker, Assistant State Conservationist
- Amount of funding available: Varies based on Congressional appropriation
- Key criteria for applications: See website below
- Funding cycle and deadlines: Open; on-going acceptance
- Website address: <http://www.nrcs.usda.gov/programs/GRP/>

Grant Program: Water Supply Land Protection Grant Program

- Brief explanation: Also known as the Source Water Protection Program, NH DES can make 25 percent matching grants to municipal water suppliers for the purchase of land or conservation easements critical to their water quality. These water supply lands must be currently unprotected and within the wellhead protection area for a groundwater source or within the source water protection area and within five miles of the intake of a surface water source. These match sources can include donated land or easements that are also within the source water protection area, public funds, transaction expenses, or private funds. Also, there is a low interest loan fund available from DES that may be used to finance the match.
- Name of grantor agency: NH DES
- Key contact person(s): Holly Green
- Amount of funding available: Uncertain, but DES is soliciting applications; 25/75
- Key criteria for applications: Unprotected water supply land
- Funding cycle and deadlines: November
- Website address:
http://des.nh.gov/organization/divisions/water/dwgb/dwspp/land_acqui/ws_landgrant.htm

Grant Program: Chloride Reduction in the I-93 Watershed Municipal Program

- Brief explanation: Also known as the Salt Reduction Program, NH DOT has funding for designated communities for planning and implementation
- Name of grantor agency: NH DOT
- Key contact person(s): Mark Hemmerlein (mhemmerlein@dot.state.nh.us 603-271-1550)
- Amount of funding availability: Approximately \$2.5 million to aid communities in the TMDL watersheds (Salem, Windham, Derry, Londonderry and Chester)
- Key criteria for applications: Location in the TMDL watershed
- Funding cycle and deadlines: Open
- Website address:
<http://www.rebuildingi93.com/documents/Municipal%20Program%20-%20TMDL.pdf>

For special purpose land conservation projects, the following may be of interest:

- **Ecologically Important Land**
 - Sweet Water Trust <http://www.sweetwatertrust.org/>
 - Wildlife Heritage Foundation of New Hampshire provides funds for NH Fish and Game projects. Contact: Chuck Miner at (603) 271-3511
<http://www.wildlife.state.nh.us/foundation>.
 - Endangered Species Fund is a federal fund available to states for the conservation of T & E species. <http://www.fws.gov/endangered/ESA/sec6.html>
 - The Neo-tropical Migratory Bird Conservation Fund establishes a matching grants program to fund projects that promote the conservation of these birds.
<http://www.fws.gov/birdhabitat/Grants/index.shtm>
- **Wetlands, Waterfowl, Fisheries Habitat**
 - The North American Wetlands Conservation Act provides matching grants to organizations and individuals who have developed partnerships to carry out wetlands conservation projects for the benefit of wetlands-associated migratory birds and other wildlife. Administered through the federal Fish and Wildlife Service. Contact Atlantic Coast Joint Venture Coordinator Andrew Milliken at andrew_milliken@fws.gov. <http://www.fws.gov/birdhabitat/Grants/index.shtm> and <http://birdhabitat.fws.gov/NAWCA/USstandgrants.html>
 - NH Fish and Game Department has a Small Grants Program to help landowners with a minimum of 25 acres restore or enhance habitat for wildlife. For more information, contact the Wildlife Division at (603) 271-2461,
<http://www.wildlife.state.nh.us/Wildlife/wildlife.htm>
For the Fisheries Habitat Conservation Program contact John Magee
Fish Habitat Biologist john.a.magee@wildlife.nh.gov
 - The Moose Plate program: <http://www.mooseplate.com/overview.html>
 - Wetlands mitigation funds. Funds which permitting authorities (NH Dept. of Environmental Services, US Army Corps of Engineers) may require developers to provide for land conservation as mitigation for loss of wetland values resulting from proposed development. Contact municipal planning officials or the developer for details about specific projects.
 - NH Department of Environmental Services established the Aquatic Resource Mitigation Fund to compensate for loss of wetlands. Contact: Lori Sommer at (603) 271-4059 or lori.sommer@des.nh.gov
<http://des.nh.gov/organization/commissioner/pip/factsheets/wet/documents/wb-17.pdf>
 - Ducks Unlimited. <http://www.ducks.org/> State contact: Ed Robinson, NH Fish & Game Department, (603) 271-2462.
 - Trout Unlimited Contact: Elizabeth Maclin, Vice President for Eastern Conservation Programs: emaclin@tu.org. For local projects involving a component of stream habitat restoration or improvement, there is the Embrace-A-Stream grant program that is available through state councils and local chapters of TU. The TU council or chapter must be the applicant for the funds. For more information about the EAS program go to:
<http://www.tu.org/site/c.kkLRJ7MSKtH/b.3198137/k.9DD6/EmbraceAStream.htm>
 - Watershed Action Grants. The Conservation Fund, Contact: Nancy Bell, Vermont Representative <http://www.conservationfund.org/>

ENVIRONMENTAL PROTECTION

The NH Department of Environmental Services (DES) provides substantial grant and loan opportunities to municipalities and others, to support environmental infrastructure improvements and other environmental and public health projects. The Department of Environmental Services administers the following programs and detailed information can be found at the following sites.

Grants

- [Alternative Fuel Vehicles and Fueling Infrastructure](#)
- [Brownfields Assessment Grants](#)
- [Coastal Competitive Grants](#)
- [Drinking Water Generator Installation Grant](#)
- [Drinking Water Source Protection](#)
- [Drinking Water Supply Land Grant](#)
- [Exotic Species Prevention and Research Grants](#)
- [Household Hazardous Waste Collection](#)
- [Exotic Aquatic Plant Control, Prevention & Research](#)
- [Petroleum Storage Facility Funds](#)
- [Public Water System Grants](#)
- [Regional Environmental Planning Program](#)
- [Small Outreach and Education Grants For Nonpoint Source Pollution](#)
- [Stormwater Utility Feasibility Study Grant RFP](#)
- [Unlined Municipal Landfill & Incinerator Closure](#)
- [Used Oil Collection](#)
- [Wastewater Treatment Facility](#)
- [Watershed Assistance Grants](#)
- [Watershed Restoration Grants](#)
- [Water Quality Planning](#)
- [Wetlands Pass-through Funds](#)

Details on a program of interest:

Brownfields: The New Hampshire Brownfields Program encourages the redevelopment of contaminated properties through a variety of approaches that address the uncertainty and liability concerns associated with brownfields sites. These approaches include: Brownfields Covenant Program, Brownfields Assessment Program, Brownfields Cleanup Revolving Loan Fund, and DES/Grantee Brownfields Partnership. Brownfields sites are defined under the federal brownfields law, known as the Brownfields Revitalization Act of 2002 as “real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant”. For more information about the Brownfields program select one of the links on this web page: <http://des.nh.gov/organization/divisions/waste/hwrp/sss/brownfields/index.htm> or contact H. Keith DuBois, PG, Brownfields Coordinator, at (603) 271-2987 or keith.dubois@des.nh.gov

Loans

- State Revolving Fund Loans (SRF)
 - [Brownfields Cleanup SRF](#)
 - [Clean Water SRF](#)
 - [Drinking Water State Revolving Fund](#)

Farm Bill

For information on the 2008 Farm Bill, visit <http://www.ers.usda.gov/FarmBill/2008/>

Piscataqua Regional Estuaries Program (Coastal CTAP)

This program is of interest to the I-93 CTAP Towns of Candia, Chester Danville, Deerfield, Fremont and Raymond as they are located in the Coastal Zone watershed area. See: <http://www.nhep.unh.edu/programs/community-assistance.htm>

Moose Plate Grants

The state's Moose Plate program provides funding for cultural heritage, conservation and environmental programs. For details, see: <http://www.mooseplate.com/grants.html>.

ENERGY

Grant Program: Greenhouse Gas Emissions Reduction Fund

- Brief explanation: To be eligible for monies from the greenhouse gas emissions reduction fund, an initiative shall be designed to improve energy efficiency, conservation or demand response in New Hampshire.
- Name of grantor agency: NH Public Utilities Commission (PUC)
- Key contact person(s): Ken Smith, NHPUC
- Amount of funding available: Varies; 1st round announced on July 15, 2009
- Key criteria for applications: Energy efficiency

The Sustainable Energy Division assists the PUC in administering the Renewable Energy Fund (see [Puc Rule 2507](#); see also [HB873](#)) and the **Greenhouse Gas Emissions Reduction Fund** (See [Puc Rule 2604](#); see also [HB1434](#)) to support energy efficiency and renewable energy projects and initiatives in New Hampshire.

- [GHGERF Grant Fund Announcement.pdf](#)

Grant Program: Energy Efficiency and Conservation Block Grant Program

- Brief Explanation: Assists communities in implementing strategies to reduce fossil fuel emissions, total energy use and to improve energy efficiency in transportation, building and other areas.
- Name of grantor agency: NH Office of Energy and Planning
- Key contact person: Dari Sasson (dari.sassan@nh.gov); 603 271 – 1765)

- Amount of funding availability: \$6.6 million in subgrants
- Key criteria for applications: See website
- Funding cycle and deadlines: Deadlines have not been finalized; subgrant applications in early 2010 and will be due in February
- Website address: <http://www.nh.gov/oep/recovery/eecbg.htm>

Check out the NH Office of Energy and Planning's website for information on energy program <http://www.nh.gov/oep/index.htm>. NH OEP administers energy programs under the American Recovery and Reinvestment Act (ARRA) and the following site provides ARRA energy program information: <http://www.nh.gov/oep/recovery/index.htm>

The following link has information on traditional federal energy programs:
http://www.nh.gov/oep/recovery/documents/grant_matrix.pdf

COMMUNITY PLANNING

The US Environmental Protection Agency has a Smart Growth initiative, which is designed primarily for States and non-profit organizations. It would be difficult for a local government to receive a Smart Growth grant directly from EPA. Before you spend too much time, discuss the potential with Kevin Nelson at the EPA Washington, DC office. http://epa.gov/smartgrowth/2009_sgia_rfa.htm

The NH DOT through the I-93 Community Technical Assistance Program (CTAP) provides community planning assistance to the 26 communities in the I-93 designated area. In Round I, CTAP provided up to \$15,000 for an individual planning project and in Round II (in-progress), CTAP provides up to \$10,000 for a planning project. At present, this program is scheduled to end in 2010. For details, contact the regional planning commission that serves your region. See: <http://www.nhctap.com/>

PARKS

Grant Program: Recreational Trail Program (RTP)

- Brief explanation: RTP funds may be used for maintenance and restoration of existing trails, purchase and lease of trail construction and maintenance equipment, construction of new trails, development and rehabilitation of trailside and trailhead facilities, trail linkages, and acquisition of easements or property for trails.
- Name of grantor agency: Bureau of Trails, NH DRED
- Key contact person(s): Chris Gamache, Program Coordinator
- Amount of funding available: \$25,000 maximum;
- Key criteria for applications: 80/20 match
- Funding cycle and deadlines: January
- Website address: <http://www.nhtrails.org/grants-and-programs/recreational-trails-program/> <http://www.fhwa.dot.gov/environment/rectrails>

Grant Program: Land and Water Conservation Fund (LWCF)

- Brief explanation: LWCF funds may be used for acquisition, development and restoration of existing or proposed parks.
- Name of grantor agency: Division of Parks, NH DRED
- Key contact person(s): Shari Colby, Outreach Coordinator
- Amount of funding available: \$20,000 cap per project
- Key criteria for applications: Applications must be submitted by a municipality, school district, county or state agency / department for government owned property. 50/50 match required.
- Funding cycle and deadlines: January
- Website address: <http://www.nhstateparks.org/community-programs/land-and-water-conservation-fund/grant-round-information-and-application-packet/>

Theme C: *Downtown/Village Centers and Community Vitality*

ARTS

The NH State Council on the Arts has a grant program for individuals and arts organizations. See: <http://www.nh.gov/nharts/grants/>

COMMUNITY VITALITY

The NH Charitable Foundation has several grant programs that may be of interest to local governments. See <http://nhcf.org/Page.aspx?pid=533>

The Orton Family Foundation supports many initiatives designed to strengthen and improve community life. See <http://www.orton.org/>

DOWNTOWN

CDFA has a Downtown Resource Center. Downtown and village center revitalization issues are of concern to many communities across the state. Through CDFA's [Tax Credit Program](#), [CDBG Programs](#), and [Discretionary Funds](#) CDFA has supported many community and economic development projects in downtowns throughout New Hampshire. These projects include renovations of historic mills into new affordable housing and commercial space, restoration of historic theatres, development of central transportation, feasibility studies for economic impact studies, and more.

http://www.nhcdfa.org/web/drc_site/drc_overview.html

<http://www.hud.gov/offices/pih/programs/ph/hope6/grants/mainstreet/#2>

HISTORIC PRESERVATION

The following websites have excellent information on historic preservation programs:

<http://www.preservationnation.org/resources/find-funding/nonprofit-public-funding.html>

http://www.nh.gov/nhdhr/programs/cert_loca_govt.html

<http://www.nh.gov/nhdhr/grants/moose/>

<http://www.preserveamerica.gov/communities.html>

The DOT's Transportation Enhancement (TE) program can be used to renovate historic buildings that have a transportation component. See:

<http://www.nh.gov/dot/municipalhighways/tecmaq/details.htm>

Theme D: Local Economy

ECONOMIC DEVELOPMENT

Grant Program: Community Development Block Grant Program (CDBG)

- Brief explanation: Assistance to municipalities for economic development projects related to infrastructure and financing of business expansion. For financing, the Regional Development Corporation would be involved.
- Name of grantor agency: NH Community Development Finance Authority (CDFA)
- Key contact person(s): Glenn Copleman, Economic Development Director
- Amount of funding available: \$4.5 M per year; 2 cycles per year
- Key criteria for applications: One new job created for every \$10,000 of CDBG investment; minimum 51% benefit to low to moderate income persons
- Funding cycle and deadlines: Last Monday of January and July
- Website address:
http://www.nhcdfa.org/web/cdbg/cdbg_grants.html#Studies%20Grants%20anchor

Grant Program: Community Development Investment Program (CDIP)

- Brief explanation: Assistance to nonprofits entities, municipalities and cooperatives for economic development, housing, public facilities and community development activities to benefit low and moderate income NH citizens.
- Name of grantor agency: NH Community Development Finance Authority (CDFA)
- Key contact person(s): Glenn Copleman, Economic Development Director
- Amount of funding available: \$5 M per year
- Key criteria for applications: Community development activities consistent with RSA 162-L
- Funding cycle and deadlines: One round per year
- Website address: http://www.nhcdfa.org/web/cdip/cdip_tax_credit.html

Grant Program: Public Works and Economic Development Program (PWED)

- Brief explanation: Investments to support the construction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain private sector jobs and investments, attract private sector capital, and promote regional competitiveness, including investments that expand and upgrade infrastructure to attract new industry, support technology-led development, redevelop brownfield sites and provide eco-industrial development.
- Name of grantor agency: Economic Development Administration (EDA), U.S. Department of Commerce
- Key contact person(s): Willie Taylor, Regional Director, EDA Development Director
- Amount of funding available: Competitive
- Key criteria for applications: New job creation
- Funding cycle and deadlines: Open application
- Website address: <http://www.eda.gov/AboutEDA/Programs.xml>

Note: EDA has limited funding for feasibility studies in eligible areas.

Tip: The Capitol Regional Development Corporation <http://www.crdc-nh.com/> and the Rockingham Economic Development Corporation <http://redc.com/> are very knowledgeable regarding the details of economic developments grant programs and are a valuable resource to CTAP municipalities. These organizations prepare and maintain the regional Comprehensive Economic Development Strategy (CEDS), which is a requirement for EDA funding.

Grant Program: Rural Business Enterprise Grant (RBEG) Program

- **Brief explanation:** The RBEG program is a broad based program. Examples of eligible fund use include: Acquisition or development of land, easements, or rights of way; construction, conversion, renovation, of buildings, plants, machinery, equipment, access streets and roads, parking areas, utilities; pollution control and abatement; capitalization of revolving loan funds including funds that will make loans for start ups and working capital; training and technical assistance; distance adult learning for job training and advancement; rural transportation improvement; and project planning. Any project funded under the RBEG program should benefit small and emerging private businesses in rural areas. Small and emerging private businesses are those that will employ 50 or fewer new employees and have less than \$1 million in projected gross revenues.
- **Name of grantor agency:** USDA Rural Development
- **Key contact person(s):** Steve Epstein, Programs Specialist
- **Amount of funding available:** The NH allocation has been around \$200,000 in recent years with the average grant in the \$25,000-\$75,000 range. Applications received after March 2nd may be able to compete for special disaster funds or funding resulting from the stimulus bill.
- **Key criteria for applications:** Application forms and score criteria for this program can be found on our website www.rurdev.usda.gov/vt/
- **Funding cycle and deadlines:** Applications for FY2009 due March 2, 2009 and applications cycle annually
- **Website address:** <http://www.rurdev.usda.gov/rbs/busp/rbeg.htm>

Grant Program: Rural Business Opportunity Grant (RBOG) Program

- **Brief explanation:** Funds may be provided for development of export markets; feasibility studies; development of long term trade strategies; community economic development planning; business training and business based technical assistance for rural entrepreneurs and business managers; establishment of rural business incubators; and assistance with technology based economic development. The types of projects that may be funded might include identification/ analysis of business opportunities that will utilize local material and human resources; provision of leadership development training to existing or prospective rural entrepreneurs and managers; business support centers; centers for training, technology and export trade; and, economic development planning.
- **Name of grantor agency:** USDA Rural Development
- **Key contact person(s):** Steve Epstein, Business Programs Specialist

- Amount of funding available: No state allocations, a nationally competitive program.
- Key criteria for applications: Priority is given to communities that are experiencing trauma due to natural disasters or are undertaking or completing fundamental structural changes, have remained persistently poor or have experienced long term population decline or job deterioration. Projects must be consistent with local and area wide strategic plans for community and economic development.
- Funding cycle and deadlines: Annual funding cycle once per year. Date for FY2009 to be determined.
- Website address: <http://www.rurdev.usda.gov/rbs/busp/rbog.htm>

V. The Federal Stimulus Program

On February 18, 2009, President Obama signed into law H.R. 1, the American Recovery and Reinvestment Act (ARRA) of 2009, commonly known as the Federal Stimulus Program. The bill contains over 1,000 pages. For New Hampshire, \$610 million (of the total \$860 million for NH) will be broken down roughly into:

- \$129 Million for highways
- \$295 Million for school districts and colleges
- \$59 Million for improvements to drinking and wastewater infrastructure
- \$50 Million for weatherization and energy programs

In NH, the created Office of Economic Stimulus (OES) in the Governor's office coordinates the program. ARRA funding will generally flow through existing state departments such as NH DOT, NH DES and NH OEP.

For further information, see: <http://www.nh.gov/recovery/>

ARRA programs of interest to local governments would likely include:

- Road and highway projects
- Infrastructure such as sewer and water projects through the NH DES
- Rural development and
- Energy related programs as the Energy Efficiency and Conservation Block Grant Program through the NH OEP.

For ARRA assistance, a municipality shall have designed and engineered the proposed project so it can be quickly implemented.

VI. Summary Thoughts

The following are summary thoughts of note:

- Identify and clearly define the problem or issue the organization desires to address with the grant;
- Discuss your project with representatives from the funding agency;
- Reference an approved plan or another planning report that documents the need;
- Begin the proposal preparation by starting with the budget; attempt to leverage other funding resources; the narrative should be brief, concise and to the point;
- Identify likely funding sources and initiate a dialogue with the funding agency;
- Ensure project or program success since a successful project or program will create a positive environment for future grants;
- Create a positive public relations environment by generating positive news articles and interviews that can be forwarded to the funding agency;
- Realize you and your organizations are partners with the funding agency as you are assisting them in fulfilling the grantor's obligation by implementing a successful program;
- Monitor your application after submission so that the funding agency receives all the appropriate and required information; communicate updates on changing conditions, *and*
- Be ready to initiate the program once the award is announced.

VII. Additional Resources

If your organization requires consultant assistance with organizational elements and preparation for a grant application, search The Corporate Fund, a program of the NH Charitable Foundation, which has valuable information on its website.

Consultant Resource Bank:

The following excerpt from the above website provides opportunities for assistance for your organization by identifying consultants who have capability and experience in specific fields.

1. Clarify your organization's specific situation

Nonprofit organizations utilize consultants for many reasons - some simple, some highly complicated. Thoughtful consideration of the issue your organization is facing will help ensure that the time and financial resources you commit to a consultancy are well used. [The Nonprofit Manager's Guide For Hiring Consultants - Diagnosing Your Problem](#) is a set of questions that can help you clarify your organization's specific situation.

2. Identify the consultant skill and experience needed by your organization

Once you have clarified your organization's specific situation, you will be more prepared to determine the specific set of skills and experiences you need. The Consultant Resource Bank is organized by categories of expertise. [The Nonprofit Manager's Guide For Hiring Consultants - Selecting the "Right Consultant"](#) offers helpful suggestions for identifying and selecting a consultant who is right for your organization. Once you have a list of potential consultants, it is up to you to find the best fit for your organization. [The Nonprofit Manager's Guide For Hiring Consultants - Getting Started](#) offers helpful suggestions for identifying and selecting a consultant who is right for your organization.

3. Search the Consultant Resource Bank

Once you have identified the category or categories of consultant you may search the Consultant Resource Bank. A successful search will provide you with a list of consultants who fit the Expertise Categories you identify.

Federal Funding Databases

1. ***Catalog of Federal Domestic Assistance (CFDA)***. CFDA is an Internet database containing information about all federal domestic programs including federal grants, loans, insurance, and training programs; information is available on eligibility, application procedures, selection criteria, and deadlines.
<http://www.cfda.gov/>
2. ***Federal Funding Sources for Rural Areas Database for Rural Areas Database***. This online Internet database contains information about rural federal domestic programs including federal grants, loans, insurance, and training programs; information is available on eligibility, application procedures, selection criteria, and deadlines. http://ric.nal.usda.gov/nal_web/ric/ffd.php
3. ***Grants.gov*** is an online database containing information on more than 900 federal grant programs. 1-800-518-4726 or <http://www.grants.gov>

Private Funding Databases

1. ***GuideStar*** <http://www.guidestar.org/search/index.jsp> allows you to search more than 1 million U.S. nonprofits by subject, category, keyword, state, nonprofit type, etc. to identify local or state organizations.
Guide to GuideStar: http://www.charitablegift.org/planning_research_guidestar.shtml
Tutorial: <http://www.guidestar.org/help/tutorial/index.jsp> CTAP communities could purchase a shared license.
2. ***The Foundation Center*** <http://foundationcenter.org/>
 - ***Foundation Funder*** <http://foundationcenter.org/findfunders/>
 - ***Links to Private Foundation websites***, A-Z, Subject, Geographic, or Keyboard search at:
http://foundationcenter.org/getstarted/topical/sl_dir.html
 - ***Links to Grantmaking Corporate Foundation websites***, A-Z, Subject, Geographic, or Keyboard search at:
http://foundationcenter.org/getstarted/faqs/html/corporate_giving.html
 - ***Foundation Finder*** at: <http://foundationcenter.org/findfunders/>
3. ***Community Foundations by State*** TGCI, The Grantsmanship Center.
<http://www.tgci.com/funding.shtml>
4. ***Community Foundations by State*** Council On Foundations.
<http://www.cof.org/Locator/index.cfm?menuContainerID=34&crumb=2>
5. ***Idealist.org*** <http://www.idealist.org> allows you to search more than 40,000 nonprofit and community organizations in 165 counties by city, state, keyword, etc.

Guides to State Foundations

1. ***Finding Local Funding: A Guide to State Foundation Directories.*** Marc Green. TGCI, The Grantsmanship Center.
<http://www.tgci.com/magazine/Finding%20Local%20Funding.pdf>
2. ***State and Local Funding Directories: A Bibliography.*** Sarah Collins, Jimmy Tom. The Foundation Center.
<http://foundationcenter.org/getstarted/faqs/html/state.html>

Foundation Databases/Directories by State

1. ***MA: Grantmakers in Massachusetts.*** Fundsnet Online Services.
<http://www.fundsnet.com/massachu.htm>
2. ***MA/NH: Associated Grant Makers.*** Associated Grant Makers.
<http://www.agmconnect.org>
The ***Grant Makers Directory*** is available to members only.
3. ***NH: Directory of Charitable Funds in New Hampshire.*** New Hampshire Department of Justice. <http://doj.nh.gov/publications/directory-main.html>

Newsletters

1. ***Federal Register.*** Washington, DC: Office of the Federal Register, National Archives and Records Administration. Monday through Friday.
<http://www.gpoaccess.gov/fr/index.html>
Includes information on federal assistance such as grants and contracts.
2. ***Giving Forum Newspaper Online.*** Minneapolis, MN: Minnesota Council on Foundations. Quarterly. <http://www.mcf.org/mcf/forum/>
Features articles on funding programs, profiles people in philanthropy, lists grants made by both foundations and corporate giving programs, and includes a calendar of philanthropic events and educational opportunities.
3. ***The Grantsmanship Center Magazine.*** Los Angeles: The Grantsmanship Center. Quarterly. <http://www.tgci.com/magazine.shtml>
Contains articles about grantsmanship, fundraising techniques, grantsmanship seminars and reference literature on funding sources. Available free to staff of nonprofits and government agencies.
4. ***Humanities: The Magazine of the National Endowment for the Humanities.*** Washington, DC: National Endowment for the Humanities (NEH). Bimonthly.
<http://www.neh.gov/news/humanities.html>
Describes NEH projects and programs in the humanities. It lists recent grants, application deadlines, and other useful information for grant seekers.

5. ***Philanthropy News Digest***. New York: Foundation Center. Weekly.
<http://foundationcenter.org/pnd/>
Compendium of philanthropy-related articles and features culled from print and electronic media outlets nationwide.
6. ***PND Connections***. New York: Foundation Center. Biweekly.
<http://foundationcenter.org/pnd/connections/index.jhtml>
Covers philanthropy-related content on the web.
7. ***PND RFP Bulletin***. New York: Foundation Center. Weekly.
<http://foundationcenter.org/pnd/rfp/>
Covers recently announced requests for proposal (RFPs) from private, corporated, and government funding sources.

Grant Writing Resources

General

1. ***Basic Elements of Grant Writing***. Corporation for Public Broadcasting.
<http://www.cpb.org/grants/grantwriting.html>
2. ***A Condensed Version of Proposal Planning and Writing***. Jeremy T. Miner, Lynn E. Miner. <http://www.minerandassociates.com/PPW3 Brief.htm>
3. ***Developing and Writing Grant Proposals***. Catalog of Federal Domestic Assistance.
http://12.46.245.173/pls/portal30/CATALOG.GRANT_PROPOSAL_DYN.show
4. ***EPA Grant-Writing Tutorial***. U.S. Environmental Protection Agency.
<http://www.epa.gov/seahome/grants.html>
5. ***The Foundation Center's User-Friendly Guide to Funding Research & Resources***. <http://foundationcenter.org/getstarted/tutorials/gfr/>
6. ***Grant Writing and Fundraising Articles***. TechSoup.
<http://www.techsoup.org/howto/articles.cfm?topicid=10&topic=Funding>
7. ***Non-Profit Guides: Grant-Writing Tools for Non-Profit Organizations***.
<http://www.npguides.org/index.html>
8. ***Preparing a Grant Proposal: Five Steps in the Proposal Writing Process***. Appalachian Regional Commission. <http://www.arc.gov/index.do?nodeId=102>
9. ***Proposal Budgeting Basics***. Foundation Center.
http://foundationcenter.org/getstarted/tutorials/prop_budgt/
10. ***Proposal Writing: The Basic Steps in Planning and Writing A Successful Grant Application***. Eric Rinehart, Barbara Bouie-Scott.

Sample Grant Proposals

1. ***Examples of Grant Proposals***. Foundation Center.
<http://fdncenter.org/learn/faqs/html/propsample.html>
2. ***Examples of Successful Proposals***. Appalachian Regional Commission.
<http://www.arc.gov/index.do?nodeId=1730>
3. ***Funding: Templates***. SERA Learning.
http://www.sera.com/index.php?section=funding&option=funding&page=funding_templates
4. ***A Sample Grant Proposal***. Plugged In.
http://www.pluggedin.org/tool_kit/sample_grant.html
5. ***Sample Grant Proposals***. The Idea Bank.
<http://theideabank.com/onlinecourse/samplegrant.html>
6. ***Sample National Grant Proposal: Nashville Cares***. Gill Foundation.
http://www.gillfoundation.org/tata_materials/tata_materials_show.htm?doc_id=90214
7. ***Sample Proposals***. Non-Profit Guides.
http://www.npguides.org/guide/sample_proposals.htm
8. ***Sample Proposals***. School Grants. <http://www.k12grants.org/samples/>

Appendix A: Consultant List

CDBG GRANT ADMINISTRATION CONSULTANTS

Consultant	Number of CDBG Trainings	Consultant	Number of CDBG Trainings	Consultant	Number of CDBG Trainings
Niel Cannon 16 Ridge Road Concord, NH 03301 Wcannon16@comcast.net		Gerald Coogan, AICP TFMoran, 48 Constitution Drive Bedford, NH 03110 (603) 472 – 4488 gcoogan@tfmoran.com	2 HS/PF 1 IMP	Joia Hughes 2671 Parade Road Laconia, NH 03246 (603) 524-8126 joia@hughescdconsulting.com	3 IMP 2 HS/PF 1 ED
Peter G. Russell PO Box 1733 Meredith, NH 03253 (603) 279-1304 pgrussell@metrocast.net	3 IMP	Susan Gray/Nicole McKenzie Workforce Designs, LLC 146 Muchado Hill Road Alton, NH 03809 (603) 776-4277 nicole@workforcedesigns.net		Donna Kerwin Lane, MBA, EDFP 60 Ragged Cove Lane Conway, NH 03818-6909 (603) 447-5057 Fax (603) 447-5639 donnalanebdbg@comcast.net	6 IMP 6 ED 6 HS/PF
Michael Santa, CBO 113 Podunk Road Candia, NH 03264 (603) 483-8358		Shelley Hadfield PO Box 114 Meriden, NH 03770-0114 (603) 469-3584 hadfieldassociates@comcast.net		Linda Mangones Keene Housing Authority 831 Court Street Keene, NH 03431 (603) 352-6111 lmangones@kha.org	4 HS/PF 3 IMP 2 ED
Jack Mettee, AICP Planning Consultant 56 Rutland Street Dover, NH 03820 (603) 749- 4321 jackmetteeaicp@comcast.net		North Country Council The Cottage at the Rocks 107 Glessner Road Bethlehem, NH 03574 (603) 433-0002		Tigan Consulting & Development, Inc. 391 Scofield Mtn. Road Winchester, NH 03470 (401) 225-7007 TiganM@ClarkU.edu	
Lola Grab 23 Lower Templeton Road Fitzwilliam, NH 03447 (603) 313-7562 cobalt@loonlight.com					

This is a list of individuals and organizations which are either currently engaged or have past experience in Community Development Block Grant (CDBG) grant administration and or grant application writing. This is not a pre-qualified list nor does it contain all groups and individuals who may have CDBG administrative experience. The grantee should publish an RFP (example is available from CDFA upon request) in addition to contacting the following directory. These consultants may be able to provide grant writing assistance with other grants. Also, the Regional Planning Commissions are a valuable resource and prepare grant applications. As noted at the beginning of Section VII, The Corporate Fund’s consultant resources bank identifies consultants who can assist governmental entities and non-profit organizations with grant writing.

Appendix B: Preparing a Grant Proposal

Five Steps in the Proposal Writing Process

- 1. Agree on the Problem**
- 2. Describe What You Hope to Achieve**
- 3. Design Your Program**
- 4. Locate Funding Sources**
- 5. Write Your Proposal**

Proposal writing is time-consuming. You must first clearly describe a specific problem found in your community or area of interest, design a program that will address it, and then describe the program in detail for the grant maker (funding source). If this is your organization's first attempt at applying for a grant, the entire process will benefit your organization. Your goal is to end up with a well-conceived proposal that lays out a strategy to address the problem, as well the funding to pay for it.

STEP 1: Agree on the Problem

For a proposal to receive funding, the grant maker must be convinced that funding your program will have a positive and measurable affect on your community.

Start by identifying a need. What problem or issue in your community can be improved or changed with the grant money and a good effort? You may feel that there is a need to clean up a polluted river. But unless there is general agreement in the community on the need for your project, it may be difficult to get a grant to fix it—and even more difficult to complete the project.

Involve All Stakeholders

To develop a successful proposal, it's important to involve all of the stakeholders. A stakeholder is anyone affected by, or with an interest in, the project. For example, stakeholders in a river clean-up project include citizens in your community affected by the pollution, the party or parties responsible for the problem, anyone that will be involved in the clean up, businesses, government, and other entities that will help pay for the clean up, and government agencies that regulate pollution and water quality.

Seek involvement from the organizations you already partner with, and consider forming new relationships with like-minded groups. A diverse group is good, since the levels of participation will vary among partners.

Plan a meeting of stakeholders at a convenient time and an acceptable place. Be prepared for disagreement among the stakeholders—remember that your goal is to try and achieve a consensus of opinion. Consider bringing in professional facilitation if your group is

larger than a handful of people or if you are unsure of your ability to manage differences between groups.

Define the Problem or Situation

Involve stakeholders in developing a clear, concise description of the problem or situation. More than one meeting may be necessary to arrive at a consensus that satisfies most of the stakeholders. The effort will be worth it. Once people agree on the problem, the rest of the work flows more smoothly.

When describing the problem, avoid using subjective terms like “ugly” or “outrageous.” Instead, using the most current information available and, giving credit to the source, describe the problem objectively. Avoid attributing blame.

Describe the Impact of the Problem

Use the same clear, objective language to describe the problem’s impact, both in social and economic costs. It is a shame if pollution in a river harms wildlife, but it’s more compelling to show that people can no longer fish or swim in the river because of pollution. Show how the situation has changed the way people live.

Investigate Possible Causes of the Problem

Even if the cause(s) of the problem appear obvious to you, seek formal agreement from as many stakeholders as possible on the cause(s). The amount of detailed evidence you will need to present to a grant-making agency will vary. If a formal investigation into the causes has not been conducted, consider forming a committee to conduct or oversee an investigation and a follow-up report. Bring in outside or neutral investigators or experts to bolster your credibility. And even if there is agreement on the cause of the problem, you may still need an investigation to formally document the cause and to quantify as many factors as you can, depending on the grant’s requirements.

When describing the problem, avoid technical terms and jargon wherever possible. Instead, use layman’s terms. All stakeholders should clearly understand what is being said.

STEP 2: Describe What You Hope to Achieve

You’ve described a problem and identified the most likely causes. Now you need to focus on the solution or desired outcome of your proposed activity. What will occur as a result of your project? How will a situation improve? If the problem is a polluted river, will people be able to swim in the river again? Will they be able to eat the fish?

Measuring Success in Outputs and Outcomes

Be careful not to confuse these terms. Outputs are measures of a program's activities; outcomes are changes that result from the activities. Outputs matter because they lead to outcomes. Note that in our example, an output might be an increase in the size of a streamside vegetative buffer. An outcome might be the resulting increase in the oyster harvest that occurs because the buffer stops pollutants from reaching the river. Also realize that a funder may specify a different way to measure success.

Identify the Key Outcomes

Some projects will have a long list of outcomes. Here are some possible outcomes resulting from a river clean up:

- People will be able to swim in the river.
- People will be able to fish and eat their catch.
- Boating on the river will be more popular.
- A clean river will create momentum for a riverfront revival.

Work with your stakeholders to develop a consensus on two or three primary outcomes.

Set Realistic and Achievable Outcomes

Your projected outcomes must be realistic. Some pollution will always exist within the river. Reducing the pollutants to an acceptable level in one year or even five years might be impossible. Consult with experts—local ones are fine—and determine what is realistic for your situation. If the river clean up will take ten years, say so. Failing to meet goals will make getting additional funding in the future more difficult. It is far better to promise less and exceed your goals than to over-promise and under-deliver. However, don't seriously underestimate what can be achieved. Promise too little, and the project may not appear cost-effective.

Measure and Record the Result of Your Work

State what measurements you hope to achieve and when you hope to achieve them. If you are going to reduce pollutants in a river, to what level will they be reduced? Use specific numbers or a range. (For example, a pollutant will be decreased by 15 to 20 parts per million, or ppm.)

If you cannot measure or count an output, do not include it. Perhaps your stakeholders agreed on the following key objective: People will be able to fish and eat their catch.

You can make this objective measurable and observable by stating it this way: "Pollutants in the river will decrease by 15-20 ppm. At this level, people will be able to eat from the river at least once a week."

Focus on End Results

Always keep in mind your goal(s). Every activity should be evaluated on how it helps to achieve the ultimate goal(s).

STEP 3: Design Your Program

Now that you know where you are and where you want to go, your next step is determining the best path to get there. The best path is not always the shortest, quickest, easiest, or cheapest.

So, how do you decide the best path for your project?

Get Expert Opinions

Grant makers, both governmental and private, often have experts on staff who can help you. When contacting a funding source, explain that while you might be asking them for funds in the future, for now you're interested in their expertise.

Research What Others Have Done

There is no need to reinvent the wheel. Try to find organizations that have developed projects similar to yours. Look at the failures as closely as the successes. Knowing what does not work is often more valuable than knowing what does.

You may also get information from the popular press and from professional journals—one exists for just about every topic you can imagine. Search the Internet and contact professional associations. If you are near a college or university, find out if a faculty member or researcher has studied the problem. But don't just read about what others have done. Learn about projects firsthand by visiting the project site. If a visit isn't possible, contact those involved in similar projects by phone, email, or letter.

Have a look at [ARC Best Practices](#) for some project examples.

Get “Buy In” From Stakeholders

Whatever solution you choose, it's essential that all key stakeholders agree fully on the plan. This is often referred to as “buying in” and is often critical to your success. You may never get 100 percent agreement, but you want to prevent overwhelming opposition. People are most likely to support a project they helped create.

Ask your stakeholders to show support through letters of support and commitment. Letters of support state that the person or organization agrees with what you want to do and will not oppose you. More valuable are letters of commitment that specify how the

person or organization will assist you. The assistance may include contributions of time, money, labor, space, supplies, materials, and other necessities.

Clearly Describe Your Solution

With your key stakeholders' and experts' assistance, clearly describe your solution. What will be done, and by whom? If your project is technical, you may want two versions: one expressed in technical terms and the other in lay terms. It is important that both technical experts and the general public understand your plan.

A clear description of how you plan to achieve your desired outcomes, with a timeline and detailed work plan, can be a great help in obtaining funding and getting a broader range of stakeholder support.

STEP 4: Locate Funding Sources

Now that you've agreed upon a solution and program design, you need to find the resources—the people, the equipment, and the money—to get your project done. Locating funding requires an investment of time and careful planning. Many funders have a lengthy process for reviewing proposals.

Start with Organizations or People You Know

As most funders, both government and private, provide money for rather specific purposes, your search can be targeted. Inquire with the most obvious choices first, like those that have funded similar projects in your geographic area. If your solution is outside the scope of their funding, they may be able to point you toward the right source. Can they introduce you to contacts at organizations with which they have a relationship? Then, meet with the individuals to whom you've been referred. An introduction from someone the funder trusts lends you credibility.

Use the Internet to Research Funders

Visit the federal government's new Web site, www.grants.gov, the central source for locating and applying for up to 900 programs from 26 federal grant-making agencies, covering \$350 billion in annual awards. In addition, check state and local government Web sites to see what grants they offer. State and local governments administer many federal and private grants and will list these as well.

Also have a look at the Resource Center's Funding section for a list of public and private sources of funding in many topic areas.

Questions to Ask When Reviewing a Funding Source

Once you find a promising funding source, learn as much as you can about that organization and its particular funding program. Read the information on the organization's Web site thoroughly to find out:

- Do you want to work with this organization?
- Does it typically fund organizations and projects like yours?
- Do you qualify for a particular program?
- Can you meet all of the grant requirements?

Establish a Relationship with the Grant Program Officer

Grant announcements, often called “Request For Proposals” (RFPs), usually list a contact person—the program officer—who manages the process. Arrange to meet the program officer, preferably in person, or by phone. Program officers are usually experts in the application process and may be knowledgeable about your type of project. Let him/her know about your organization, its accomplishments, and your proposed project. Confirm that your project is eligible for funding. Ask any questions you have about the grant announcement and clarify anything you don't understand. You will not appear foolish by asking a question; however, it would be a real mistake to omit a main item from your grant application.

Involve Your Funder in Your Project

Your funders are key stakeholders in your project. Make every effort to fully involve them. Invite representatives to be on hand for key milestones. While some funders want little involvement beyond giving you the money and periodically receiving a report, others want to be very hands-on and share in your success.

STEP 5: Write Your Proposal

Once you have a written description of your program, needs, outcomes, and activities, use this as the basis for numerous grant applications. Tailor each proposal to each funder. Use the style and format that the funder prefers. Most organizations make their winning proposals public. Study these proposals. Use them as guides for how to assemble yours, what information to include, and what style and terminology is preferred.

Each RFP usually specifies what information to include and in what format. Some specify page limits and even font size. Many request electronic or online (via the Internet) submission of applications. Carefully read through all of the directions and ask about any that seem unclear.

Have a look at [examples of successful proposals](#).

Follow the Instructions

If there is a ten-page limit, stick to ten pages. You may feel that running over by a page or for a sentence or two is no big deal. However, the grant maker may feel that if you cannot comply with a simple page-length restriction, you can't be trusted with funding.

If you think you need to take exception, get permission to do so from the program officer at the funding agency. Include a statement with your application explaining that you have permission to deviate and your reason for doing so.

Study the Criteria

Most grant programs are competitive, meaning only the proposals judged best by the grant maker get awards. The RFP may specify evaluation criteria and allocate a certain number of points to specific sections or components. Study all of the application criteria. Check with the program officer to see if there are other criteria or factors considered in making the funding decisions.

Use a Checklist to Make Sure Your Application is Complete

Make a list of all criteria with the point values, if applicable. Use this checklist to be sure that you have included everything that is required. Missing or incomplete items often result in outright rejection or at least a lower score, limiting your chance for funding. Use your checklist as a table of contents for your proposal, to make it easy for reviewers to find the required information. Pay particular attention to your budget, making sure all costs are eligible and fully explainable.

Consider Hiring a Professional Writer

While not essential, many organizations prefer to hire an outside consultant to write the proposal. The primary advantage is that the writer is able to devote time to the project, which you might not have. A consultant with expertise in a particular grant program can assure that you address all of the often complex regulatory requirements.

The disadvantage of hiring a professional writer is that the writer may lack the passion and project knowledge that you and other stakeholders bring to the project. The resulting proposal may be slick but may lack passion or urgency.

Edit Carefully

What you say and how you say it may be the only information the reviewer has about you, your community, and your project. So, be sure that your proposal is clear and easy to understand. Before you attach your signature to an application, be sure that the application is complete and accurate.

Thoroughly edit your text. Try to eliminate all spelling and other typographical errors. Follow standard grammatical usage and avoid jargon and local expressions. Electronic dictionaries, spell checkers, and grammar checkers will catch 80 percent of your errors. Have two or three people read your proposal to catch the remaining 20 percent.

Give Your Proposal to a “Cold Reader” to Review

Ask one or two people who have not been involved in the process or project—and can come to the proposal “cold”—to read the proposal. Give them a copy of the RFP and the review criteria, but little other information. Ask them to read the proposal quickly. (That is how reviewers will likely go through it, at least initially.) Do they understand it? Does it make sense to them?

Meet Deadlines

Most grant programs have deadlines that are specific and unyielding. Missing one will most likely eliminate your chance for funding during that cycle. Allow plenty of time for delays, because they invariably happen during the proposal writing process.

Related resources on this site:

- [*Examples of Successful Proposals*](#)
- [*Best Practices*](#)
- [*Funding Sources by Project Type*](#)

Additional Resources for Writing Grant Proposals

[*Developing and Writing Grant Proposals*](#) An article from the U.S. Catalog of Domestic Assistance that contains guidelines for creating a proposal for a federal agency.

[*The Foundation Center*](#) Provides education and training on the grant seeking process by offering basic information on funding, lists of grant makers, proposal writing seminars, and more. The center also conducts and facilitates research on trends in the field.

[*Grant Help*](#) This site provides grant writers with tips, techniques, and books related to grant writing. Also available is a seven-step lesson to help identify funding sources, identify what grant makers are looking for, and write a proposal.

[*Grant Proposal.com*](#) This site provides free resources for both advanced grant writing consultants and inexperienced nonprofit staff. The site offers advice from funders and hundreds of tips on grant writing, among other things.

[*Guide for Writing a Funding Proposal*](#) This is a well-organized guide for beginners that includes detailed information on the basic elements of a successful proposal. According to the author, “a major theme that runs throughout the guide is a concern for the development of meaningful, cooperative relationships--with funding agencies, with community organizations, and with the people you are serving.” The guide will help

grant writers understand how to write a project overview and how to evaluate a project and a budget.

[*Non-Profit Guides*](#) This site offers guides designed to assist established non-profits through the grant writing process. See an example of a proposal to a private foundation. See an example of a proposal seeking public or government funds.

[*Grants.gov*](#) This site allows organizations to electronically find and apply for competitive grant opportunities from all Federal grant-making agencies.

Funding

[*Funding Sources by Project Type*](#)

[*Federal Funding*](#)

[*A Guide to Foundation Funding*](#)

[*Preparing a Grant Proposal*](#)

[*Other Sources of Funding Information*](#)

[*Articles on Grant Writing and Fundraising*](#)

Source: Appalachian Regional Commission