Fire Chief’s Guide to 2012 Grant Funding
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INTRODUCTION

As you’re probably well aware, grants are part of the budget picture for nearly every nonprofit and municipal organization in America. Without the support of grant funding, many necessary projects would never get off the ground. With the recent federal budget cuts and shifting funding priorities, now is a great time to learn about the current grant funding landscape and take advantage of the grant opportunities available to you. This guide provides key insights into the grants landscape that will help you find the funding you need for the technology you want.

GET STARTED—GRANTS SUPPORT FROM TAIT COMMUNICATIONS

Why Grants Support?
Competition for grant dollars has been steadily increasing for several years, and we expect that trend to continue as the federal budget gets tighter and fewer allocations of money are made available to support state and local initiatives. Many municipal and community organizations simply don’t have the money needed to make critical improvements to their infrastructure and capabilities, and most cannot engage in deficit spending. As a result, grants are increasingly necessary for states and local governmental agencies, educational institutions, and nonprofit organizations that need to make program and technology investments.

To assist you in meeting your technology needs, Tait Communications has worked with industry expert Grants Office, LLC, an independent grants research firm, to develop a Grants Guide that will help you identify the right funding to support your project goals.

Utilizing this Grants Guide
This guide is your go-to source for information about grants that might fund your fire suppression-related technology projects. From helping you to identify grant programs that could fund your project to providing a detailed understanding of grant writing, this step-by-step guide for writing grant proposals provides everything you need to support successful grantseeking endeavors including the following:

- **Grants Overview**
  A grants primer; covers basic grant funding sources, grant types, common terminology and grant seeking approaches

- **Top Fire Department Funding Opportunities for 2012**
  A quick-glance reference table of grant programs that could fund fire suppression-related technology purchases (usually as a component of a function- or research-oriented project)

- **Grant seeking Tips and Hints**
  Expert tips about grant seeking strategies and planning

- **Tackling Proposal Development**
  Comprehensive guide for grant writers; contains step-by-step instructions for writing comprehensive, compelling, and compliant grant proposals

- **Resources**
  A list of additional resources to utilize if you would like more information concerning federal funding agencies, grant-making foundations, the grant application process, or Tait Radio solutions.
GRANTS OVERVIEW

Grant Sources
Grants typically come from one of three sources:

**Federal**
Approximately $400 billion each year is issued from one of the 26 Federal grantmaking agencies. These grants tend to be large (often $250,000 to $500,000 in size) and restricted to broad, national priorities;

**State**
Funding amount varies by state and is issued from a state agency, either using funds derived from within the state or passing through funds received from elsewhere (most often a federal agency). These grants tend to be more accessible, smaller than federal grants, and more in line with state priorities; and

**Private**
Foundations and corporations provide approximately $35 billion each year in funding, and they tend to be the most responsive to locally developed projects and local needs.

All three of these sources may figure in to an organization’s funding strategy. A common approach is to fund the bulk of a project with federal and state funds. Then, it is common place to apply to foundations to support the local elements that fall outside the parameters of the government funders, or to cover the required matching costs.

Grant Pathways
Local agencies may receive federal grant funds via a direct grant program or a pass-through grant process.

**Direct**
Funds go directly from the federal funding agency to local recipients; or

**Pass-through**
Funds go through the state, and possibly even a regional entity, before they are made available to the local entity. States may still have to apply for these funds and often keep a portion to cover administrative costs. Each state will maintain its own re-granting process, timelines, and priorities.

It is important to understand the distinction between direct and pass-through grants, since pass-through grants are controlled by the states and timing. Application procedures, as well as the priorities the grant will fund, usually vary on a state by state basis.

Grant Types
Grant funds can be disbursed from a grantor to a grantee using different methods:

**Formula**
Funding allocations are based on a formula – such as student poverty (No Child Left Behind Grants), risk assessments (State Homeland Security Grants) or number of acute care hospital beds (Hospital Emergency Preparedness Grants). As long as an eligible applicant completes an application in the timeline and format required by the funder, they are virtually assured of receiving the money their formula has determined they’re eligible for;
Competitive
Applications are competitively scored based on a set of objective and/or subjective criteria, and the score the proposal receives factors into the award allocation; or

Earmark
Grant awards are decided at the legislative level during the budgeting process. Organizations must apply to their local Congressman or State Representative to obtain these funds.

In the instance of a Federal pass-through grant, once states have received the money from the grant, then they may pass it through via formula, competition or a combination thereof.

The method states use to distribute their funding has significant implications for how organizations can maximize local funding opportunities.

Determining the Desirability of a Particular Grant
You may not have the resources or even the desire or need to write all of the grants identified in the research stage. So, it may be necessary to qualify the grants to which you should apply for the project, and those you will leave for another time or another project. The following criteria may be helpful in determining which grants to pursue:

Total funding available
Gives you an idea how broad the program will be and how competitive;

Application burden
Some programs require 100 page narrative, while others may look for 10 or less;

Matching requirements
Similarly, some programs require a dollar for dollar match, while others may require a 5% match or no cost sharing at all;

Scale
You don't want to write thousands of $5,000 requests to get your $500,000 project funded or lock yourself into a lot of extra activities that you didn't intend just to get what you needed;

Collaboration/partnering requirements
Beyond what you have in place are a factor to consider;

Lead time
More lead time generally equals more time to develop the project and articulate that in the grant application – six weeks is good, and three weeks is almost essential;

Track record with the funder
Generally more important for local funders than federal sources, but a consideration nonetheless.
TOP FIRE DEPARTMENT FUNDING OPPORTUNITIES FOR 2012

Grants Office has selected focused potential funding sources that customers might use to pay for their Tait Communications solutions. If an official deadline has not yet been released by the funding agency, the upcoming deadline is forecasted based on previous fiscal year timelines.

<table>
<thead>
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<th>PROGRAMS</th>
<th>Funding/Award Information</th>
<th>Eligible Applicants</th>
<th>Summary</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistance to Firefighters Grants (AFG)</td>
<td>$404.2 million in FY11</td>
<td>Fire departments and non-affiliated EMS organizations</td>
<td>The purpose of the Assistance to Firefighters Grant (AFG) program is to award one-year grants directly to fire departments and non-affiliated emergency medical services (EMS) organizations in order to enhance their abilities with respect to fire and fire-related hazards.</td>
<td>Anticipated 9/2012*</td>
</tr>
<tr>
<td>State Homeland Security Grant Program (SHSP)</td>
<td>$294 million</td>
<td>State Administrative Agency (SAA)</td>
<td>SHSP provides funds to build capabilities at the State and local levels and to implement the goals and objectives included in State Homeland Security Strategies and initiatives in the State Preparedness Report. States are required to ensure that at least 25% of their SHSP award funds are dedicated towards law enforcement terrorism prevention-oriented planning, organization, training, exercise, and equipment activities</td>
<td>5/4/2012</td>
</tr>
<tr>
<td>Emergency Management Performance Grants (EMPG)</td>
<td>$339.5 million</td>
<td>States and territories</td>
<td>The purpose of the EMPG Program is to make grants to States to assist State, local, and Tribal governments in preparing for all hazards, as authorized by the Robert T. Stafford Disaster Relief and Emergency Assistance Act.</td>
<td>5/4/2012</td>
</tr>
<tr>
<td>Urban Areas Security Initiative (UASI)</td>
<td>$490 million</td>
<td>State Administrative Agency (SAA)</td>
<td>The UASI program is intended to provide financial assistance to address the unique multi-discipline planning, organization, equipment, training, and exercise needs of high-threat, high-density Urban Areas, and to assist these Areas in building and sustaining capabilities to prevent, protect against, mitigate, respond to, and recover from threats or acts of terrorism using the Whole Community approach.</td>
<td>5/4/2012</td>
</tr>
<tr>
<td>Operation Stonegarden (OPSG)</td>
<td>$46.6 million</td>
<td>Local County-level and Tribal governments in the States bordering Canada (including Alaska), southern States bordering Mexico, and States and territories with international water borders</td>
<td>OPSG provides funding to designated localities to enhance cooperation and coordination between Federal, State, local, Tribal, and territorial law enforcement agencies in a joint mission to secure the United States borders along routes of ingress from international borders to include travel corridors in States bordering Mexico and Canada, as well as States and territories with International water borders.</td>
<td>5/4/2012</td>
</tr>
<tr>
<td>Fire Prevention and Safety Grants (FP&amp;S)</td>
<td>$35 million in FY11</td>
<td>Fire departments, national, regional, state, local, Native American tribal organizations and/or community organizations</td>
<td>FP&amp;S grants support projects that enhance the safety of the public and firefighters from fire and related hazards.</td>
<td>2/2012*</td>
</tr>
<tr>
<td>Staffing for Adequate Fire and Emergency Response (SAFER)</td>
<td>$380.7 million</td>
<td>Fire departments</td>
<td>SAFER grants provide financial assistance to help fire departments increase frontline firefighters, rehire firefighters that have been laid off, retain firefighters facing imminent layoffs, or fill positions that were vacated through attrition.</td>
<td>2/24/2012</td>
</tr>
<tr>
<td>Firefighters Charitable Foundation</td>
<td>Varies</td>
<td>Varies</td>
<td>The Firefighters Charitable Foundation continues to provide assistance to those in need. Grants are given to assist local fire/disaster victims, fire prevention education, volunteer fire department equipment purchase, and community safety programs</td>
<td>Open solicitation</td>
</tr>
</tbody>
</table>
Five Tips for Grant Purchases of Radio Communications Equipment

1. **Understand the fine print**: Some grants may recommend that funding is to be used to purchase certain radio technology, so find out any potential roadblocks before you apply for a grant.

2. **Invest in compliant products**: Visit rkb.gov to learn more about the vendors and products that are certified under the P25 Compliance Assessment Program, which promotes interoperability between radio manufacturers.

3. **Limit proprietary features**: Some radio features, such as certain encryption options, can be proprietary and prevent you from investing in alternate vendors in the future.

4. **Match your investment to your needs**: Purchasing radios with too many features can confuse users, while the newest or most expensive network technology may not be needed to improve the safety of your staff. Find a solution that suits your need.

5. **Migrate at your speed**: Look for open standards technology that will meet your current needs and allow you to improve your network over time without another complete replacement.

**KEY DATES**

The dates in this section indicate the best time frames to begin work on specific grants identified for fire suppression projects, based on actual or forecasted deadlines. See the “Grant Seeking Tips & Hints” section below for more information on formulating grant seeking strategies and timelines.

<table>
<thead>
<tr>
<th>Month</th>
<th>Grant Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>February 2012</strong></td>
<td>Staffing for Adequate Fire and Emergency Response (SAFER) Deadline</td>
</tr>
<tr>
<td></td>
<td>Fire Prevention and Safety Grants (FP&amp;S) Anticipated Deadline*</td>
</tr>
<tr>
<td><strong>March 2012</strong></td>
<td>Contact SAA about SHSP, UASI, EMPG, OPSG</td>
</tr>
<tr>
<td><strong>April 2012</strong></td>
<td></td>
</tr>
<tr>
<td><strong>May 2012</strong></td>
<td>State Homeland Security Grant Program (SHSP) Deadline</td>
</tr>
<tr>
<td></td>
<td>Urban Areas Security Initiative (UASI) Deadline</td>
</tr>
<tr>
<td></td>
<td>Operation Stonegarden (OPSG) Deadline</td>
</tr>
<tr>
<td></td>
<td>Emergency Management Performance Grants (EMPG) Deadline</td>
</tr>
<tr>
<td><strong>June 2012</strong></td>
<td></td>
</tr>
<tr>
<td><strong>July 2012</strong></td>
<td></td>
</tr>
<tr>
<td><strong>August 2012</strong></td>
<td></td>
</tr>
<tr>
<td><strong>September 2012</strong></td>
<td>Assistance to Firefighters Grants (AFG) Anticipated Deadline*</td>
</tr>
<tr>
<td><strong>October 2012</strong></td>
<td></td>
</tr>
<tr>
<td><strong>November 2012</strong></td>
<td></td>
</tr>
<tr>
<td><strong>December 2012</strong></td>
<td></td>
</tr>
<tr>
<td><strong>January 2013</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Open Solicitation</strong></td>
<td>Firefighters Charitable Organization</td>
</tr>
</tbody>
</table>
GRANT SEEKING TIPS & HINTS

Focus on Functionality, Not Technology
When looking for grant funding to cover the cost of acquiring technology equipment or software, the most important thing to remember is that grants fund projects, not purchases. Most grants exist to solve a particular problem or deal with a particular issue, and leave it to the applicant to decide if and how much technology is appropriate to help solve the issue for which the grant exists. Therefore, although there are several programs specifically designed to fund technology, the lion’s share of funding for technology comes from programs that are more functionally oriented, toward port security or transit security for example, and technology is funded as part of the solution that advances these functions. In the early stages of grant seeking, it is important to discuss specific departmental and project-oriented goals and outcomes, and seek out grants that will support these endeavors, rather than starting your search based on the need for technology alone. By broadening your scope, you will greatly increase the number of grant programs to which you can apply, thus increasing the likelihood that you will find the funding you need to support your project.

Plan Ahead
During the grant seeking process, you may often come across grants with deadlines for this year that have already passed. While this situation might seem like a missed opportunity, you can actually make it work to your advantage! You may have noticed that many of the deadlines listed in this guide are “forecasted.” Forecasted deadlines are unofficial estimated release dates based on the previous fiscal year’s timelines. Typically, the official deadline for a program will be released four to six weeks prior to the deadline date, leaving little time to prepare a thorough and compelling grant proposal. However, federal grant programs typically retain similar funding priorities and guidelines from year to year, so by researching past program guidelines and applications, you can give yourself a leg up on the upcoming solicitation. For effective long-term grant seeking, map out a workplan based on anticipated release dates, and start preparing your project and grant materials two to four months in advance, if possible. The following chart provides an example of a long-term grant seeking plan:

<table>
<thead>
<tr>
<th>Grant</th>
<th>State Homeland Security Program</th>
<th>Assistance to Firefighters Grants</th>
<th>Firefighters Charitable Foundation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deadline</td>
<td>6/20/2012</td>
<td>9/23/2012</td>
<td>11/1/2012</td>
</tr>
<tr>
<td>Initial Call with writer and applicant to begin process</td>
<td>4/18/2012</td>
<td>7/22/2012</td>
<td>8/30/2012</td>
</tr>
<tr>
<td>Identify needed data and collaborators for application</td>
<td>4/25/2012</td>
<td>7/29/2012</td>
<td>9/6/2012</td>
</tr>
<tr>
<td>Provide background information and project definition to writer</td>
<td>5/2/2012</td>
<td>8/5/2012</td>
<td>9/13/2012</td>
</tr>
<tr>
<td>First draft of proposal</td>
<td>5/23/2012</td>
<td>8/26/2012</td>
<td>10/4/2012</td>
</tr>
<tr>
<td>Second draft of proposal, first draft of budget</td>
<td>5/30/2012</td>
<td>9/2/2012</td>
<td>10/11/2012</td>
</tr>
<tr>
<td>Final draft of proposal narrative and budget approved by governing body</td>
<td>6/1/2012</td>
<td>9/5/2012</td>
<td>10/14/2012</td>
</tr>
<tr>
<td>All forms completed and signed</td>
<td>6/6/2012</td>
<td>9/9/2012</td>
<td>10/18/2012</td>
</tr>
<tr>
<td>Grant application submitted</td>
<td>6/13/2012</td>
<td>9/16/2012</td>
<td>10/25/2012</td>
</tr>
<tr>
<td>Copy of application to participants</td>
<td>6/27/2012</td>
<td>9/30/2012</td>
<td>11/8/2012</td>
</tr>
</tbody>
</table>

*For example only
Make Your Project an Agency-Wide Priority
Typically, organizations are eligible for only one grant from a funding program’s annual solicitation. In that case, your technology project may be competing within your organization with other projects that could be eligible for funding under the grant program. As a result, it is important to take steps to advocate for the project throughout the organization.

This is especially important for grants that have a broader, more function-oriented scope, such as the Assistance to Firefighters Grant. In this case, the applying fire department could use funds to purchase technology OR support specialized equipment or training. In most cases, the grant is focused on a particular type of project. The point here is to find the project that will generate the most organization-wide support (it may be planning and operations vs. IT infrastructure) and take steps to advocate for the project with decision makers throughout the organization.

Grants that are specifically designed to fund technology are less likely to have as much organization-wide competition, since they will be primarily targeted at IT projects.

Consider Building Collaborative Partnerships
Funders like to support projects that have a broad impact and whose success can be disseminated to other areas. Building community-wide and inter-municipal collaborative partnerships allows you to demonstrate a capacity for both:

- Community-wide projects have a broad impact, across agencies and constituent groups, and
- Inter-municipal projects allow for easy transfer of knowledge and experience gained by one participant to all the others.

Top Ten Tips for Grant Seekers: Maximizing Grant Success

1. Learn as much as possible about each program to which you intend to apply.
2. Involve others in the project, but be judicious; have a purpose for their involvement.
3. Customize each proposal to the requirements of the funder.
4. Get reviewers comments for non-winning proposals and use their feedback in future proposals.
5. Include only support letters that demonstrate a real commitment on the part of the sender, rather than non-specific letters that do not directly relate to your project.
6. Make grant seeking part of your agency’s strategy; don’t put all your eggs in one basket.
7. Be specific in your budget; most funders have generous allowances for budget length.
8. Don’t include materials other than those specifically requested by the funder.
9. Have an outsider edit your proposal before you submit it.
10. Follow the funder’s directions carefully when preparing the application.
FAQS

1) **How long does it typically take to make grant-funded purchases?**
Five to eight months is not unusual. Although timing varies with different grants, but in general, from the time a grant application is submitted, the funding agency will notify awardees within four to six months. Once awards are declared, the recipients are required to enter into a contract with the funding agency, documenting what they will do and how the funding will be paid. That process usually takes 30 to 60 days, and immediately once the contract is executed, the awardees can begin spending money.

2) **What key words should I use in searching for grant money?**
Grants generally focus on a particular functional area or address a particular problem, so rather than searching based on the products the customer will procure with the grant, focus instead on the problem the grant will address. For example, a project may require a Tait Communications solution on the basis of its ability to enable interoperable communications between fire departments. In that case, you'd be looking for “interoperability” funding, as opposed to technology funding.

3) **Is there a grants “season?”**
Grants are administered throughout the year, but because the federal fiscal year runs from October through September, most federal grants are administered between October and May. Of course pass through grants that are distributed to states during that time period may be administered by the states at any time during the year. Each state controls the timing of its pass-through process. Foundations also administer grants throughout the year and their grant making does not correspond to any particular “season.”

4) **Can an organization apply to more than one funder for the same project?**
Yes, though grantees cannot use funds from multiple sources for the same purchase. In the event that the applicant receives two awards for the same project, they have the option of rejecting one of the awards outright or negotiating with one of the funders to use their award on a different aspect of the project. In either case, it is important to disclose to both funders that they have received multiple awards and work with the funders to make the best use of their funding.

GLOSSARY

**Applicant** is the entity requesting a grant.

**Application Control Center** is the agency or division officially authorized to receive applications for discretionary grants.

**Application for Federal Education Assistance** (also known as Form 424) is the grant application form, sometimes referred to as the application “cover page,” used by the Department of Education.

**Application notice** is published in the Federal Register and invites applications for one or more discretionary grant competitions. It provides basic program and fiscal information on each competition, informs potential applicants when and where they can obtain applications, and cites the deadline date for a particular competition.

**Application package** contains the application notice for one or more programs, and all the information and forms needed to apply for a discretionary grant.
Appropriations legislation is a law passed by Congress to provide a certain level of funding for a grant program in a given year.

Assurances are a variety of requirements, found in different Federal laws, regulations, and executive orders, which applicants agree in writing to observe as a condition of receiving federal assistance.

Authorizing legislation is a law passed by Congress that establishes or continues a grant program.

Authorized Representative is the official within an applicant organization with the legal authority to give assurances, make commitments, enter into contracts, and execute such documents on behalf of the applicant as may be required by a grant maker. The signature of the Authorized Representative certifies that commitments made on grant proposals will be honored and ensures that the applicant agrees to conform to the grant maker’s regulations, guidelines, and policies. Note that the Authorized Representative is not necessarily the Project Director.

Budget period is an interval of time into which a project period is divided for budgetary purposes, usually 12 months.

Budget narrative explains the budget. Explanations can include the derivation of amounts (for example, a $1,250 budget item derives from 100 people at five meetings each using a $2.50 expendable item), the itemization of totals, the purpose of purchased supplies and services, and the justification of the size of salaries, fringe benefits, and indirect costs.

Catalog of Federal Domestic Assistance (CFDA) is a publication and database produced by the General Services Administration that lists the domestic assistance programs of all Federal agencies. It gives information about a program’s authorization, fiscal details, accomplishments, regulations, guidelines, eligibility requirements, information contacts, and application and award process.

Certification is a statement, signed by an applicant or grantee as a prerequisite for receiving Federal funds, that it meets or will adhere to certain conditions and/or will undertake or not undertake certain actions.

CFDA number is an identifying number for a Federal assistance program, composed of a unique two-digit prefix to identify the Federal agency (e.g., 84 for the Department of Education), followed by a period and a unique three-digit code for each authorized program.

Combined Application Notice is a notice published by a Federal Department in the Federal Register that identifies programs and competitions under which the Department has invited, or plans to invite, applications for new awards for a particular Fiscal Year. The notice provides the actual or estimated information on the date the competition will be announced in the Federal Register; the date application packages will be available; the application deadline date; the deadline for Intergovernmental Review; the range of awards; the average size of awards; and the number of awards. The Combined Application Notice also provides a contact name and phone number to get further information.

Competitive review process is used by the funder to select discretionary grant applications for funding, in which applications are scored by subject-area experts and the most highly scored applications are considered for funding.

Deadline date is the date by which an applicant must mail a discretionary grant application for it to be considered for funding by the funding Department or organization. Under some competitions, the funder requires that the application be received by the deadline date.
Discretionary grant is an award of financial assistance in the form of money by the Federal government to an eligible grantee, usually made on the basis of a competitive review process.

D-U-N-S Number is a nine-digit number assigned to an organization by Dun & Bradstreet. The number does not convey any information about the recipient. A built-in check digit helps assure the accuracy of the D-U-N-S Number. The ninth digit of each number is the check digit, which is mathematically related to the other digits.

Federal Register is a daily compilation of Federal regulations and other Federal agency documents of public interest, which is prepared by the National Archives and Records Administration for public distribution by the Government Printing Office.

Funding priorities are a means of focusing a grant competition on the areas in which the Secretary is particularly interested in receiving applications. Priorities can be absolute, which the applicant must address in order to be considered for funding; competitive, which the applicant has the option of choosing whether or not to address and for which they may receive additional points, or invitational, which the applicant is encouraged but not required to address.

Grant application reviewer is an individual who serves the Department by reviewing new discretionary grant applications; also referred to as “field reader” or “peer reviewer.”

Grantee is an individual or organization that has been awarded financial assistance under one of the Department’s discretionary grant programs.

Grant Award Notification is an official document signed by the authorized official stating the amount and the terms and conditions of an award for a discretionary grant.

Human subject is defined as “a living individual about whom an investigator (whether professional or student) conducting research obtains data through intervention or interaction with the individual or obtains identifiable private information.”

Indirect costs are costs an organization incurs for common or joint objectives that cannot be readily and specifically identified with a particular grant project or other institutional activity.

Indirect cost rate is a percentage established by a Federal department or agency for a grantee organization, which the grantee uses in computing the dollar amount it charges to the grant to reimburse itself for indirect costs incurred in doing the work of the grant project.

Institutional Review Boards are authorized to approve, request modification in, or disapprove research activities and to conduct continuing reviews of the research activities at intervals appropriate to the degree of risk, but not less than once a year.

Program regulations implement legislation passed by Congress to authorize a specific grant program, and include applicant eligibility criteria, nature of activities funded, selection criteria under which applications will be selected for funding, and other relevant information.

Project period is the total amount of time during which the Department authorizes a grantee to complete the approved work of the project described in the application. Project periods of more than one year are divided into budget periods.

PR/Award number is the identifying number for a discretionary grant application (e.g., S184H001203), which is issued when the application is received by the Department’s Application Control Center.
**Request for Proposals (RFP)** is a general term for a funding solicitation that includes elements of the Application Notice and Application Package.

**Research** is defined as “a systematic investigation, including research development, testing, and evaluation, designed to develop or contribute to generalizable knowledge.” It includes activities that meet this definition, whether or not conducted under a program considered “research” for other purposes. For example, if an activity follows a deliberate plan whose purpose is to develop or contribute to generalizable knowledge, such as an exploratory study or the collection of data to test a hypothesis, it is research.

**State Administrative Agency** is an agency identified by each state’s governor as the party that is responsible for receiving and administering homeland security funding within the state. The SAA is typically the state’s department of emergency management or homeland security.

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**RESOURCES**

**Tait Communications**
For more information about how Tait Communications solutions can help you accomplish your fire suppression objectives, visit our website at www.taitradio.com.

**Federal Government**
A number of free resources are available from the federal government:
- Catalog of Federal Domestic Assistance (www.cfda.gov)
- Federal Electronic Grants Clearinghouse (www.grants.gov)
- Federal and state program staff (www.firstgov.gov)
- Responder Knowledge Base (www.rkb.us)

Several federal agencies also maintain information about the grants they administer:
- Department of Homeland Security (www.dhs.gov/xgovt/grants/)
- Department of Justice (www.ojp.usdoj.gov/funding/funding.htm)
- Federal Emergency Management Agency (www.fema.gov/government/grant/index.shtm)
- Health Resources and Services Administration (www.hrsa.gov/grants/default.htm)

**Foundation Center**
The Foundation Center is a comprehensive listing of all the private foundations in the country:
- Foundation Center (www.fdncenter.org)

**About Grants Office**
Grants Office is a private company that provides grant research, writing and consultation services to public sector and nonprofit customers and their industry partners. Our simple goal is to help you find grant funding for your projects and needs. We have been in business since 2000, during which time we have helped to win over half a billion dollars in grant funding for our clients. For more information on Grants Office, visit www.grantoffice.com.