

GRANT MANAGEMENT INFORMATION SYSTEM (COMPUTERIZED ASSISTANCE TO GRANT MANAGEMENT)

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GMIS (Grant Management Information System) was the first major effort by a State Planning Agency (SPA) to provide coordinated and computerized *information* needed by management to monitor, evaluate and generally control the total grant management process. By recording, summarizing and reporting information which extends beyond the traditional fiscal control approach to grant administration, GMIS enables management to make informed judgments and provide performance improvement guidance on such matters as program or project effectiveness, cost/benefit analysis, and the establishment of program priorities.

At the outset, GMIS was seen as a management tool, not merely as a data repository – and so was designed to embrace the entire grant management cycle (see Exhibit 1). In its present form, GMIS enables management to:

1. Determine the status of any grant application or grant at any point in the processing cycle from receipt to award or rejection, through project implementation and completion. GMIS replaces an effective, but cumbersome and expensive, manual system.
2. Evaluate the performance of grant recipients by providing information for comparing actual performance with expected performance. From a fiscal standpoint, this means comparing actual costs against approved budgets. From a programmatic standpoint, this comparison measures project goals. Monitoring is strictly objective in that it does not impose a "value" or "worth" on the data being monitored.
3. Readily access central, automated files which contain a wealth of data available for routine reports (which, where applicable, satisfy state and federal format requirements) and special reports that management can "order" to satisfy non-routine information needs.

GMIS in its raw form is a series of routine computer reports which provide essential information concerning each element of the grant process: Program Planning, Project Design, Application Development and Review, Grant Rejection/Award, Project Implementation/Monitoring/Evaluation/Audit, and Program Evaluation. Statistical data relating to the overall activity of the SPA is also included in these reports. The system is designed to operate in a remote batch EDP mode. The manner in which

these reports become an integral part of the overall grant management process is depicted graphically, in Exhibit 2.

The system can best be understood by analyzing the reports it generates and their intended use by various levels of management. Users have been encouraged to seek new uses for the reports and to suggest modifications which would make the reports easier to work with. Descriptions of the routine reports follow. Their specific content and format are depicted graphically in Exhibits 3 - 17.

Sequential Listing of Applications Received This Year and To Date (Exhibit 3):

This report, a control log for program and fiscal management, facilitates review and evaluation of applications by staff. It enables program management to determine whether applications have been assigned to the appropriate program area, provides a ready reference for funds requested and funds awarded and permits management to gauge the nature and extent of the administrative workload at anytime.

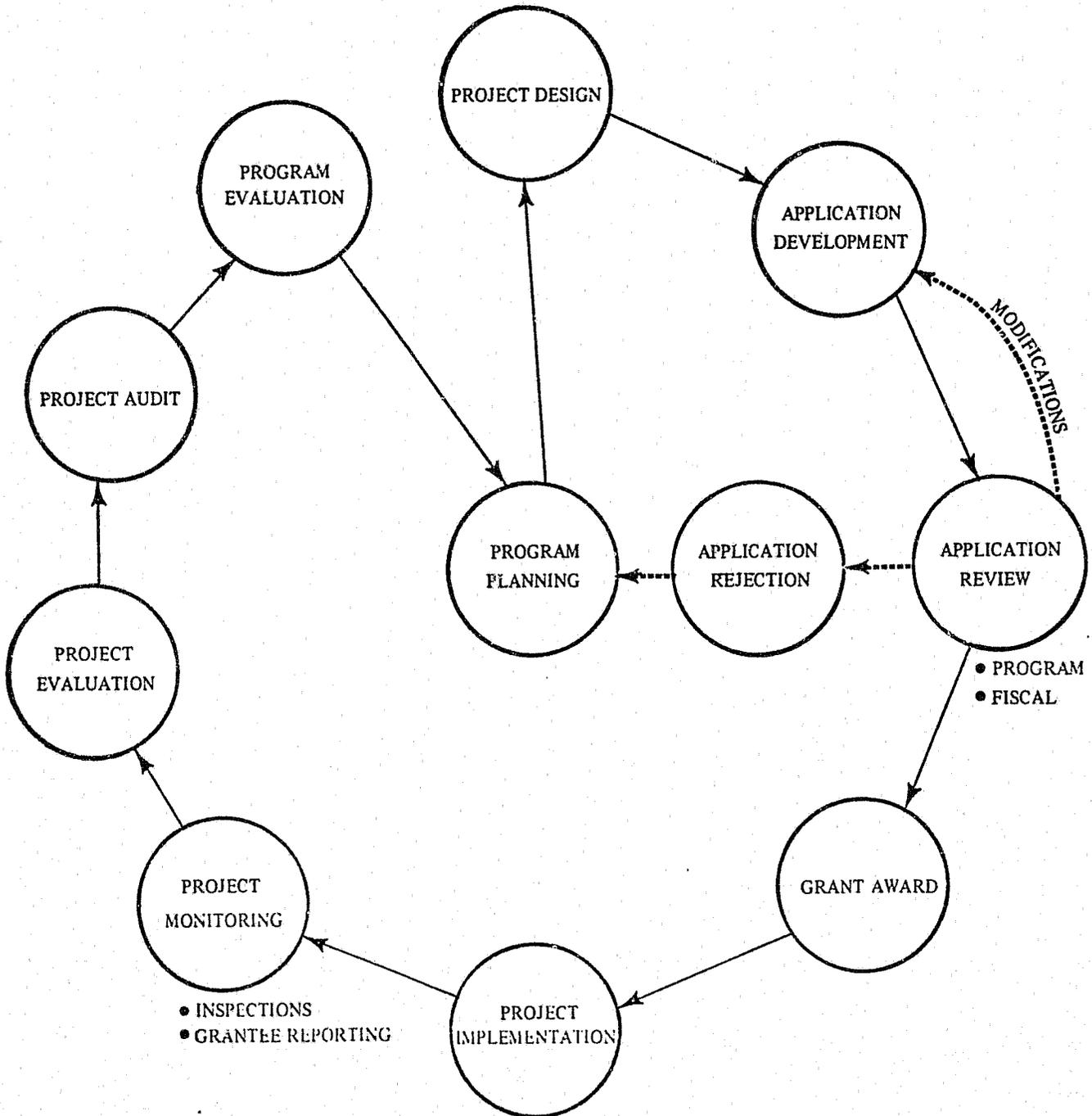
Applications Received To Date, By Applicant Agency (Exhibit 4):

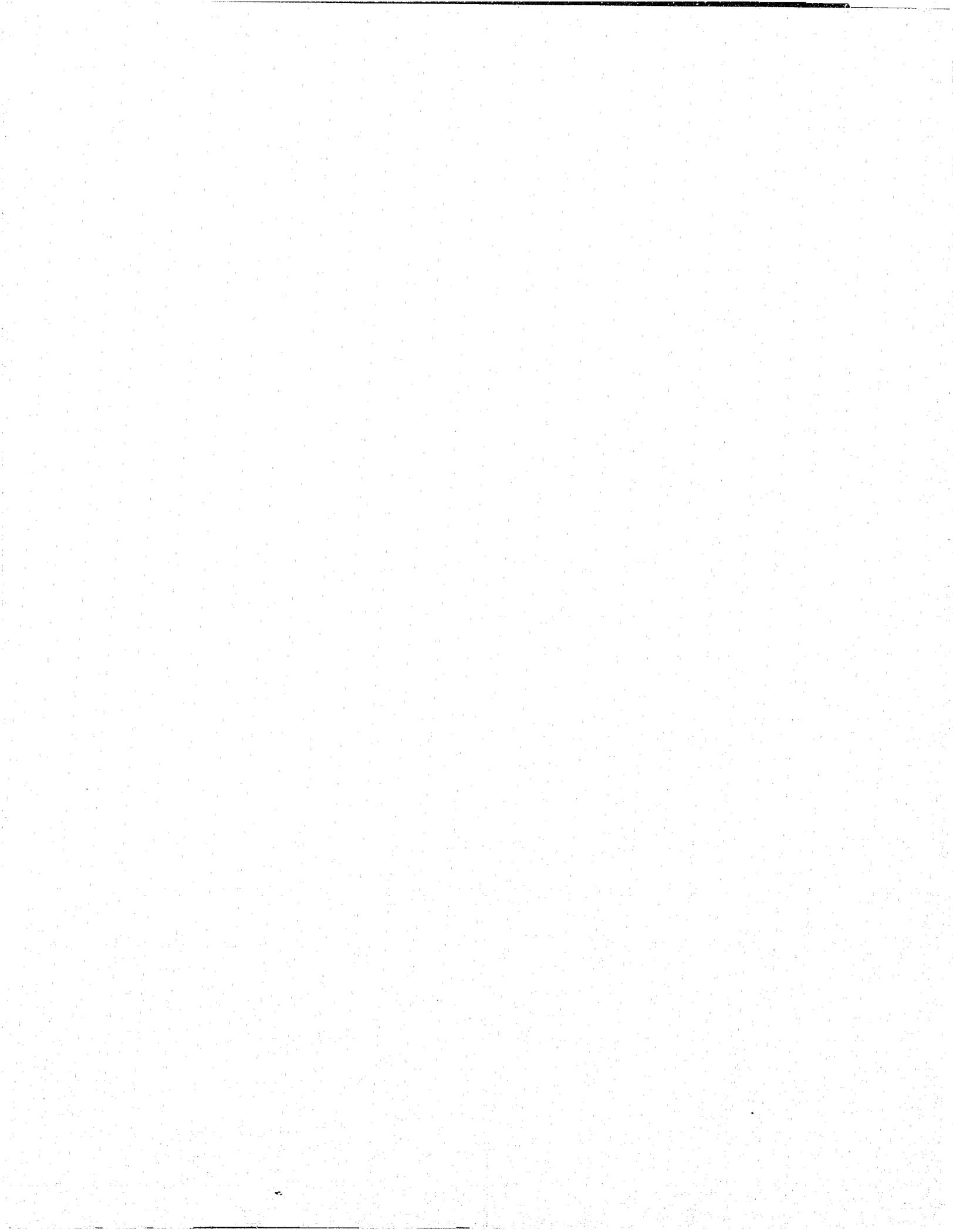
This report serves both grantee management and applicant agencies by providing a handy reference document showing the nature and status of all applications submitted by a given applicant agency. It is intended to improve communications between the applicant agency and the SPA through the use of consistent project identification and standardized terminology. In some instances, the need for personal communication is eliminated, thus providing more time for the typically burdened SPA management. In addition, because the system relies heavily on an application/project identification number, this report provides a handy cross-reference between the project name and the identification number.

Master Status Report (Exhibit 5):

This report serves as a computerized check list that enables management to determine when each major task in the review process is performed. To

GRANT MANAGEMENT CYCLE





THE GMIS PROCESS - TOTAL GRANT MANAGEMENT

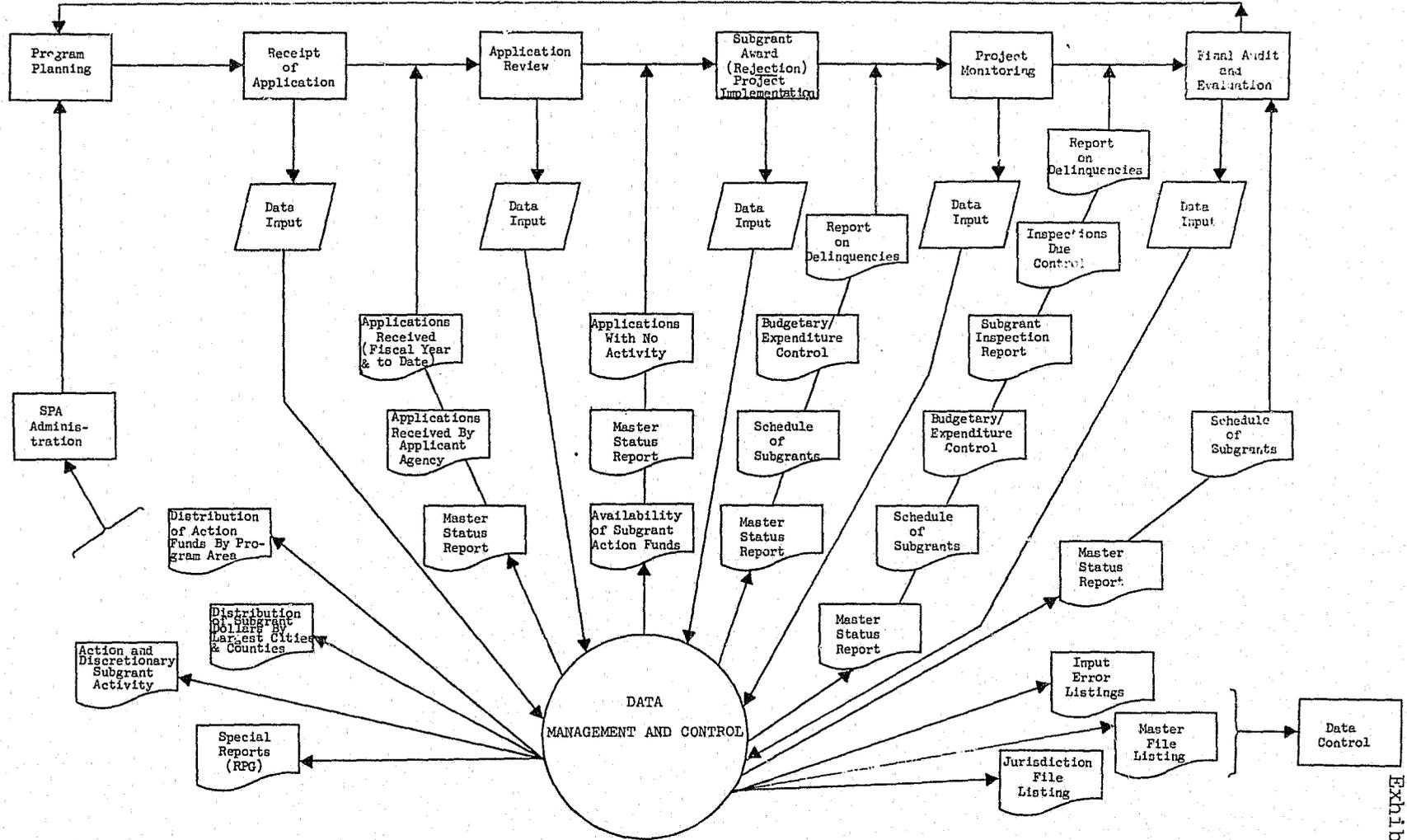
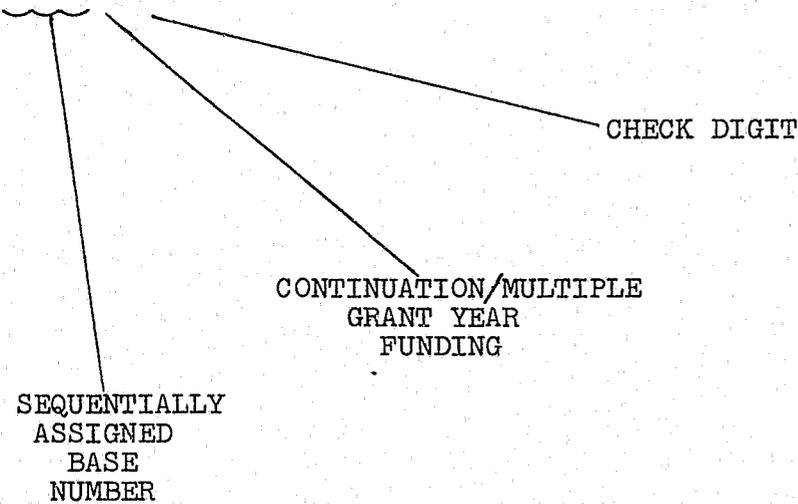


Exhibit 2

SEQUENTIAL LISTING OF APPLICATIONS RECEIVED
(THIS FISCAL YEAR AND TO DATE)

<u>CONTROL NUMBER</u>	<u>APPLICANT'S NAME</u>	<u>APPLICANT AGENCY NAME</u>	<u>PROJECT NAME</u>	<u>DATE APP'L RECEIVED</u>	<u>FUNDS REQUESTED</u>	<u>PROGRAM AREA</u>	<u>PROGRAM MANAGER</u>
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NNNNN-N



APPLICATIONS RECEIVED TO DATE
BY APPLICANT AGENCY

APPLICANT CODE/NAME _____

APPLICANT AGENCY CODE/NAME _____

<u>CONTROL NUMBER</u>	<u>PROJECT NAME</u>	<u>DATE APPL RECD.</u>	<u>FEDERAL FUNDS</u>	<u>OCJP PROGRAM AREA/ OCJP PROGRAM</u>	<u>PROGRAM MGR. NAME</u>	<u>GEN. PROCESSING STATUS</u>
↓	↓	↓	↓	↓	↓	↓
TOTAL FEDERAL FUNDS/STATUS		APPLICATION RECEIVED		xx,xxx		
		APPLICATION UNDER REVIEW		↓		
		SUBGRANT APPROVED				
		PROJECT IN PROCESS				
		PROJECT COMPLETED				
		PROJECT CLOSED				
TOTAL FEDERAL FUNDS				xx,xxx		

facilitate its distribution and use (restricted to those who "need to know"), the report is organized on the basis of source of funds (i.e., action, discretionary, and planning), by program area and by control number.

Applications With No Activity (Exhibit 6):

This report alerts management to applications that are bogged down in the processing cycle. Organized by program area, it pinpoints the last activity associated with the application, thereby giving management a reference point for follow-up.

Report on Delinquencies (Exhibit 7):

This monthly report informs program and fiscal management of the failure by subgrantees to submit required reports (programmatic and fiscal) and the failure by SPA personnel to perform required inspections (program, fiscal, final evaluation and final audit). Based on information contained on the report, delinquency notices can be mailed to subgrantees. The report subsequently serves as a control log for recording the receipt of reports and performance of inspections.

Availability of Subgrant Action Funds (Exhibit 8):

This quarterly report helps management determine if there is a need to split an application between more than one Program Area, reallocate Program funds, or utilize available funds from earlier LEAA Grant Years. This determination is cued by the report which shows whether there are sufficient dollars to fund the applications under review.

Budgetary/Expenditure Control (Exhibit 9):

A key monthly fiscal report, it provides fiscal management with a one-page summary of the fiscal activities by each subgrant agency and the information to be reported by the SPA to federal authorities.

Inspections Due Control (Exhibit 10)

Subgrant Inspection Report (Exhibit 11):

Issued on the first day of the month preceding the month during which an inspection is due, these reports provide for control over scheduled inspections and key information (including inspection factors) concerning the project to be inspected. In addition, the Subgrant Inspection Report provides space for the inspector (either program or fiscal) to record the results of his inspection, as well as assign an overall rating to the progress of the project and performance of the subgrantee.

Schedule of Subgrants (Exhibit 12):

This is a local version of a quarterly report to LEAA concerning the SPA's distribution of action funds to subgrantees. It has been formatted to agree with LEAA Report 156A.

Distribution of Subgrant Dollars by Largest Cities and Counties (Exhibit 13):

This quarterly report to senior management shows the distribution of grants to the various cities and counties within the state. Smaller units may be grouped while the largest cities and counties are listed individually.

Distribution of Action Funds by Program Area (Exhibit 14):

This report provides senior management with a quarterly summary (to date) of grants by program area for the three most recent grant years.

Action and Discretionary Subgrant Activity Report (Exhibit 15):

Comprehensive in its coverage, this report provides (on a quarterly basis) senior management with a summary of the subgrant activity and spending in each program area.

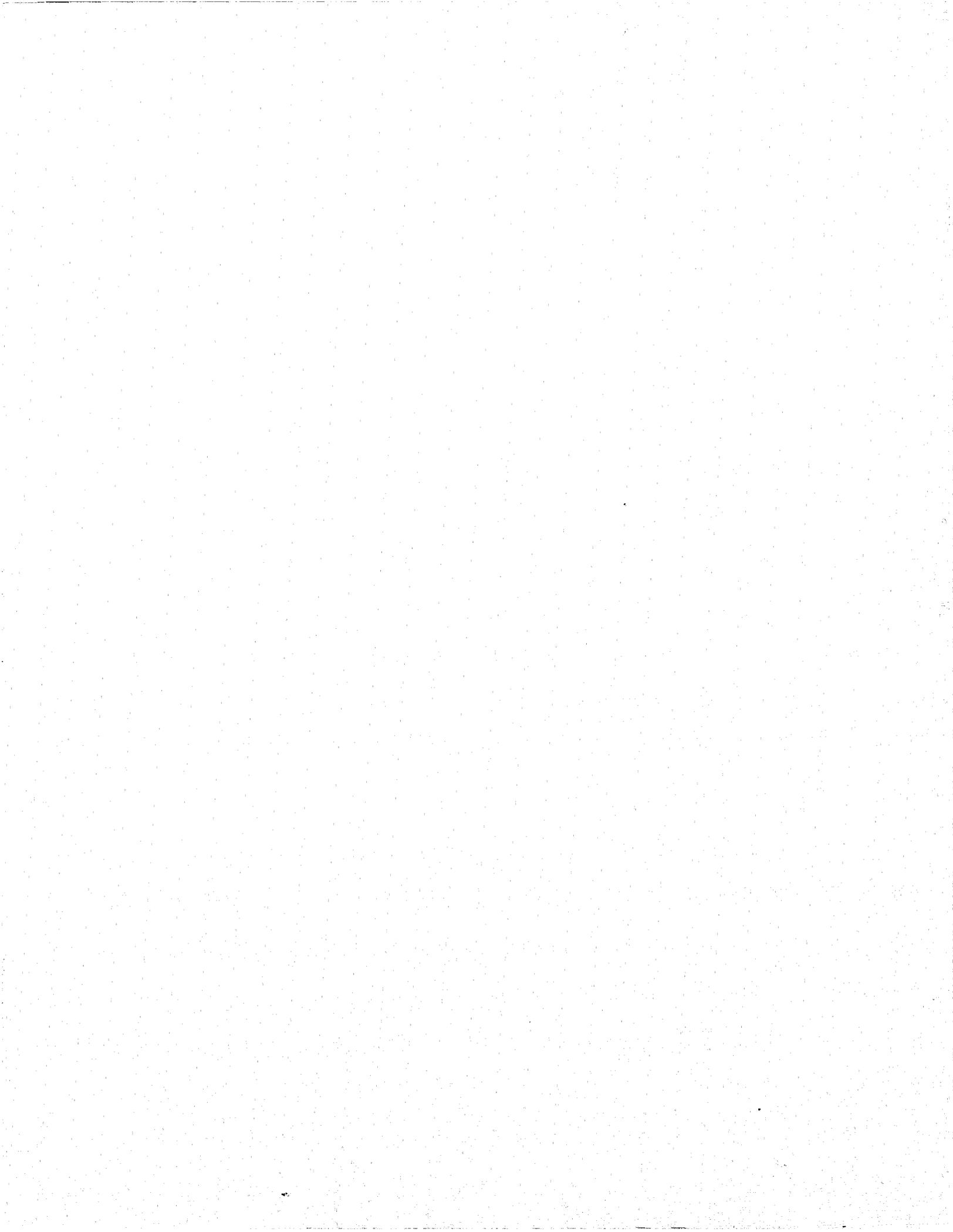
Master File Listing (Exhibit 16)

Jurisdiction File Listing (Exhibit 17):

These reports allow data control personnel to determine quickly the status of the master files without accessing the computer files directly. After each update (weekly), new listings are provided for those applications/subgrants affected by the update.

The computer master files contain substantially more information than appears on the routine reports. For most applications and subgrants, the master files contain information on subgrant categories, objectives, procedures, evaluation criteria, project types, and similar classification data. A separate computer file contains information on the allocation of subgrant dollars according to the benefits received or estimated to be received by various entities, regardless of the subgrantee.

SPA personnel can access this reservoir of information by means of a report program generator (RPG) to get such non-routine information as a listing, for example, of all equipment subgrants by city, or to analyze the relationship between success (or failure) of projects and the specific objectives and procedures utilized by those projects.

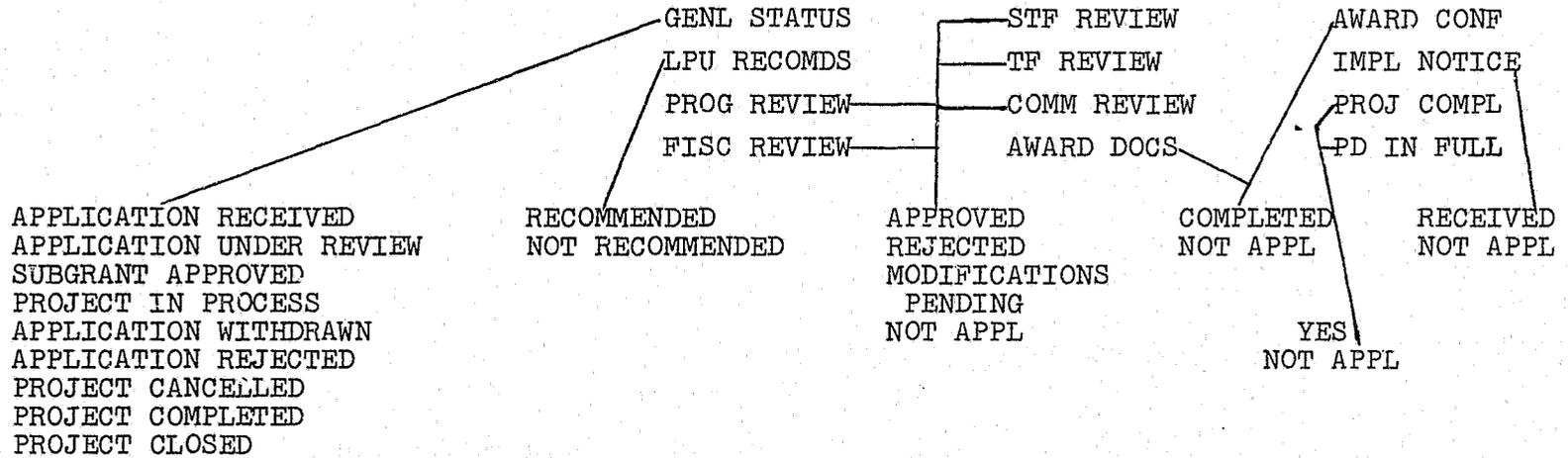


MASTER STATUS REPORT

SOURCE OF FUNDS (E.G. PART C ACTION)

PRIMARY PROGRAM AREA _____

<p><u>CONTROL</u> <u>NUMBER</u></p>	<p>APPLICANT NAME/ APPLICANT AGENCY NAME/ <u>PROJECT NAME</u></p>	<p>\$ REQUESTED \$ RECOMMENDED \$ AWARDED</p>
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APPLICATIONS WITH NO ACTIVITY

PROGRAM AREA _____

PROGRAM MANAGER _____

<u>CONTROL NUMBER</u>	<u>APPLICANT/ APPLICANT AGENCY</u>	<u>PROJECT NAME</u>	<u>DATE APP'L REC'D</u>	<u>DATE PROG. MGR ASSIGNED</u>	<u>DATE OF LAST ACTIVITY</u>	<u>LAST REPORTED ACTIVITY</u>
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APPLICATION RECEIVED
 ASSIGNED TO PROGRAM MANAGER
 PROGRAM REVIEW COMPLETED
 FISCAL REVIEW COMPLETED
 ADM. STAFF REVIEW MADE
 TASK FORCE REVIEW MADE
 COMMISSION REVIEW MADE
 AWARD DOCUMENTS PREPARED
 AWARD CONFERENCE HELD

REPORT ON DELINQUENCIES

PROGRAM AREA _____

PROGRAM MANAGER _____

<u>CONTROL NUMBER</u>	<u>SUBGRANTEE NAME/ SUBGRANTEE AGENCY NAME/ PROJECT NAME</u>	<u>SUBGRANTEE REPORTING DUE DATES</u>		<u>**PROJECT INSPECTIONS TYPE OF SPECIAL DUE</u>			<u>NOTICE OF IMPLEMENT DUE DATE</u>
		<u>PROGRESS</u>	<u>FISCAL</u>	<u>INSP.</u>	<u>INSP.</u>	<u>DATE</u>	

PROGRAM
FISCAL
FINAL EVAL
FINAL AUDIT

DATES SHOWN ONLY IF DELINQUENT

AVAILABILITY OF SUBGRANT ACTION FUNDS

LEAA GRANT YEAR _____
 PROGRAM AREA _____
 PROGRAM _____

DOLLARS ALLOCATED _____ *
 ORIGINALLY ALLOCATED _____
 DOLLARS TRANSFERRED FROM OTHER PROGRAMS _____
 DOLLARS TRANSFERRED TO OTHER PROGRAMS _____
 ADJUSTED ALLOCATION _____

APPROVED SUBGRANTS****

<u>CONTROL NO</u>	<u>APPLICANT</u>	<u>PROJECT NAME</u>	<u>AMOUNT</u>
⤵	⤵	⤵	⤵

TOTAL APPROVED _____ *
 BALANCE AVAILABLE _____ *

RESERVED FUNDS****

<u>CONTROL NO</u>	<u>APPLICANT</u>	<u>PROJECT NAME</u>	<u>REASON</u>	<u>AMOUNT</u>
⤵	⤵	⤵	⤵	⤵

TOTAL RESERVED _____ *
 UNENCUMBERED FUNDS _____ *

APPLICATIONS UNDER REVIEW****

⤵	⤵	⤵	⤵
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TOTAL UNDER REVIEW _____ *

*SUMMARIZED BY PROGRAM AREA _____

INSPECTIONS DUE CONTROL

TYPE OF INSPECTION _____ PROGRAM MANAGER _____ PROGRAM AREA _____

PROGRAM
FISCAL
FINAL AUDIT
FINAL EVAL

<u>CONTROL NUMBER</u>	<u>SUBGRANTEE</u>	<u>IMPLEMENTING AGENCY</u>	<u>PROJECT NAME</u>	<u>NAME OF SPECIAL INSPECTOR</u>	<u>LAST RESULTS</u>	<u>TO BE COMPL BY</u>	<u>DATE SCHEDULED</u>
A =							
B =							
C =							

SCHEDULED
DUE
DATE

COMPLETED
MANUALLY

SCHEDULE OF SUBGRANTS

LEAA GRANT YEAR _____
 SOURCE OF FUNDS _____

LEAA PROGRAM CATEGORY _____

MATCH REQUIRED _____%

<u>CONTROL NUMBER</u>	<u>SUBGRANTEE</u>	<u>CLASS OF SUBGRANT</u>	<u>DATE OF SUBGRANT AWARD</u>	<u>PERIOD OF FUNDING</u>	<u>AMOUNT OF SUBGRANT AWARD</u>	<u>FUNDS PAID TO SUBGRANTEE</u>
↓	↓	↓	↓	↓	↓	↓
	PROGRAM TOTAL		<u>(NAME OF PROGRAM)</u>		xxx,xxx	xxx,xxx
LEAA PROGRAM CATEGORY TOTALS					x,xxx,xxx	x,xxx,xxx

(SAME FORMAT AS LEAA REPORT FORM 156A)

DISTRIBUTION OF SUBGRANT DOLLARS
BY LARGEST CITIES AND COUNTIES

71-72 FUNDS 70-71 FUNDS PRIOR 3 YEARS 5 YR TOTAL

ACTION FUNDS AVAILABLE
CLASS 1 FUNDS AVAILABLE
CLASS 1 FUNDS GRANTED

COUNTY/ CITY	% OF STATE POP	% OF PART 1 CRIME	71-72 LEAA FUNDS AWD.	% OF TOTAL AWD.	70-71 LEAA FUNDS AWD.	% OF TOTAL AWD.	PRIOR 3 YRS. LEAA FUNDS AWD.	% OF TOTAL AWD.	LEAA FUNDS AWD. 5 YR. TOTAL	% OF TOTAL AWD.
↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
TOTAL TO ALL CITIES					x, xxx, xxx		x, xxx, xxx		x, xxx, xxx	x, xxx, xxx
TOTAL TO ALL COUNTIES					↓		↓		↓	↓
TOTAL TO ALL CITIES/COUNTIES										

DISTRIBUTION OF ACTION FUNDS
BY PROGRAM AREA

LEAA GRANT YEAR _____

LOCAL PLANNING UNIT _____

SUBGRANTEE NAME	PREVENTION /COMM REL	ORGANIZED CRIME	POLICE SERV	CIVIL DIS CONTROL	ADM CRIM JUSTICE	CORRECTION REHAB	JUVEN PROB	RESEARCH & DEVEL	TOTAL
↓	↓	↓	↓	↓	↓	↓	↓	↓	
LOCAL PLAN, UNIT TOTAL									xxx,xxx

TOTAL ALLOCATED
TOTAL AWARDED TO DATE
BALANCE AVAILABLE

ACTION AND DISCRETIONARY SUBGRANT ACTIVITY REPORT

SOURCE OF FUNDS _____
 LEAA GRANT YEAR _____

PROGRAM AREA	TOTAL COMMISSION APPROVED	WITHDRAWN OR CANCELLED GRANTS	STATUS OF GRANT AWARD ISSUED PENDING	COMPLETED AND PAID IN FULL	FINAL EVALUATION RECEIVED	FINAL AUDIT CONDUCTED
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(Number of subgrants, by category is displayed)

*****FEDERAL GRANTS AWARDED*****

PROGRAM AREA	LOCAL-75%	STATE-25%	TOTAL	FUNDS PAID TO DATE	BALANCE TO BE EXPENDED
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TOTAL AWARDED
 TOTAL PAID TO DATE
 TOTAL BALANCE TO BE EXPENDED

TOTAL AVAILABLE
 TOTAL UNALLOCATED

ADD UNALLOCATED
 TOTAL TO BE EXPENDED

ACTION AND DISCRETIONARY SUBGRANT ACTIVITY REPORT

SOURCE OF FUNDS _____

LEAA GRANT YEAR _____

PROGRAM AREA	(LPU 12)	(LPU 13)	(LPU 14)	(LPU 15)	LPU 1	TOTAL LPU 1	LPU 2	LPU 3
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PROGRAM AREA	LPU 4	LPU 5	LPU 6	LPU 7	LPU 8	LPU 9	LPU 10	LPU 11
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ACTION AND DISCRETIONARY SUBGRANT ACTIVITY REPORT

SUMMARY

	NUMBER OF APPROVED SUBGRANTS	SUBGRANT AWARDS	AMOUNT PAID TO DATE
ACTION			
67-68			
68-69			
69-70			
70-71			
71-72			
SUBTOTAL			
DISCRETIONARY			
67-68			
68-69			
69-70			
70-71			
71-72			
SUBTOTAL			
TOTAL			

MASTER FILE LISTING

CONTROL NO
 APPLICANT CODE/NAME
 AGENCY CODE/NAME
 PROJECT NAME

LEAA PROGRAM CATEGORY
 OCJP PROGRAM AREA
 OCJP PROGRAM

CLASSIFICATION DATA:

SOURCE OF FUNDS CODE
 LEAA GRANT YEAR
 PROJECT DURATION
 PERIOD OF FUNDING
 LOCAL PLANNING UNIT CODE
 CLASS OF SUBGRANT CODE
 GEN. PROCESSING STATUS CODE

JURISDICTIONS SERVED COUNT
 MAJOR MISSION CODE
 FEDERAL GRANT NUMBER
 PROJECT EXTENSION IND
 REV. COMPLETION DATE
 REJECTION CODE
 REPORTING DATES

CLASSIFICATION ALLOCATIONS:

SOURCE OF MATCHING FUNDS
 TYPE OF MATCHING FUNDS
 LEAA PROGRAM CATEGORY
 OCJP PROGRAM AREA
 PROGRAM
 PROJECT
 TYPE OF CRIME
 MAJOR ACTIVITY
 SUBGRANT CATEGORY
 OBJECTIVES
 PROCEDURES
 EVALUATION CRITERIA

CODE AMOUNT CODE AMOUNT CODE AMOUNT CODE AMOUNT CODE AMOUNT

DATE DATA:

DATE APPLICATION RECEIVED
 DATE ASSIGNED TO PROG MGR.
 DATE PROG REVIEW COMPL.
 DATE FISCAL REVIEW COMPL.
 DATE OF ADMIN STAFF REVIEW
 DATE OF TASK FORCE REVIEW
 DATE OF COMMISSION REVIEW
 DATE IMPL NOTICE DUE
 DATE SUBGRANT AWARDED

DATE PROJECT COMPLETED
 DATE APPLICATION WITHDRAWN
 DATE PROJECT CANCELLED
 DATE APPLICATION REJECTED
 DATE FINAL EVALUATION DUE
 DATE FINAL AUDIT DUE
 DATE/CODE LAST ACTIVITY

DATE 1st INSP REQD BY
 DATE 2nd INSP REQD BY
 DATE 3rd INSP REQD BY
 DATE 4th INSP REQD BY
 DATE 5th INSP REQD BY

PROGRAM FISCAL

MASTER FILE LISTING

CONTROL NO

FUNDING DATA:

FUNDS REQUESTED BY SUBGRANTEE
 FUNDS RESERVED INDICATOR

FUNDS RECOMMENDED
 SUBGRANT FUNDS AWARDED

NAME, ADDRESS, PHONE NO. DATA:

PROJECT DIRECTOR FINANCIAL OFFICER AGENCY

NAME
 ADDRESS LINE 1
 ADDRESS LINE 2
 ADDRESS LINE 3
 PHONE NUMBER

SPECIFIC PROCESSING STATUS DATA:

	CODE		CODE	CODE
LPU RECOMMENDATIONS		1st INSPECTION		PROJECT COMPLETED
PROGRAM STAFF REVIEW		2nd INSPECTION		PAID IN FULL
FISCAL STAFF REVIEW		3rd INSPECTION		FINAL EVALUATION
ADMINISTRATIVE STAFF REVIEW		4th INSPECTION		FINAL AUDIT
TASK FORCE REVIEW		5th INSPECTION		
COMMISSION REVIEW		1st REPORT		
AWARD DOCUMENTS		2nd REPORT		
AWARD CONFERENCE		3rd REPORT		
NOTICE OF IMPLEMENTATION		4th REPORT		
		5th REPORT		

INSPECTION DATA:

NAME OF SPECIAL INSPECTOR
 INSPECTION FACTOR CODES
 RESULT OF LAST INSPECTION

MISCELLANEOUS DATA:

FEDERAL SUPPORT IND.
 EST. PER CENT COMPLETE

BUDGETARY DATA:

LINE	REQUIRED			ACTUAL MATCH	TOTAL FUNDS ADVANCE
ITEM BUDGET	AMOUNT OF	AMOUNT OF	TOTAL EXPENDED	FUNDS PROVIDED	ALL BUDGET CODES
CODE AMOUNT	MATCH FUNDS	SUBGRANT	THIS PERIOD TO DATE ENCUMB.	THIS PER. TO DATE	THIS PERIOD TO DATE

01	04
02	05
03	06
	07

JURISDICTION FILE LISTING

CONTROL NO
 APPLICANT CODE/NAME
 AGENCY CODE/NAME

LEAA PROGRAM CATEGORY
 OCJP PROGRAM AREA
 OCJP PROGRAM

CLASSIFICATION DATA:

SOURCE OF FUNDS CODE
 LEAA GRANT YEAR
 PROJECT DURATION
 PERIOD OF FUNDING
 LOCAL PLANNING UNIT CODE
 CLASS OF SUBGRANT CODE
 GEN. PROCESSING STATUS CODE

JURISDICTIONS SERVED COUNT
 MAJOR MISSION CODE
 FEDERAL GRANT NUMBER
 PROJECT EXTENSION IND
 REV. COMPLETION DATE
 REJECTION CODE
 REPORTING DATES

CLASSIFICATION ALLOCATIONS:

	CODE AMOUNT				
SOURCE OF MATCHING FUNDS					
TYPE OF MATCHING FUNDS					
LEAA PROGRAM CATEGORY					
OCJP PROGRAM AREA					
PROGRAM					
PROJECT					
TYPE OF CRIME					
MAJOR ACTIVITY					
SUBGRANT ACTIVITY					
OBJECTIVES					
PROCEDURES					
EVALUATION CRITERIA					

JURISDICTION DATA:

BASE CITY	COUNTY	OTHER	AMOUNT OF	ALLOCATED	ACT/EST	SOURCE	TYPE
CODE	CODE	CODE	SUBGRANT	AMOUNT	IND	CODE	CODE

MISCELLANEOUS DATA:

% STATES POPULATION-COUNTY	%	% STATES POPULATION-CITY	%
% PART I CRIME -COUNTY	⋮	% PART I CRIME -CITY	⋮
% PART II CRIME -COUNTY	⋮	% PART II CRIME -CITY	⋮
% TOTAL CRIME -COUNTY	▼	% TOTAL CRIME -CITY	▼

SUMMARY

While GMIS can help SPA management do a better job by providing relevant, timely and comprehensive information, it is vulnerable to misuse. Management must be alert to misguided, if well intentioned, attempts to overload the system with unnecessary data or to modify the system without consideration of the impact on the total system.

These observations should not be construed as a plea for a STATIC system. The GMIS system is, by necessity, dynamic; changes are inevitable. Substantial improvements could be made, for example, in program and project evaluation criteria which is now rather simplistic and restrictive — for the most part only generalized criteria is included and the number of criteria permitted is limited.

Agencies that attempt to install a GMIS system should carefully study the relative merits of on-line versus batch processing. GMIS is presently a batch system by reason of economy and the specific circumstances of the SPA for which it was developed. If the sponsor-agency plans to maintain and operate the computer on its own premises in close proximity to and under the dedicated control of users, a case can usually be made for batch process-

ing. If the equipment is off premises and under the control of another department as a central processing facility, on-line capability may be *desirable*. Without rapid retrieval of data, users are likely to fall back on manual systems and documents rather than wait for periodic routine reports or line up for special reports.

Finally, until very recently systems like GMIS were concerned almost entirely with the sponsor's own needs. Now steps are being taken to establish consistent standards and specifications which will enable agencies to exchange information readily. When fully developed and operational these uniform systems will go a long way toward eliminating "reinvention of the wheel" which inevitably exists in SPA's throughout the country.

GMIS is likely to be seen 10 years from now as a first generation system. It has proved that grant management can be facilitated and improved by computerization. Some successor systems will be on-line, while most, if not all, will be interchangeable and allow unlimited input of performance criteria. No matter how many "bells and whistles" the systems of the future have, it is probable that they will look very much like their progenitor, GMIS.



END