


**GRANT WORKSHOP
FOR RESEARCHERS,
SEARCHERS AND
KNOWLEDGE SEEKERS**

Presenter: Danny Blitch, MPA, GPC





GLMA 2017 Summer Institute: June 12, 2017

**Grant Writing and Grant Management for Researchers,
Searchers, and Knowledge Seekers**

Our learning objectives:

- Grant Writing and its critical keys to success!
- The who's who and the what's what?
- Lessons from the field about your perfect Writing Team
- Fake News: Seeking grant information for projects, programs or organizations.
- Grant Management's necessary role and, as an approach to answer the questions.
- Grants: Probably not what your leaders' thought, why?





QUESTIONS?

Burning questions to be asked immediately!

Grant Writing and Grant Management for Researchers, Searchers, and Knowledge Seekers

- What have you heard about grants?



GRANT WRITING

The Grant Professionals Association knows there is so much more to grants than writing.



GRANT WRITING

What is a grant?

- The term "grant" is short for "grant-in-aid". It is defined as – to give (grant) funds, as by the Federal government, to another level of government, to support a specific program or project.
- Grant funding is temporary, additionally - often creative, sources of funding are necessary to sustain programs.

Note: Private Foundations and Corporations also award grants to organizations. Rarely are grants awarded to individuals or small businesses.

- Grants can also be loans and contracts for services.

GRANT WRITING



"My project is simply this. I want to find out once and for all whether there's any truth in the belief that money can't buy happiness."

GRANT WRITING

"We need a grant. We have lots of needs but, no money!"

- Why does your organization "need" grant support?
- What is the "need" to be addressed?
- How is the proposed project/program the solution to the "need"?
- What are the expected outcomes/outputs?
- Can the outcomes/outputs be measured (short-term, long-term)?



GRANT WRITING

Successful Needs Statement:

• A 1999 report from the New York State Department of Health showed that the Town of Libraryfield ranked among the worst in the state over a 3-year average for infant mortality, low birth weight and premature births, late entry into prenatal care, unmarried parents, teen pregnancies and poverty. An Everywhere County Prenatal Focus Group report revealed that communication by families and doctors is generally poor. There is a need for information on: childbirth education opportunities, support services, childbirth preparation, breastfeeding, sibling preparation for new baby, and post-partum depression. The focus group indicated that the public library could be helpful in directing new parents to resources and materials. In order to meet this need, the library proposes a grant program to expand collections and programs by linking for the first time with family practitioners and the Libraryfield Memorial Hospital to reach expectant and post-partum mothers and their children.

<http://www.nysl.nysed.gov/libdev/literacy/samples.pdf>

GRANT WRITING

"We ain't got no money! We don't want a loan."

The federal government does NOT provide grants for starting and expanding a business.

Grants from the federal government are only available to non-commercial organizations, such as non-profits and educational institutions in areas such as, medicine, education, scientific research and technology development. The federal government also provides grants to state and local governments to assist them with economic development.



Both federal and state government agencies provide financial assistance programs that helps small business owners obtain low-interest loans and venture capital financing from commercial lenders.

https://www.sba.gov/starting-business/finance-your-business/grants

Horizontal lines for writing notes.

GRANT WRITING

Grant Readiness

- Be certain your organization is legit.
- DUNS, SAM, EIN, TIN
- Grant related policies and procedures?
- Be certain your organization is eligible.
- "Survey" the beneficiaries, stakeholders, and program staff.
- Budget: Can your organization afford a grant?

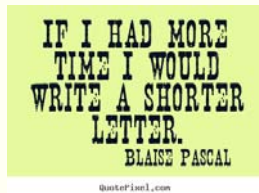


http://www.dhleonardconsulting.com/wp-content/uploads/2014/11/Grant-Readiness-Assessment-Documentation-Annual-Check-Up-Tool.pdf

Horizontal lines for writing notes.

GRANT WRITING: Critical keys to success!

1. Read and re-read the grant guidelines.
2. Create a checklist. Scoring rubric.
3. Take the time to write consistently beginning with the first draft.
4. Include project/program stakeholders early and often.
5. Find a good proofreader.



Horizontal lines for writing notes.

GRANT WRITING: Critical keys to success!

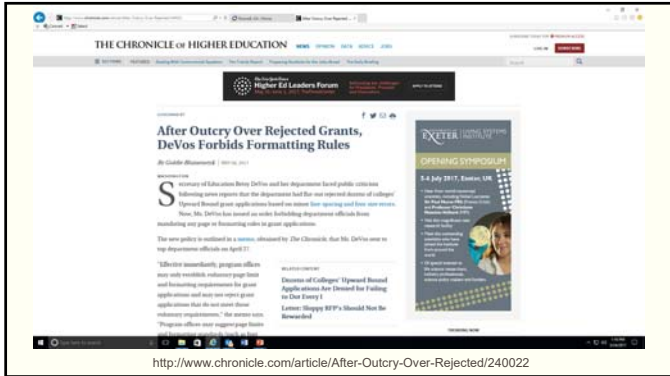
- 6. Give yourself plenty of time (national average is 80 hours)
- 7. Know your audience.
- 8. Answer every question completely (many have two or more parts).
- 9. Find out what grant reporting is required.
- 10. Read and re-read the grant guidelines (review the Terms Conditions and Assurances).

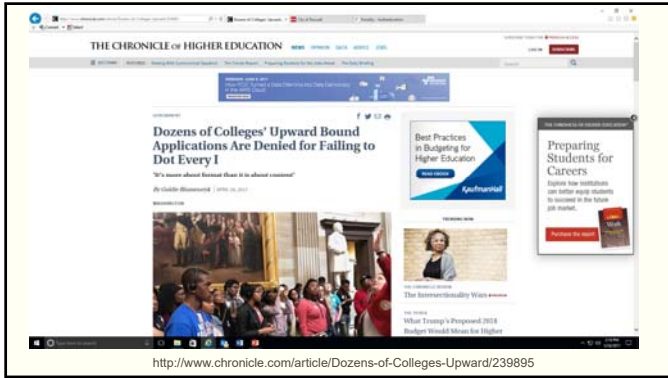


GRANT WRITING: Basic Funding Pitfalls

- 1. Apply for grants your organization is not eligible to receive.
- 2. Plan for the project/program to end when the grant funds run out.
- 3. Hand deliver the grant application after the deadline.
- 4. Typing/Formatting errors, inaccurate or vague writing
- 5. Using all the adjectives you can find in the Thesaurus to describe the need/problem.







GRANT WRITING: Basic Funding Pitfalls

6. Forgetting to attend the Grantee Workshop (or submit the LOI).
7. Treat grant proposals as autobiographical.
8. Assume the grant reviewers share your knowledge base on the subject matter.
9. Cite statistics that are unrelated to your target/project/program/solution.
10. Stating "you need the money because you have no money."

Statistics shows that teenage pregnancy drops dramatically after 20

GRANT WRITING: Basics

Knowledge Points

- Before you write one sentence... verify the funding source.
- The grant guidelines/solicitation are... the next best thing to talking with the funder.
- Prepare and present your answers to funder's grant questions... in order.
- Reading between the lines is... ALLOWED!

Grant Writing and Grant Management for Researchers, Searchers, and Knowledge Seekers

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GRANT WRITING: Who's Who

Where do you fit in?

- | | |
|--|--|
| ▪ Who decides what grants to pursue? | ▪ Who are the decision makers in your community? |
| ▪ Who actually does the writing and research? | ▪ Who are your stakeholders? |
| ▪ Who has the authority to sign the grant application? | ▪ Who are your partners? |
| ▪ Who makes the purchases? | ▪ Who benefits from the grant (direct or in-direct)? |
| ▪ Who does the reports? | ▪ Who can sign the Memorandum of Understanding? |
| ▪ Who submits for reimbursements? | ▪ Who can help with a challenge gift? |
| ▪ Who keeps the records? | ▪ Who can track the outcomes/outputs? |
| ▪ Who prepares for the auditors? | ▪ Who selects vendors, contractors, and consultants? |
| ▪ How do you track payables and receivables? | |

FUNDABLE

A grant proposal is considered "fundable" if project stands a better than 50:50 chance of an award.

GRANT WRITING: What's What

What makes an idea fundable?

- Is presented by an eligible organization.
- Benefits the "correct" target population.
- Has political support internally.
- Well articulated in writing.
- Addresses an identifiable need of the target population.
- Creative and/or innovative.
- Has a reasonable budget and budget narrative.
- Less than the award maximum.
- Has the required match (or over match).
- Can be completed within the grant period.

GRANT WRITING: What's What

What makes an idea a grant award?

- The funder wants it and approves.



GRANT WRITING: What's What

Library projects funders want?

- Literacy
- Community

GRANT WRITING: What's What

Do you have a special purpose? Write about it.

- Who
- What
- When
- Where
- How (...Much)
- Why
- So... What?



GRANT WRITING: What's Your Story

We communicate best through the stories we tell.

“We owe it to each other to tell stories.”
— Neil Gaiman

GRANT WRITING: What's What

Knowledge Points!

- Your mission is not as important as the needs of the people you serve.
- Sustainability. Do not put all of your eggs in one basket.
- Be the jewel in the funder's crown.
- Capitalize on the relationships you have!
- Network, network, network!
- Ultimately, your proposal must answer the question, "Why should anyone care?"
- REMEMBER: Funders are looking for great projects!
- Reviewers are critically evaluating your proposal for mistakes.
- Don't be vague. Stick to facts!

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WRITING TEAMS

A team should consist of a leader, prospect researcher, writer, program staff, accountant/financial staff, and a proof reader.

GRANT WRITING: Writing Teams

Lessons from the field

- Writing teams need one leader.
- The Team needs multiple "doers."
- One person needs to be a researcher.
- One person needs to be logical and pragmatic.
- One person needs to be a dreamer.
- One person needs to be a freakish spin doctor.
- One person good with numbers, budgets, and Excel.
- One person needs to be a mediator.



GRANT WRITING: Writing Teams

Writer!

- Writing for grants is a very unique and a specialized skill.
- Much more than checking boxes and uploading attachments.
- Share a "strategy" story for the reviewer to witness.
- It is less about perfect writing and more about grant development and readiness.
- Good grant development can take years.
- Write answers to ALL of the questions.



GRANT WRITING: Writing Teams

Budget!

- Many people avoid the budget.
- The budget should instead be the first task you take on.
- The budget and the budget narratives drive the NARRATIVES.

Prospector!

- Federal, State, local government
- Private Foundation
- Corporate/Business
- Donors

Program Staff!

- No one knows the program better.
- If they aren't at the decision table the project implementation will fail.
- Ask for letters of support.

Proofreader!

- Good editor/writer
- Someone unfamiliar with the program/project.
- Must read and understand the grant guidelines.

GRANT WRITING: Writing Teams



- https://www.grantprofessionals.org/blog_home.asp?Display=146

- Personnel
- Travel
- Professional Development (a.k.a Staff Training)
- Supplies
- Equipment
- Contractual/Consultant Services
- Direct Costs
- Other Direct Costs
- Federally Approved Indirect Cost Rate
- 10% de Minimis Rate
- Facilities and Administration (F&A)

GRANT WRITING: Writing Teams

Budget

Grant Application "A"
Detailed Fundraising/Revenue Summary

Year 1 refers to dates between: _____ and _____
APPENDIX A, Form 1
Amount Requested \$ _____

Type of Income	Category	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL BY CATEGORY
Net Fund	Direct/Indirect Donations (Contributions)						
	Direct/Indirect Donations (Programs)						
	Indirect/Indirect Donations (Contributions)						
	Indirect/Indirect Donations (Programs)						
	Other (Contributions)						
Net Fund Balance	Direct/Indirect Donations (Contributions)						
	Direct/Indirect Donations (Programs)						
	Indirect/Indirect Donations (Contributions)						
	Indirect/Indirect Donations (Programs)						
	Other (Contributions)						
TOTAL INCOME PROJECTED							
TOTAL EXPENSES (MINUS) SUMMARY							

Note: Committed income is cash or in-kind that has been received or will definitely be received in the timeframe indicated. Prospective income is cash or in-kind that is anticipated by following the guidelines indicated.

GRANT WRITING: Writing Teams

Budget

Application ID: 17A1191945

City of Roswell

	Budget Dates:		
	Total Amt	CNC's Share	Grantee Share
Section I: Program Operating Costs			
A. Personnel Expenses	11,385	8,653	2,732
B. Personnel Fringe Benefits	209	159	50
C. Travel			
Staff Travel	187	142	45
Travel to CNC-Sponsored Meetings	6,900	5,244	1,656
Member Travel			
Total	\$7,087	\$5,386	\$1,701
D. Equipment			
E. Supplies	19,801	14,887	4,914
F. Contractual and Consultant Services	45,898	34,206	10,692
G. Training			
Staff Training	10,330	7,851	2,479
Member Training			
Total	\$10,330	\$7,851	\$2,479
H. Evaluation			
I Other Program Operating Costs			
Section I Subtotal	\$93,429	\$71,152	\$22,278
Section I Percentage		76%	24%

GRANT WRITING: Writing Teams

Budget

Section B: Percentages	0%	0%
Section B: Administrative/Indirect Costs		
A. Corporation Fixed Percentage		
Corporation Fixed Amount	11,420	2,394
Commission Fixed Amount	0	0
Total	\$11,420	\$2,394
B. Federally Approved Indirect Cost Rate	\$11,420	\$2,394
Section B Subtotal		
Section B Percentage	28%	74%
Section I + B: Funding Percentages	71%	29%
Budget Total	\$103,449	\$74,146
Budget Total Percentage	71%	29%
Required Match	24%	

GRANT WRITING: Writing Teams

- Tools!
- Doodle
 - Survey Monkey
 - Word
 - Google docs
 - Drop Box
 - Adobe Pro
 - Nitro
 - Excel

MID-POINT QUESTIONS?

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- What did your previous boss not understand about grants?



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GRANT OPPORTUNITY RESEARCH

Beware of Fake News!

- Not all grant information is legit.
- Free research in many cases is better.
- Local, University, Law Libraries
- Federal Register
- Grants.gov
- CFDA.gov
- Government agencies websites



GRANT OPPORTUNITY RESEARCH

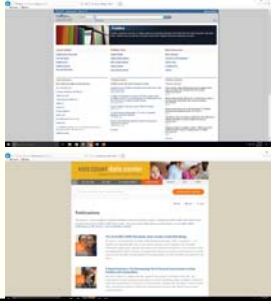
Beware of Fake News!

- NGO or non-governmental organization
- Foundation Center
- Private Foundations
- Corporate giving websites
- /Community
- Professional associations

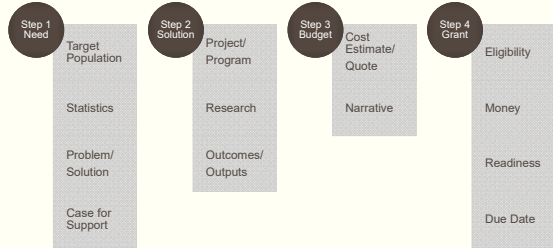


GRANT OPPORTUNITY RESEARCH

- Grant Research - Solutions
- Meta-search
- Scholarly articles
- Organization/Agency reports
- Source documents
- Peer-reviewed
- Key stakeholders websites



GRANT OPPORTUNITY RESEARCH



GRANT OPPORTUNITY RESEARCH

- Grant Research
- Library grants - handout



GRANT OPPORTUNITY RESEARCH

Grant Research
• Library Trends

Assessment and Accountability:

As budgets tighten and academic institutions and their libraries face increased scrutiny to validate their programs, assessment will gain importance far and wide. Challenges to effective assessment include: consistency and scalability, faculty buy-in, and effectively using results to inform subsequent initiatives. Fortunately, new tools and technologies are making this easier every day. Look for **closed-loop assessment** to become a frequent topic at conferences this year.



GRANT OPPORTUNITY RESEARCH

Grant Research
• Library Trends

How Information Literacy can Help Bridge the Skills Gap:

At the heart of this issue is the fact that information literacy skills are now essential to navigating the ocean of data we have access to, and yet information literacy instruction is rarely given priority on campus. **Look for libraries to take advantage of online, on-demand, and point of need multi-media instructional tools in an effort to get IL instruction to students through a variety of different means.**



GRANT OPPORTUNITY RESEARCH

Grant Research
• Library Trends

Turning Information into Action:

Libraries have long been a starting point for people of all parties looking to learn more about their elected representatives, government institutions, and social structures. **School, public, and academic libraries alike will have the opportunity to help users understand the information they're receiving (especially on social media), and learn about avenues available to them as they turn this information into civic action.**



<http://blog.credoreference.com/2017/01/3-library-trends-to-follow-in-2017>

GRANT OPPORTUNITY RESEARCH

Grant Research
• Library Trends



Library Trends

Library Trends is an essential tool for professional librarians and educators alike. Every issue explores critical trends in professional librarianship, and includes practical applications, thorough analyses, and literature reviews. Each issue brings readers in-depth, thoughtful articles, all exploring a specific topic of professional interest. Every year, Johns Hopkins University *Library Trends* covers a wide variety of themes, from special libraries to emerging technologies.

https://www.press.jhu.edu/journals/library_trends/

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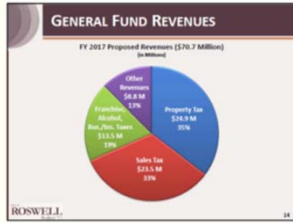
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GRANT MANAGEMENT

Every grant writer should deploy good management as a "grant seeking" strategy.

GRANT MANAGEMENT



GRANT MANAGEMENT

- Annual Report
- Financial Statements
- CAFR SEFA
- Audit



CITY OF ROSWELL, GEORGIA
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
FOR THE YEAR ENDED JUNE 30, 2015

Federal Award or Program Title	Fiscal Year Available to the Applicant	FY 2015 Available to the Applicant	FY 2015 Obligated	FY 2015 Balance Available
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT				
Community Development Block Grant	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
Special Community Development Block Grant	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
Public Housing Capital Construction Grant	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
Public Housing Operating and Maintenance Grant	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
Public Housing Section 8 Rental Assistance	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
Public Housing Section 8 Tenant-Based Rental Assistance	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
Public Housing Section 8 Project-Based Rental Assistance	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
Public Housing Section 8 Moderate/Dense Development	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
Public Housing Section 8 New Construction	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
Public Housing Section 8 Rehabilitation	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
Public Housing Section 8 Supportive Housing	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
Public Housing Section 8 Other	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
U.S. DEPARTMENT OF JUSTICE				
State Justice Institute	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
State Justice Institute - Supportive Housing	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
State Justice Institute - Other	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
U.S. DEPARTMENT OF TRANSPORTATION				
Transportation Planning and Construction	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
Transportation Planning and Construction - Supportive Housing	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
Transportation Planning and Construction - Other	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES				
Maternal, Infant and Child Health	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
Maternal, Infant and Child Health - Supportive Housing	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
Maternal, Infant and Child Health - Other	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
U.S. DEPARTMENT OF AGRICULTURE				
Food and Nutrition Assistance	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
Food and Nutrition Assistance - Supportive Housing	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
Food and Nutrition Assistance - Other	12/15	\$ 1,041,133.00	\$ 1,041,133.00	\$ 0.00
Total Expenditures of Federal Awards			\$ 10,000,000.00	\$ 0.00

GRANT MANAGEMENT – Government Grants

In-depth Financial Survey: Responsibility and Accountability

The formal Financial Survey will determine whether:
 • The proposed program description and financial plan are sufficient

- The applicant has adequate financial resources, or the ability to obtain such resources, as required during the performance of the award
- The applicant has the ability to comply with the award conditions taking into consideration all existing and prospective recipient commitments
- The applicant has a satisfactory record of performance with respect to planning and implementing programs
- The applicant has a satisfactory record of integrity, and
- The applicant is otherwise qualified to receive an award under applicable laws and regulations



GRANT MANAGEMENT – Government Grants

Government Grantees

- Federal
- State
- Regional
- Local/Municipal
- Community Improvement Districts



GRANT MANAGEMENT

Accounting Systems

- The books, records, program documentation and other materials related to the grant are maintained in accordance with generally accepted accounting principles
- The accounting records are, at a minimum, adequate to show:
- The ability of the Organization to supply full details (supplier or vendor, amount, nature and date) of all costs incurred under a grant
 - The ability of the Organization to supply full details of receipt and use of goods and services acquired under the grant
 - The cost of the program supplied from other sources
 - The ability of the Organization to supply full details on overall progress of the program
 - The financial system has the ability to maintain procedures that will minimize the time elapsing between the transfer of funds and their disbursement
 - The systems are adequate to maintain all documentation for a three year period
 - The organization has adequate financial resources required to complete the grant activity and to provide the required level of matching funds
 - The accounting and banking system can maintain grants separately from all other organization funds
 - The organization has adequate and effective internal controls, including monitoring adherence thereto
 - The organization has completed statutory audit(s), issued the audit report(s) and signed annual financial statements for the past three years

GRANT MANAGEMENT

Accounting Systems (continued)

- The organization is willing and able to establish and maintain systems to:
- Ensure compliance with the cost principles of OMB
 - Monitor compliance with the Grant Agreement terms
 - Ensure that reporting deadlines are met
 - Monitor compliance with counterpart funding requirements
 - Ensure that questioned costs arising from recipient audits are followed up and resolved

GRANT MANAGEMENT

Accounting Systems

Property Control Systems

For grants involving the purchase of commodities, the potential Grantee's records must demonstrate property control systems and a program for orderly maintenance of property.

Procurement System

The potential Grantee's procurement system meets acceptable standards (if the procurement element is worth more than 50% of the agreement or worth more than \$250,000).

Personnel and Travel Policies

Potential Grantee personnel and travel policies are written uniformly, are enforced, and result in personnel and travel costs that are reasonable in accordance with the applicable cost principles.

Debarment and Suspension

Grantees shall comply with the non-procurement debarment and suspension as defined in Standard Provisions, Attachment 3, entitled "Debarment, Suspension and other Responsibility Matters", which restricts sub-awards and contracts with parties that are debarred, suspended or otherwise excluded from or ineligible for participation in the program or activities.

GRANT MANAGEMENT

Grant Agreement

Each grant award will contain the following elements:

Grant Letter – describing the overall purpose, objectives, goals and anticipated grant activity with a discussion on the background to the grant activity. This will include a description of how the grant activity will address a specific issue. The grant letter will also list the overall amount of the grant award, the period for the grant and the terms of the grant;

Program Description including the indicators to be used for reporting on project results.

Schedule – an implementation schedule, clear benchmarks and indicators for monitoring and evaluation, a clear listing of intermediate and final deliverables, and the financial and technical reporting requirements;

Grant Budget – a line item budget by program category, including salaries, travel, commodities, other direct and indirect costs, the costs that will be covered by the grant, and those costs that will be covered by the Grantee. Bank information for the transfer of funds will also be obtained;

Mandatory standard provisions and any applicable required-as applicable standard provisions; such as (forms and templates for reporting, etc);

Evaluation - Evaluations will be conducted in accordance with monitoring and evaluation plan in the grant agreement.

GRANT MANAGEMENT

Special Award Conditions

If an applicant or recipient has a history of poor performance; is not financially stable; has a management system that does not meet the standards prescribed in this part; has not conformed to the terms and conditions of a previous award; or is not otherwise responsible; the Grantor may impose additional requirements as needed, provided that such applicant or recipient is notified in writing as to:

- the nature of the additional requirements;
- the reason why the additional requirement is being imposed;
- the nature of the corrective action needed;
- the time allowed for completing the corrective actions; and
- the method for requesting reconsideration of the additional requirements imposed.

GRANT MANAGEMENT

Progress Reporting

The Grantee shall monitor the performance under the grant and ensure that time schedules are being met, projected work units by time periods are being accomplished and other performance goals are being achieved. This review shall be made for each program, function or activity of the Grant Agreement.

The Grantee must submit an annual work plan for each of the years of the award. The work plan shall be presented within 45 days of the commencement of each 12 month period.

An annual report on activities and results accomplished is a further requirement and is to be made available by the end of each of the yearly 12 month periods. This shall be presented within 90 days of commencement of the next 12 month period.

The Grantee shall submit a report containing the following:

- Description of program activities (to date)
Description of implementation and management, and
Supporting information and documentation

Actual accomplishments with goals established for the period. If the out puts of the program can be readily quantified, such quantitative data should be related to cost data for computation of unit cost.

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GRANT MANAGEMENT

Progress Reporting (continued)

Reasons why established goals were not met.

When appropriate, analysis and explanation of cost overruns or high unit costs.

Reporting will be done on a quarterly basis. The Grantee shall submit quarterly reports in the frequency described below: A quarterly report for the first three months and an activity plan for the next three months. The report shall be submitted within 30 days of the end of the 3 month period; thereafter

A second quarterly report or semi-annual report. This report will cover the second quarter activities showing the linkage between the second and the first quarterly report. The deadline for receipt of the report is no later than 30 days after the end of the period;

A third quarterly report, with an activity plan for the next three months will be due after the 9th month of the activities of the program year.

This should be submitted within 30 days at the end of the 3 month period in the third quarter; and

An annual report. The annual report will cover an overall report of the year's activities. The deadline for receipt of this report is no later than 90 days at the end of the reporting year.

Final Reports. Deadline for receipt of this report is no later than 90 days after the end of the project.

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GRANT MANAGEMENT

Implementation

Project management is the discipline of initiating, planning, executing, controlling, and closing the work of a team to achieve specific goals and meet specific success criteria. A project is a temporary endeavor designed to produce a unique product, service or result with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables) undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. The temporary nature of projects stands in contrast with business as usual (or operations) which are repetitive, permanent, or semi-permanent functional activities to produce products or services. In practice, the management of these two systems is often quite different, and as such requires the development of distinct technical skills and management strategies.

The primary challenge of project management is to achieve all of the project goals within the given constraints. This information is usually described in a user or project manual, which is created at the beginning of the development process. The primary constraints are scope, time, quality and budget. The secondary — and more ambitious — challenge is to optimize the allocation of necessary inputs and integrate them to meet pre-defined objectives.

Horizontal lines for handwritten notes.

GRANT MANAGEMENT

Reimbursements

A reimbursement grant provides funding to grant recipients after expenses have been incurred. The grantee must follow a certain procedure to obtain the reimbursement for project expenses.

Credible documentation includes receipts, invoices or credit card statements. Even if sufficient documentation is provided, not all expenses are eligible for reimbursement. The federal government has provided guidance on allowable expenses that grant funding can reimburse through the Office of Management and Budget's Circulars.

GRANT MANAGEMENT

Advance Payments

Very rare in government grants. The funder provides the full award amount in advance of the work. The situation where an advance might be made is summer payroll.

This situation is in compliance with the Uniform Grant Guidance, which directs that advance payments must be limited to the minimum amounts needed by the subrecipient and be timed to cover the actual, immediate cash requirements in carrying out the grant program.

Advance Payments of Federal Funds:

1. Must be deposited and maintained in insured accounts whenever possible
2. Must be maintained in interest-bearing accounts, unless the following apply:
 - a. The District receives less than \$120,000 in Federal awards per year
 - b. The best reasonably available interest-bearing account would not be expected to earn interest in excess of \$500 per year on Federal cash balances
 - c. Interest earned amounts up to \$500 per year may be retained by the LEA for administrative expense. If the LEA earns any additional interest on Federal advance payments deposited in interest-bearing accounts, contact DPI or follow procedures stated in 2 C.F.R. Part 200, §200.305(9)
 - d. The depository would require an average or minimum balance so high that it would not be feasible within the expected Federal and non-Federal cash resources

GRANT MANAGEMENT

Evaluation

Evaluations will be conducted in accordance with monitoring and evaluation plan in the grant agreement. The Grantee will draft a terms of reference for approval and will contract an independent evaluator to carry out the evaluation. Evaluation reports will be submitted to the Grantor for review. Monitoring by Grantor may include follow up on any evaluation observations or recommendations.

GRANT MANAGEMENT

Amendments to Grant Agreements

Written amendments of a minor or administrative nature which do not change the obligated amount or the purpose of the grant, and are satisfactory to the Grantee will be made by the Grantor's Contracts Officer.

Any amendments that modify the program description, and/or impacts on the budget will be made with the prior approval of the Grantor's Contracts Officer. Amendments will be made by formal modifications to the basic Grant Agreement or by means of an exchange of letters.



Request for Grant Agreement Amendment Instructions
Requesting an Amendment
The guidelines are provided to ensure a formal request for an amendment to a grant agreement. The grant agreement must be approved by the Grantor's Contracts Officer. The following instructions must be followed to request a grant agreement amendment:

- A. Budget Changes**
 - 1. Any request to increase the total grant amount.
 - 2. Any request to decrease the total grant amount.
- B. Period of Performance Changes - Modification of the duration of grant agreement.**
- C. Revision of Work Changes**
 - 1. Changes in the location, scope, or objectives of the approved project.
 - 2. Changes in the number, location, or individual(s) involved in the scope of work.
- D. Other Changes - Changes in terms and conditions.**

Amendments Review Process

- A. Any requests for a grant agreement amendment must be submitted at least six weeks before the end of approved "Period of Performance", or until the end of the grant.
- B. The request for a grant agreement amendment will be reviewed by COC/OIGS, staff and the requestor's supervisor.
- C. COC/OIGS, staff and requestor's supervisor approval of the request, a formal grant agreement amendment will be required for review and signature by the staff member of each party.
- D. Depending on the significance and type of change requested, the amendment may be approved by COC/OIGS, at one or two levels. Formal amendments that affect the scope, the total budget, or other critical matters may be approved by the OIG, a committee of internal staff, and other senior officials who are approved by the OIG. The amendment process involves additional collaboration on approving grant agreement amendments.
- E. Once the amendment is signed by both parties, fully executed and received by the staff member, the requested change may be implemented.

GRANT MANAGEMENT

Close Out

All grants will be closed out in accordance with Grantor's guidelines and close out documentation. A meeting will be held with the Grantee to review and determine that all grant activities and audits have been completed in accordance with the agreement, and that any financial and technical reports that are due will be submitted within 90 days of completion of the grant.

The grant budget will be reconciled to ensure that the Grantee refunds the balance of unobligated fund that was advanced. Any property which has been acquired using grant funds will be accounted for and disposition thereof will be made according to regulations. Grants will be evaluated on the basis of their contribution to the defined objectives.



GRANT MANAGEMENT

Grant Management a.k.a. Following the Rules!

- Postaward grant management means administering the award from start to finish.
- Regulatory Compliance
- OMB's Cost Principles (Super Circular)
- Program regulations
- Grant-award terms and conditions
- Record Maintenance and Retention
- Sustainability Plan



GRANT MANAGEMENT – Non-government Grants

- NGO or non-governmental organization
- Nonprofit Organizations
- Faith-based
- Private Foundation
- Corporations
- Businesses
- Community Foundations
- Challenge Gifts
- Donations



GRANT MANAGEMENT – Nonprofit Grants

Accounting Rules

Generally accepted accounting principles, or GAAP as they are more commonly known, are rules and guidelines that help companies and organizations prepare financial statements.

- There are also four basic principles. These are cost, revenue, matching and disclosure. The "cost" principle refers to the notion that all values listed and reported are the costs to obtain or acquire the asset and not the fair market value, while the "revenue" principle states that all revenue must be reported when it is realized and earned, not necessarily when the actual cash is received. This is also known as accrual accounting. The "matching" principle holds that the expenses in the financial statement must be matched with the revenue. Accountants must include the value of the expense in the financial statements when the work product is sold, not necessarily when the work or invoice is issued. Finally, the "disclosure" principle holds that information pertinent to make a reasonable judgment on the company's finances must be included, so long as the costs to obtain that information is reasonable.



<http://www.wisegeek.org/what-are-the-generally-accepted-accounting-principles.htm>

GRANT MANAGEMENT – Nonprofit Grants

Grant Reporting

- Funders want to know how you spent their funds.
- Stay in contact with the program officer.
- Everyone has a boss.
- Be the jewel in the funder's crown.
- Reports can be formal or FYI.
- Justify the next grant/gift.



GRANT MANAGEMENT – Nonprofit Grants

- Grant Reporting
- Outcomes/Outputs tabulation
 - Financial
 - Written summary of activities
 - Pictures
 - Anecdotal stories
 - Newsletter articles
 - Acknowledge/Promote
 - Thank you



GRANT MANAGEMENT

Knowledge Points!

- To be successful at grant seeking, You need to be successful at grant spending.
- Grant management is essentially doing what you said you would do in the grant proposal.
- Managing your grant projects properly is vitally important to maintaining your relationship with the funder (current and future).



GRANT MANAGEMENT

Knowledge Points!

The key functions of grant management are:

- Budget management
- Expenditure/financial tracking
- Project Implementation
- Monitoring and oversight
- Reporting of activities to funder



Why is this all important? Continuation FUNDING!

GRANT MANAGEMENT

Overview of Awards – FY 2017

Contracts = \$214B
Grants = \$459B
Loans = \$963M
Other = \$1.07T

Other Financial Assistance– Includes direct payments to individuals (such as Medicare and food stamps), insurance payments (such as, unemployment benefits, flood insurance), and other types of assistance payments (such as, reimbursements for prescriptions for veterans).



GRANT MANAGEMENT

Nonprofit Organizations (total 1,571,056):

- 1,097,689 public charities
- 105,030 private foundations
- 368,337 other types of nonprofit organizations.

(Source: NCCS Business Master File 4/2016)

Public charities reported over \$3 trillion in total assets in 2013.
(Source: NCCS Core Files 2013)

Individuals gave \$258.51 billion in 2014, an increase of 5.7 percent from 2013.
(Source: Giving USA 2015)




Grant Writing and Grant Management for Researchers, Searchers, and Knowledge Seekers

Our learning objectives:

- Grant Writing and its critical keys to success!
- The who's who and the what's what?
- Lessons from the field about your perfect Writing Team
- Fake News: Seeking grant information for projects, programs or organizations.
- Grant Management's necessary role and, as an approach to answer the questions.
- **Grants: Probably not what your leaders' thought, why?**





NOT WHAT THEY THOUGHT

This has happened a great deal lately. The leader's thoughts are not reality.

FINAL THOUGHTS

Myths!

- Hire the grant writer and watch the \$\$ roll in! (No.)
- Grants = Free Money! (Nope, nothing is free).
- Grant awards are guaranteed (No such thing – Not easy, grants are very competitive).
- Know your audience (No, it is not you or your boss. It is the reviewer).
- We need the money – we are broke (Everyone wants the money. Being broke is bad for grants, as most are reimbursement style).
- Grant readiness isn't important – we will figure it out (Don't apply if your organization isn't ready).

FINAL THOUGHTS

Lessons!

- Anyone can write grants. Not everyone should.
- Grant Opportunity Research is very similar to looking for real estate to buy.
- Never chase the grant dollars. #1 cause of mission creep.
- Focus on the "needs" of the target population. Ask 'em.
- Another agency received a grant. The "same" project may not be innovative any longer.
- Grant Management is not for the reactionary or impatient. 'Tis Long game!
- What is your story?

FINAL THOUGHTS



FINAL THOUGHTS

Win More Grants: Get Your Politics in Order!



"The program staff person who agreed to attend the funder's potential applicants' workshop apartment flooded at 2AM. She missed the workshop. This wouldn't have been bad by itself, however the funder held monthly networking and status update meetings for stakeholders, current grantees, and potential applicants. The organization's director decided travel to the monthly meetings was an "unnecessary expense" and directed staff not to attend. The icing on the political cake, was the organization director had challenged the funder's executive director publicly over several policy decisions. Others in the region joined in the fray, but the policy decisions stayed."

<http://justwrite-solutions.com/win-grants-get-politics-order/>

Prepare for the GPC Exam




- **Chapter One:** Grant Research
- **Chapter Two:** Organizational Development
- **Chapter Three:** Good Project Design
- **Chapter Four:** Grant Proposal Development
- **Chapter Five:** Grant Postaward Management
- **Chapter Six:** Ethics
- **Chapter Seven:** Professional Practices
- **Chapter Eight:** Relationships! Relationships! Relationships!
- **Chapter Nine:** The Writing Prompt
- **Chapter Ten:** Strategies to Reduce Test Anxiety
- **Appendix A:** Authors' Recommended Reading List
- **Appendix B:** GPCI Literature Review

QUESTIONS?

Presenter: Danny Blitch, MPA, GPC

GLMA 2017 Summer Institute: June 12, 2017



Prepare for the GPC Exam

