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# *STRATEGIC APPROACH TO GRANT MANAGEMENT*

2018



# TO DEVELOP A WINNING STRATEGY FOR GRANT APPLICATION/ADMINISTRATION

- ❖ Development of a Formal Capital Improvement Plan (CIP)
- ❖ Identifying grant opportunities/local revenue streams/financing that will assist with meeting those goals.
- ❖ Applying for and successfully managing grant funding...(internal controls).

## BEFORE WE BEGIN...WHAT IS CTAS?

- ❖ University of Tennessee, County Technical Assistance Service
- ❖ Was created by the Tennessee General Assembly in 1973.
- ❖ CTAS provides training and technical assistance directly to county officials and their employees.

## FOCUS ON THE “BIG PICTURE” FIRST

- ❖ First step to success is identifying the true asset needs of your county/organization.
- ❖ The development of a formal capital improvement plan (CIP) is a must.
- ❖ CIP should include acquisition timeline and funding needs/sources.

# A SAMPLE CAPITAL IMPROVEMENT PLAN

County Department	Project	Funding Needed	Source of Funding	Timeline
Fire Department	Four Used Fire Trucks	\$260,000	Capital Outlay notes, debt paid from debt service fund	First note (\$130,000) in 2012 & second note in 2015
Sheriff Department	Police cruiser replacement	25,000	General fund operating budget	One vehicle each fiscal year
County Ambulance Department	Ambulance replacements and remounts	160,000	Capital Outlay notes, debt paid from debt service fund	2014
County Ambulance Department	New Ambulance Station	250,000	Grant Funding, Capital Outlay notes for local match	Within five years
Highway Department	County Bridge Replacement	270,000	State of TN State Bridge Funding/operating budget	One bridge replaced each year
Highway Department	County Road Resurfacing (4 miles of road)	394,807	State of TN State Aid Funding/operating budget	4 miles of resurfacing per year
Highway Department	Heavy Equipment/Vehicle replacement	450,000	Capital Outlay notes, debt paid from highway fund	Within five years
School Department	Ag Pavillion at High School	150,000	Federal USDA Grant Funding	2012
School Department	New sidewalks at Woodbury Grammer School	223,000	State Grant Funding	2012
School Department	School HVAC Upgrades at High School	223,000	State Grant Funding	2012-2013
County Public Library	Public Library Expansion	1,000,000	Totally Private Donations, no county tax funds needed	2012-2014
	Total amount of Five Year Capital Improvement Plan	\$3,405,807		

# IDENTIFYING GRANT OPPORTUNITIES/LOCAL REVENUE STREAMS/FINANCING

- ❖ Identify grant funding opportunities- (Grants.gov), state departments, development district, networking
- ❖ Review your local budget and prior year audited financials
- ❖ Review your current debt capacity
- ❖ Review your current revenue streams, what is missing?

## APPLYING FOR GRANT FUNDING

- ❖ BEFORE YOU APPLY....Assess and document the internal controls of your entity that are in place for grant funding/reporting/asset management!
- ❖ Repeat...do this BEFORE you apply for grant funding, ESPECIALLY Federal funding!

# REASONABLE INTERNAL CONTROLS REQUIRED

## T.C.A § 9-18-102(A)

An amendment to state law requiring all county/city governments to establish and maintain internal controls which provide **reasonable** assurance that...

1. Obligations and costs are in compliance with applicable law;
2. Funds, property, and other assets are safeguarded against waste, loss, unauthorized use, or misappropriation; and
3. Revenues and expenditures are properly recorded and accounted for to permit the preparation of accurate and reliable financial and statistical reports and to maintain accountability over the assets.

**Law took effect June 30, 2016!**

***You should have documented internal controls by now.***



## Components

## Principles

### Control Environment

1. Demonstrate Commitment to Integrity and Ethical Values
2. Exercise Oversight Responsibility
3. Establish Structure, Responsibility, and Authority
4. Demonstrate Commitment to Competence
5. Enforce Accountability

### Risk Assessment

6. Define Objectives and Risk Tolerances
7. Identify, Analyze, and Respond to Risk
8. Assess Fraud Risk
9. Analyze and Respond to Change

### Control Activities

10. Design Control Activities
11. Design Activities for the Information System
12. Implement Control Activities

### Information & Communication

13. Use Quality Information
14. Communicate Internally
15. Communicate Externally

### Monitoring Activities

16. Perform Monitoring Activities
17. Remediate Deficiencies

# COMPONENTS & PRINCIPLES OF INTERNAL CONTROLS

# WHAT SHOULD I DO TO ENSURE COMPLIANCE?

- ❖ Review your written internal control procedures/assessment and ask yourself...
  1. Is the written documentation accurate according to my office's current operations?
  2. Have I hired new staff or changed any financial duties of my staff?
  3. Is my staff capable of the reporting requirements of the grant that I am wanting to apply for?

## APPLYING FOR GRANT FUNDING

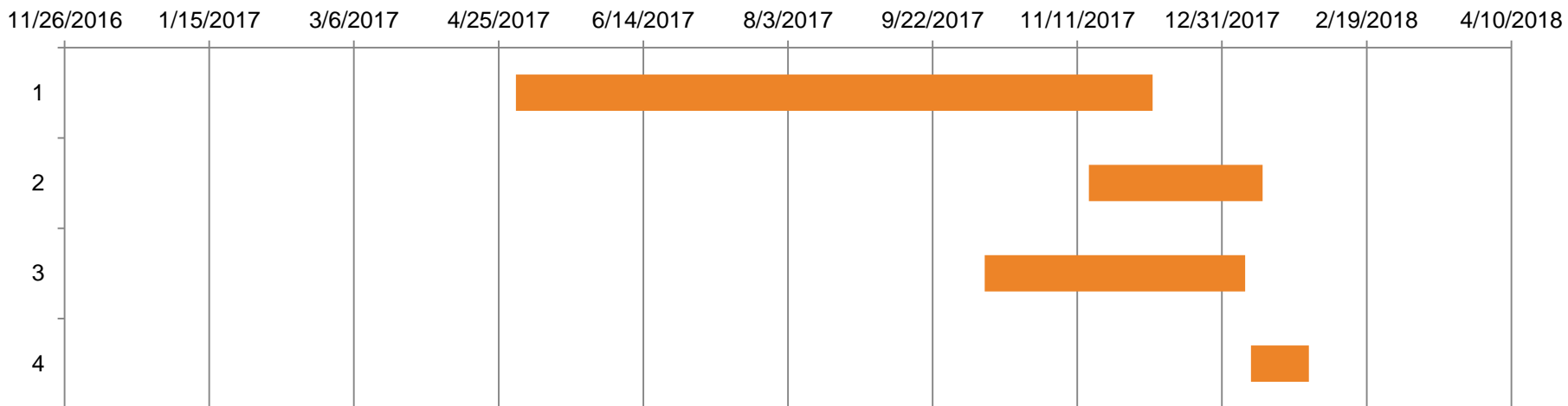
- ❖ Enlist the help of a competent grant writer.
- ❖ Regardless the grant, be sure your request is clear and aligns with the objectives of that specific grant objectives.
- ❖ Review winning grant applications from other communities.
- ❖ Be sure to have a clear and accurate grant budget.

# MANAGING THE GRANT AWARD-BEYOND THE FAKE CHECK

- ❖ Your grant request received funding...congratulations!
- ❖ Now the real work starts!
- ❖ If grant project is a capital project of any size, utilize a capital project fund instead of an operating fund.
- ❖ Be sure you follow your entity's purchasing policy.
- ❖ Utilize a Gantt Chart to track your progress if capital project is of any size.

# SAMPLE GANTT CHART FOR CAPITAL PROJECT

Jail Renovation for Fiscal Year 2017-18							
Project Gantt Chart							
Tasks	Start Date	Duration	End Date				
1) Budgeting and Purchasing Procedures	5/1/2017	220	12/7/2017				
2) SPF Roof Application	11/15/2017	60	1/14/2018				
3) LED Lighting Retrofit	10/10/2017	90	1/8/2018				
4) Project wrap up (grant closeout)	1/10/2018	20	1/30/2018				



## GRANT MANAGEMENT WRAP-UP

- ❖ Be sure your grant is closed out properly.
- ❖ Double check with funding agency for any “loose-end” reporting.
- ❖ Ask about future grant funding opportunities if it aligns with your CIP.





# THANK YOU!

FOR THE INVITATION TO BE HERE WITH YOU



**County Technical Assistance Service**  
INSTITUTE FOR PUBLIC SERVICE