

Federal Grant Administration in Montgomery County

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OLO Report 2017-12

EXECUTIVE SUMMARY

July 25, 2017

This report responds to Council's request to review the processes by which the County makes decisions to pursue federal grant opportunities and how grant applications are subsequently developed. To better understand how departments research, apply for, and manage federal grants, OLO contacted staff from 33 departments from February through May 2017. In sum, OLO found that departments pursue grants when there is staff capacity, the grant aligns with the department's mission, and the effort is feasible in terms of cost and administrative capabilities. However, variation in department practices influences the type of grants pursued and opportunities exist to increase capacity and transparency of grant operations.

Overview of Federal Aid to State and Local Governments. The Federal Government uses either a formula or a competitive process to allocate grant dollars to state and local governments. A majority of federal grant funding received by Montgomery County comes from State pass-through grants, which are federal grant funds issued to a state agency that are then transferred to other state agencies, local governments, or other eligible groups.

The federal grants process is a linear lifecycle that includes three phases: (1) *Pre-Award* - starts with the announcement of the grant on www.grants.gov and concludes with review of the application; (2) *Award* - begins once the funding agency selects a grantee and enters into a grant agreement; and (3) *Post-Award* - focuses on grant implementation, reporting and monitoring activities, and grant close-out procedures.

A *federal grant* is an economic aid program that provides funds to state and local governments to support operations and public services. *Categorical grants* are the primary source of federal assistance to state and local governments and must be used for a specific purpose. *Block grants* provide funding to a set of programs rather than narrowly defined projects or activities.

Feedback on the Federal Grants Process. OLO received feedback on the federal grants process:

- Staff report grant opportunities are a way to expand services within the limits of the County budget.
- Changes in federal policy priorities impact grant opportunities; grants are increasingly restrictive.
- Departments make strategic decisions about which grants to pursue, focusing on those that return the largest value (i.e., dollar value, relationship building, or providing a much-needed service).
- The federal grants process is not intuitive nor easy and limited internal resources can impact competitiveness, particularly with grant writing and demonstrating capacity to conduct oversight.

FY2016 Federal Grants and Expenditures in County Government.

In FY2016, the Office of Management and Budget (OMB) reviewed and received 135 grant-related documents for awards, applications, and renewals, of which 40% were for federal grant programs. Of the 54 federal grant awards, applications, or renewals received, 37 were federal pass-through grants (67%).

In FY2016 the County spent \$98.3 million in federal grant dollars across 15 Executive Branch departments and offices (single and multi-year grant awards).

FY2016 Total Federal Grant Expenditures by County Department

County Department	Total Expenditures
Health & Human Services	\$62,904,552
Transit & Transportation	\$13,841,075
Housing & Community Affairs	\$6,977,857
Emergency Management & Homeland Security	\$5,125,839
All Other Departments	\$9,432,231
TOTAL	\$98,281,554

Internal County Grant Review Process. The Executive Branch uses a standardized process to review and approve all grant applications, awards, and grant modifications. Departments must submit an electronic tracking form and a hard copy grant application to OMB. OMB reviews the application to determine if the grant requires matching funds, hiring of staff, and long-term budget expenditures, or opportunities for collaboration. OMB aims to complete the review in one week. The County Attorney's Office reviews grant terms and conditions, typically in under two days. The grant document is then approved by the County Executive.

Feedback on the Internal Grant Review Process. OLO received feedback on the County’s internal review process:

- Departments without a grants administrator report that the internal review process is like a “jigsaw,” with no clear direction and multiple silos; they rely on grants managers in other departments for help.
- Staff must hand deliver a copy of each application, award, or modification. Staff report that this process should be reviewed to see efficiencies can be gained by streamlining or using electronic submission.
- If a grant requires hiring of staff or procurement of goods/services within a short award period, departments may not pursue the grant because they may be unable to meet conditions in time.
- There is currently no County-wide tracking system for grants. Staff report that a central system would allow them to see grants in the pipeline and increase opportunities for cross-department collaboration.

Department Grant Management Practices. For departments that actively pursue federal grants, OLO found that management practices can be classified as centralized or decentralized:

- Centralized. Departments that frequently manage federal grants have a single point of contact (SPOC) to manage the grant process including researching and applying for grants and managing oversight activities.
- Decentralized. Departments that infrequently manage grants rely on program staff to apply for and manage grants on an as needed basis.

Several departments do not actively pursue grant opportunities. Staff report this is due to: insufficient capacity, inexperience with the internal grant process, lack of expertise locating and completing applications, or no relevant grant opportunities.

Feedback on Department Practices. OLO received feedback on department grant management practices:

- Departments with a SPOC have the capacity to proactively pursue new grant opportunities, and may pursue smaller grants to maximize collaboration with external partners.
- Staff who review applications report that departments without a SPOC regularly need more assistance with writing and completing grant applications, leading to an increased review period.

Other Department-Identified Opportunities for Improvement. Department staff identified opportunities to increase department capacity to pursue federal grants, competitiveness of applications, and transparency:

- Create a formalized grants network or establish a central grants office to facilitate the grants process, but rely on department expertise to decide whether to pursue a grant.
- Increase opportunities for cross-department collaboration and partnerships with non-profits on grant applications.
- Provide grant training, ranging from a “grants 101” course to in-depth training for grants managers.
- Increase awareness of pursuing and securing foundation grants and private donations.

Recommended Discussion Questions. OLO recommends that the Council discuss with the Executive Branch:

1. What opportunities exist to streamline the internal management of grants and the review process?
2. What are the benefits and drawbacks of creating a central grants repository/tracking system?
3. What opportunities exist to establish a central grants office or formalized grant network? How would this best serve departments?
4. Are there opportunities to evaluate the hiring and procurement processes for grants with short award periods?
5. What opportunities exist to research and apply for private grants? Could these methods be shared among departments? How would this be tracked and reported?

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Introduction

Federal grants are economic aid programs that provide funding to state and local governments to support operations or public services. In FY2016, the County spent \$98.3 million in federal grant dollars across 15 Executive Branch departments and offices. This Office of Legislative Oversight (OLO) Report reviews processes by which the County makes decisions about whether to pursue federal grant opportunities and how grant applications are subsequently developed. In particular, this report:

- Provides an overview of federal grants to state and local governments along with spending trends;
- Examines the role of County Government in the federal grant lifecycle, with a specific focus on the County's internal review and approval process;
- Presents FY2016 data on the types of grants applied for and received by departments and grant expenditures;
- Describes current grant management practices utilized by County departments; and
- Presents feedback on department experiences in applying for and managing grants, the internal County grant review and approval process, and opportunities for improvement.

OLO staff member Stephanie Bryant conducted this study, with assistance from Kristen Latham and Kelli Robinson. OLO gathered information through document reviews, data analysis, and interviews with Executive Branch staff and external stakeholders. Additionally, OLO reviewed information from grants offices in other jurisdictions. OLO received a high level of cooperation from everyone involved in this study and appreciates the information and insights shared by all who participated:

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Director Jeremy Criss
Jacqueline Arnold

Office of Community Partnerships

Director Bruce Adams
Kathleen Stobie

Community Use of Public Facilities

Director Ginny Gong

Office of Consumer Protection

Marsha Carter

Department of Correction & Rehabilitation

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Department of Transportation

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Richard Dorsey
Gary Erenrich
Darlene Flynn
Barry Fuss
Melissa Garner
Sogand Seirafi
Tim Serrano

Commission for Women

Director Jodi Finkelstein

State of Maryland

Susan Casey, Governor's Grant Office

Other Stakeholders

Debby Standiford, Grants Manager, Carroll County Government (MD)

Eric Brenner, former Director of the Governor's Grant Office (MD)

Note to Readers

In preparing this report, OLO provides a detailed summary of federal grants and associated practices. For this report, the following definitions apply:

Federal Grant	Federal grants are economic aid programs that provide funding to state and local governments to support operations or public services and can include direct cash assistance, non-monetary aid, or shared revenues.
Pass-Through Federal Funds	Pass-through funds are federal grant funds issued to an agency or institution that are then transferred to other state agencies, local governments, or eligible groups per the award eligibility terms.
Federal Grant Lifecycle	The federal grant process is a linear lifecycle where specific actions during the process are grouped into three stages: pre-award, award, and post-award.
Grant Application	A request for financial support submitted by a County department to the federal funding agency.
Notice of Award	Official notice from the federal funding agency formally acknowledging that the applicant was selected to receive grant funding.
Grant Agreement	A legal instrument of financial assistance between the federal funding agency and the grantee outlining the terms and conditions of the grant program and distribution of the award.
Award	An award is funds provided by the federal funding agency based on an approved application to a County department to implement the grant.
Modification	A grant modification is a budgetary or program change to the original grant agreement and may include change in personnel, scope of work, grant extension, or budget modification.
Renewal	A renewal is an application requesting additional funding for a period after the original grant terms. Like applications, recipients must submit applications and compete for funding.
Expenditure	An expenditure is the action of spending grant funding.

Chapter 1. Overview of Federal Aid to State and Local Governments

Federal grants are economic aid programs that provide assistance to state and local governments to support operations or public services. Federal grants are defined and governed by the Federal Grant and Cooperative Agreement Act of 1977, which defines a grant as a:

"...legal instrument reflecting the relationship between the United States Government and a State, a local government, or other entity when 1) the principal purpose of the relationship is to transfer a thing of value to the State or local government or other recipient to carry out a public purpose of support or stimulation authorized by a law of the United States instead of acquiring (by purchase, lease, or barter) property or services for the direct benefit or use of the United States Government; and 2) substantial involvement is not expected between the executive agency and the State, local government, or other recipient when carrying out the activity contemplated in the agreement."¹

Federal grants can include direct cash assistance, non-monetary aid (e.g., commodities for the National School Lunch Program), or shared federal revenues. There are 16 federal agencies and 15 independent agencies that provide grants to state and local governments in a variety of categories such as health, housing, transportation and the arts.²

This chapter provides a detailed overview of federal grants, including the basis of awarding federal grants, types of grants available, application and implementation of grants, and spending trends. Some key findings include:

- The number of grant programs has grown from 15 programs in the 1930's to more than 1,100 programs in 2016.
- Social and economic conditions, along with internal political priorities, influence the number and types of grants authorized by Congress and available to state and local jurisdictions.
- Over time, federal grant programs have transitioned from emphasizing place-based projects to payments to individuals. The majority of grant spending for these programs is mandatory and expenses have increased over time.
- Federal grant administering agencies develop grant-specific administrative and reporting requirements for each grant as they are authorized and funded. The lack of standard administration guidelines, combined with the increasing number of grant programs, results in a highly complex process.
- The ad hoc nature of grant authorization, combined with the increasing number of grants, limits the administering agency's ability to compare program performance and conduct oversight activities. In turn, for grantees, there is often overlap across grant programs and an increase in program complexity which affects the burden of administering grants.
- Pass-through grants enable states to receive and redistribute federal grant funds to meet state policy goals. States often add their own administrative requirements on top of federal requirements, increasing the administration burden for grantees.

¹ Public Law Number 95-224 (also 92 STAT. 3)

² U.S. Office of Management and Budget, "FY2018 Budget of the United State Government: Analytical Perspectives, Chapter 14: Aid to State and Local Governments" available at https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/budget/fy2018/ap_14_state_and_local.pdf.

- Grants.gov serves as a clearinghouse for federal grant opportunities. However, opportunities listed are for prime grantees (e.g., state governments) and do not include pass-through opportunities. The State of Maryland offers a single website for local governments to search for both prime and pass-through grant opportunities.

The chapter is organized as follows:

- **Section A**, Congressional Rationales for and Characteristics of Federal Grant Programs;
- **Section B**, Federal Grant Lifecycle; and
- **Section C**, Federal Grant Spending and Programming Trends.

A. Congressional Rationales for and Characteristics of Federal Grant Programs

The first federal grants were land grants to fund public education but have grown to support transportation projects, community development, and health programs among other services. Federal grants account for about one-third of total state government funding and more than half of state funding for healthcare and public assistance.³ This section discusses Congressional rationales for authorizing federal grant programs and the characteristics of federal grants.

1. Congressional Rationales for Authorizing Federal Grant Programs

Congress plays a central role in the grants process by determining the scope of a grant program and amount of funding. Internal and external factors (e.g., Congressional party leadership, individual member preferences), as well as cultural norms regarding the role of the Federal Government in domestic policy, shape grant programs.⁴ Federal policymakers uphold several rationales for authorizing grant programs, including:

- Increasing economic efficiency where state and local governments can implement a program more effectively than the Federal Government;
- Reducing inequalities among communities or individuals by providing healthcare coverage or housing for low-income individuals or households;
- Serving as an economic stabilizer in a weak economy;
- Serving as a tool to influence state or local policy priorities; and
- Encouraging state or local governments to experiment with new programs and activities.⁵

Of note, these rationales are not mutually exclusive, but reflect increased acceptance of government action in response to industrialization/urbanization, awareness of societal issues, and interdependencies created by a globalized economy.⁶

³ Robert Jay Dilger, *"Federal Grants to State and Local Governments: A Historical Perspective on Contemporary Issues,"* (CRS Report No. R40638), Congressional Research Service, March 5, 2015.

⁴ *Ibid.*

⁵ Congressional Budget Office, *"Federal Grants to State and Local Governments,"* March 2013.

⁶ Robert Jay Dilger, *"Federal Grants to State and Local Governments: A Historical Perspective on Contemporary Issues."*

2. Characteristics of Federal Grants

Due to the increasing number, fragmentation, and complexity of grant programs, there is a lack of definitions within the Federal Government that clearly differentiate various types of grants.⁷ However, there is broad consensus on the overarching characteristics of federal grant programs.⁸ This section highlights these key characteristics including grant types, funding authorization, budget determinations, and local funding requirements.

a. Types of Federal Grant Programs

Federal grants are broadly categorized as one of two types – categorical grants or block grants.⁹ In FY2014, of the 1,099 grant programs authorized, funded, and open to state and local government applicants, 1,078 programs were classified as categorical grants and 21 programs as block grants.¹⁰

In addition to categorizing grants as categorical or block, grants may be further categorized as conditional or unconditional grants based on the degree to which a federal agency imposes administrative requirements on the grantee. Conditional grants have a high degree of federal monitoring, while unconditional grants have a lower level of federal oversight.

Categorical Grants. Categorical grants are the primary source of federal assistance to state and local governments and must be used for a specific purpose. Although categorical grants generally have a narrowly defined purpose, the authorizing legislation often permits grantees broad discretion in selecting eligible projects.¹¹ There are four types of categorical grants:

- **Project Grants** fund a predetermined product (e.g., research, training, survey work, or construction project) or have a funding duration. For example, Transportation Investment Generating Economic Recovery (TIGER) Grants are awarded for specific bridge replacement or rail projects.
- **Formula Grants** are governed by authorizing legislation or administrative regulations that determine types of eligible projects and rules for distributing grant funding. Grant recipients have discretion in selecting specific projects. For example, the use of Title I education grant funding can be determined by state and local agencies within certain guidelines.
- **Formula-Project Grants** are similar to formula grants in that the authorizing legislation or regulations determine funding allocation and eligible projects. However, once authorized, selection of specific projects is made through a competitive in-state process. For example, the U.S. Department of Justice Office of Juvenile Justice and Delinquency Prevention manages a grant supporting state and local efforts to prevent delinquency. The Department of Justice awards funds to states based on the proportion of

⁷ Natalie Keegan, “*Federal Grants-in-Aid Administration: A Primer*,” (CRS Report No. R42769) Congressional Research Service, October 3, 2012.

⁸ Natalie Keegan, “*Federal Grants-in-Aid Administration: A Primer*.”

⁹ A third category of grants is general revenue sharing grants which can be used for any nonprohibited purpose and are not limited to narrowly defined activities. The last distribution of this type of grants occurred in 1986.

¹⁰ Robert Jay Dilger, “*Federal Grants to State and Local Governments: A Historical Perspective on Contemporary Issues*,” Grants are available to a range of applicants, including public non-profits, small businesses, profit organizations, researchers, etc. States and local governments may not be eligible recipients for all grants. See Catalog of Federal Domestic Assistance, available at <https://www.cfda.gov>

¹¹ Congressional Budget Office, “*Federal Grants to State and Local Governments*.”

the state's population under the age of 18. States then invite local governments, non-profits, or American Indian Tribes to compete for project-specific funding.

- **Open-Ended Reimbursement Grants** reimburse recipients for program costs, eliminating the need for a competitive process or allocation formula. Prior to conversion into block grants, both Medicaid and Aid to Families with Dependent Children (currently Temporary Assistance for Needy Families (TANF)) were open-ended reimbursement grants.

Block Grants. Block grants provide funding for a set of programs rather than narrowly defined projects or activities. As such, recipients have broad discretion on how to allocate funds and can use the funds in a variety of ways to meet program goals and establish eligibility requirements. Some examples of federal block grants include:

- *Temporary Assistance to Needy Families (TANF)* provides assistance to families in need;
- *Community Development Block Grant (CDBG)* awards money for community development projects, housing, and anti-poverty programs; and
- *Energy Efficiency and Conservation Block Grant* provides funding for programs that improve energy efficiency and reduce the use of energy and fossil fuels.

b. Methods of Allocating Grant Funding

The Federal Government uses either a formula or a competitive process to allocate federal grant dollars to state and local governments. Of note, competitive grants account for 87% of all grant programs. However, competitive grants typically fund smaller programs and account for only 6% of total grant funding to state and local governments.¹²

- **Formula-Based Allocation.** Congress or federal agencies use a formula-based allocation method to fund block and categorical grants. Formulas can be based either on historical distribution of funds or demographic factors (e.g., population, median household income, or poverty). For example, U.S. DHHS distributes the TANF block grant based on the historic share each state received. Comparatively, Title I funding is distributed to local education agencies based on demographic factors, like the concentration of students from low-income families.
- **Competitive-Based Funding.** Project grants are often funded through a competitive process with state or local governments competing against one another for funding for specific projects. For example, the U.S. Department of Education awarded the Race to the Top education grant through a competitive evaluation of applications using established criteria. These grants can use a mixture of funding methods beginning with a formula process to distribute funds followed by a competitive process to select projects.¹³

¹² Federal Funds Information for States, "Grants 101: Intro to Federal Grants for State and Local Governments," 2015, available at http://grants.maryland.gov/Documents/Grants%20101_Intro%20to%20Fed%20Grants%20for%20State%20and%20Local%20Govts_primer_FFIS.pdf.

¹³ Congressional Budget Office, "Federal Grants to State and Local Governments."

c. Determining Federal Grant Budgets

The federal budget classifies grant programs as either having discretionary or mandatory budget authority:

- **Discretionary grant programs** are passed by Congress through the annual appropriations process. During each budget cycle Congress determines how much funding to appropriate to each discretionary program. For example, Special Supplement Nutrition Program for Women, Infants, and Children (WIC), Community Development Block Grants, and Title I funding are discretionary grant programs.¹⁴
- **Mandatory grant programs** (including entitlement programs such as Medicaid) rely on authorizing legislation to determine available program funding. Mandatory grant programs may be funded either on an open-ended basis (meaning that when conditions are met, more federal funds are provided) or to a predetermined level.¹⁵ However, while program funding is mandatory, grant program staff are often funded through the annual appropriations process.¹⁶

In FY2016, the Federal Government approved \$660.8 billion in federal grant outlays. Of this, mandatory grant programs comprised 70% of all federal grant outlays (\$462.3 billion); the majority of which were health-related grants (84%, \$386.9 billion).¹⁷ Comparatively, discretionary grants comprised 30% of all federal grant outlays (\$198.5 billion); the majority of which were non-health related grants (95%, \$188.7 billion). (See Section C for a broader discussion of trends in federal grant spending).

Exhibit 1, on the following page, shows the percentage of grant outlays categorized as mandatory or discretionary by government function. As shown, the majority of mandatory spending is related to health- and income security-related grants (primarily Medicaid); while most grants related to education, transportation, and community development are discretionary funding.

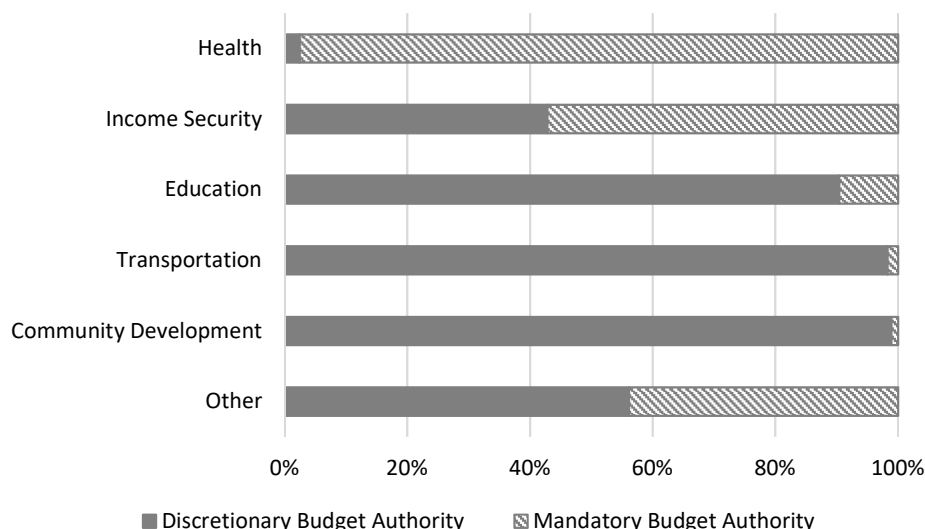
¹⁴ Natalie Keegan, *"Federal Aid to State and Local Governments: Select issues Raised by a Federal Government Shutdown,"* (CRS Report No. R 43467) Congressional Research Service, April 7, 2014.

¹⁵ Congressional Budget Office, *"Federal Grants to State and Local Governments."*

¹⁶ *Ibid.*

¹⁷ U.S. Office of Management and Budget, *"FY2018 Budget of the United State Government: Analytical Perspectives, Table 14.2 Federal Grants to State and Local Governments – Budget Authority and Outlays."*

Exhibit 1. FY2015 Outlays for Federal Grants to State and Local Governments by Function and Type of Spending (in millions)¹⁸



d. State and Local Funding Requirements

Federal grants are meant to supplement not supplant local funding. As such, most federal grants include matching or maintenance of effort requirements:

- **Matching requirements** mandate state and local governments contribute to a project's cost. For example, federally funded highway projects require state or local governments to contribute 20 percent of the cost, with the Federal Government reimbursing the remaining 80 percent.
- **Maintenance of effort (MOE) requirements** aim to prevent state and local governments from using federal grant funds to supplant state or local funds. To receive funds, state and local governments must maintain local funding levels for programs which is not less than the program funding for the previous fiscal year. For example, to receive TANF funding, states must spend at least 75% of total funding allocated under the former program, Aid to Families with Dependent Children.¹⁹

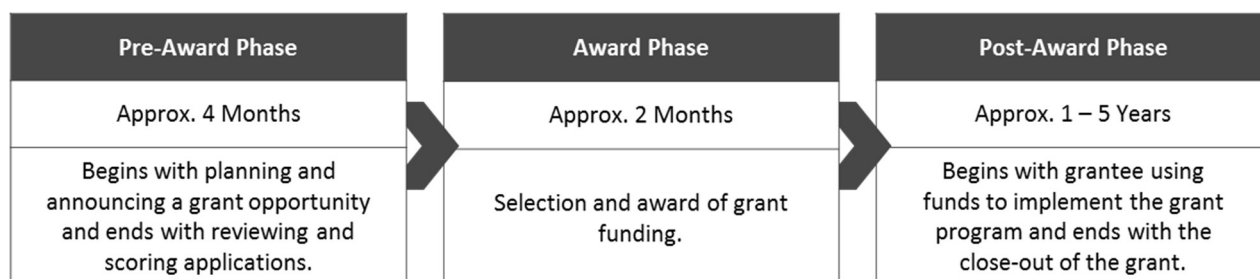
B. Federal Grant Lifecycle

The federal grants process is a linear lifecycle that includes creating the funding opportunity, reviewing applications, making award decisions, and implementing the award. The specific actions during the process are grouped into three stages: pre-award, award, and post-award (See Exhibit 2 on the following page).²⁰ This section walks through this lifecycle and discusses the roles of the administering agency and grantee.

¹⁸ U.S. Office of Management and Budget, "FY2017 Budget of the United States Government: Analytical Perspectives, Table 15.2 Federal Grants to State and Local Governments – Budget Authority and Outlays."

¹⁹ *Ibid.*

²⁰ "Grants 101: The Grant Lifecycle Timeline," available at <https://www.grants.gov/web/grants/learn-grants/grants-101.html>

Exhibit 2. Federal Grant Lifecycle**1. Pre-Award**

The pre-award phase represents the beginning of the grant lifecycle, which includes announcing opportunities, submitting applications, and reviewing applications. For discretionary grant programs, the pre-award phase begins once Congress funds the grant in the annual appropriation act. For mandatory grants, the pre-award phase begins once the authorizing legislation is passed or the program is reauthorized by Congress.²¹

Planning and Announcing an Opportunity. The structure of federal grants management varies across and within federal agencies, with agencies having broad discretion in planning and administering grant programs.²² Administering agencies can establish grant application procedures (e.g., reviewing and scoring the application), grant award conditions (e.g., compliance with reporting or auditing requirements), and penalties for noncompliance with grant conditions. Generally, federal agencies separate grant management functions into three components:

- Financial management activities are conducted by financial personnel and include tracking grant expenditures and dispersing grant funds;
- Program administration activities are undertaken by program specialists and include grant monitoring and evaluation of the recipient's performance; and
- Grant oversight activities are shared by the chief financial officer, program staff, and the inspector general. Inspectors general have broad authority to conduct audits and investigate programs to assess program effectiveness and reduce waste, fraud, and abuse.²³

After planning the grant program, the administering agency announces and advertises the opportunity. By law, federal grant opportunities for prime grantees are published on www.grants.gov.²⁴ As discussed on page 13, federal grant funding may be passed-through to sub-grantees (e.g., a state agency applies for a federal grant as the primary recipient and then passes funding through to a local government to implement the grant), which are not advertised on www.grants.gov.

Researching Opportunities and Completing an Application. Applicants search for grant opportunities using the website www.grants.gov. Once the applicant identifies a grant opportunity, the applicant registers on www.grants.gov and completes an application. Applicants must submit required information, including basic organizational information, explanations of proposed work, and statistical and financial data. Once reviewed,

²¹ *Ibid.*

²² Natalie Keegan, "Federal Grants-in-Aid Administration: A Primer."

²³ *Ibid.*

²⁴ The Federal Financial Assistance Management Improvement Act of 1999 (FFAMIA, Public Law Number 106- 107)

the completed application is submitted to the administering agency via www.grants.gov. (For discussion on the County's internal grants process, see Chapter 2).

Reviewing an Application. Once received, the administering agency conducts an initial screening of the application to ensure it meets minimum requirements. If successful, applications then proceed through programmatic and financial reviews. Throughout the review process, applicants can check their status on www.grants.gov.

- The programmatic review varies by grant and involves scoring applications based on the quality of the application and the applicant's competency to implement the grant program. Programmatic reviews may involve a review by independent experts using a uniform scoring system, which is monitored by agency staff (who have discretion to deviate from the panel's recommendations).
- During the budget review, the agency evaluates the applicant's budget documents based on the requirements of the program.

2. Award Phase

The award phase begins once the administering agency selects an applicant. The award period varies from program to program, with most programs funded over a twelve-month period (some grants have multi-year award periods). As discussed in Section A, the award is determined either based on a formula, agency discretion, or a combination of the two.

Once final decisions are made, the agency sends a Notice of Award and enters into a grant agreement with the grantee. This agreement outlines the grant conditions and any requirements, including Office of Management and Budget circulars.²⁵ Once the grantee signs the agreement or begins to draw down funds, the grantee is legally obligated to carry out the terms and conditions of the grant.

3. Post-Award Phase

The post-award phase encompasses the work required over the duration of the award period, including grant implementation, reporting, and close-out activities.

Reporting. The awarding agency monitors progress and expenditures throughout the grant award period. Typically, the awarding agency assigns a grants manager to conduct monitoring activities such as conducting site visits. While reporting requirements vary by grant, grantees typically engage in programmatic and financial reporting.

Auditing. Both federal agencies and grantees are audited regularly by different federal offices, such as the Government Accountability Office, an agency's office of inspector general, and program staff. Additionally, federal law requires any nonfederal entities that expend \$750,000 or more in federal awards during its fiscal year to conduct an annual audit of federal grant funds (i.e., Single Audit Act P.L.98-502). As discussed on page 21, Montgomery County completes an annual single audit.

²⁵ The Office of Management and Budget circulars set standards for grant management activities, including financial reporting and timing of grant payments.

Close-Out. Close-out is the official end to the grant process. Under federal law, grantees must submit all final financial, performance, and other reports within 90 days after the grant award expires or is terminated. The awarding agency reviews these reports to ensure funds were spent in accordance with grant terms and conditions. If there are concerns with the accounts, this process can take several months. The process concludes with the agency informing the recipient that the terms and conditions were met.²⁶

Pass-Through Grants

Pass-through funds are federal grant funds issued to an agency or institution that are then transferred to other state agencies, local governments, or other eligible groups per the award eligibility terms. The agency or institution that receives the initial funding is referred to as the “prime recipient” or “prime grantee” while the secondary recipients are referred to as “sub-recipients” or “sub-grantees.”

States often serve as the prime grantee of pass-through federal funds, which allows states more flexibility in grant administration activities and increases state autonomy to impose policy priorities on federal funds.²⁷ States can have discretion to determine funding priorities and establish the award process, monitoring plans, and schedules within federal guidelines. While this process mirrors the federal grant lifecycle, it also creates an additional layer of grant administration requirements for sub-grantees. As such, this can increase the cost of grant administration and create inefficiencies in the process.²⁸

Once the federal administering agency selects the prime grantee, the sub-grantee may apply for funds. Funds for many pass-through grants are funded on a reimbursable basis, meaning the sub-grantee incurs a program expense, which is submitted for reimbursement to the prime grantee. Sub-grantees are accountable to the prime grantee for use of federal funds.²⁹

As discussed on page 11, www.grants.gov does not post pass-through opportunities. Rather, there are other pathways for sub-grantees to locate federal grant funds including (1) states determining how much federal block grant funding to distribute to local governments based on an established formula (see page 8); or (2) local governments searching individual state department websites (e.g., Department of Transportation).

The State of Maryland operates a central office which publishes all state grant opportunities, including pass-through grants, on a single webpage. Comparatively, the State of Florida requires local governments to search individual department webpages for grant opportunities.³⁰

²⁶ “Grants 101: The Grant Lifecycle Timeline,” available at <https://www.grants.gov/web/grants/learn-grants/grants-101.html>. See also Natalie Keegan, “Federal Grants-in-Aid Administration: A Primer,” Congressional Research Service, October 3, 2012.

²⁷ United States Government Accountability Office, “Grants Management: Oversight of Selected States’ Disbursement of Federal Funds Addresses Timeliness and Administrative Allowances,” April 2013.

²⁸ U.S. Office of Management and Budget, “FY2018 Budget of the United State Government: Analytical Perspectives, Chapter 14: Aid to State and Local Governments.

²⁹ United States Government Accountability Office, “Grants Management: Oversight of Selected States’ Disbursement of Federal Funds Addresses Timeliness and Administrative Allowances.”

³⁰ “Grants 101: The Grant Lifecycle Timeline.”

C. Federal Grant Program Trends

Federal outlays for grants to states and local governments have grown from \$15.4 billion in FY1940 to \$593.5 billion in FY2016 (in constant FY2009 dollars).³¹ In addition, the number and types of grant programs available have increased over time. Both trends are discussed on the following pages.

Total Outlays for Federal Grant Programs. Since 1980, federal grants have shifted from providing assistance to places to providing assistance to people (e.g., providing funding to states or localities to build highways to providing funding to states to pay for individual/family healthcare benefits or housing assistance). In 1980, 36% of total grant dollars were for payments to individuals (\$32.6 billion) compared to 75% of total grant dollars in 2016 (\$495.7 billion).³²

This trend is also demonstrated when examining outlays for specific government functions and programs. For example, as shown in Table 1, health-related grants accounted for 17% of the total outlays in FY1980 (\$15.8 billion), compared to 60% (\$396.7 billion) in FY2016.

Table 1. Outlays for Federal Grants to State and Local Governments, by Function, FY1950 – FY2016 (in billions)³³

Fiscal Year	Total	Health	Income Security	Education	Transportation	Community Development	Other
2016	\$660.8	\$396.7	\$104.8	\$60.9	\$63.9	\$15.3	\$19.4
2015	\$624.4	\$368.0	\$101.1	\$60.5	\$60.8	\$14.4	\$19.5
2014	\$577.0	\$320.0	\$100.9	\$60.5	\$62.3	\$13.2	\$20.1
2012	\$544.6	\$268.3	\$102.6	\$68.1	\$60.7	\$20.3	\$24.6
2010	\$608.4	\$290.2	\$115.2	\$97.6	\$61.0	\$18.9	\$25.6
2008	\$461.3	\$218.0	\$96.1	\$58.9	\$51.2	\$19.2	\$17.8
2006	\$434.1	\$197.3	\$89.8	\$60.5	\$46.7	\$21.3	\$18.5
2000	\$285.9	\$124.8	\$68.7	\$36.7	\$32.2	\$8.7	\$14.8
1990	\$135.3	\$43.9	\$36.9	\$21.8	\$19.2	\$5.0	\$8.6
1980	\$91.4	\$15.8	\$18.5	\$21.9	\$13.0	\$6.5	\$15.8
1970	\$24.1	\$3.8	\$5.8	\$6.4	\$4.6	\$1.8	\$1.6
1960	\$7.0	\$2.0	\$2.6	\$5.0	\$3.0	\$1.0	\$5.0

In FY2016, seven individual grant programs exceeded \$10 billion in federal outlays. Five of those are related to providing payments to individuals, including Medicaid (\$368.3 billion), Children's Nutrition Programs (\$22.0

³¹ U.S. Office of Management and Budget, "FY2018 Budget of the United States Government: Historical Tables 12.1 Summary Comparison of Total Outlays for Grants to State and Local Governments: 1940-2022," available at <https://www.whitehouse.gov/omb/budget/Historicals>.

³² U.S. Office of Management and Budget, "FY2018 Budget of the United State Government: Analytical Perspectives, Chapter 14: Aid to State and Local Governments, Table 14-1."

³³ U.S. Office of Management and Budget, "FY2018 Budget of the United States – Historical Tables, Table 12.2 Total Outlays for Grants to State and Local Governments by Function and Fund Group: 1940-2022."

billion), Tenant Based Rental Assistance (\$19.4 billion), Temporary Assistance for Needy Families (\$15.6 billion), and Children's Health Insurance Fund (\$14.3 billion).³⁴

Number of Grants to State and Local Governments. In 2015, the Congressional Research Service (CRS) released a report examining the number of federal grant programs available to state and local governments (including U.S. territories and federally recognized tribal governments). Using the Catalog of Federal Domestic Assistance (CFDA), CRS counted the number of project and formula grants, direct payments for specified uses, and direct payments for unspecified uses.³⁵ CRS found that the number of available grant programs is influenced by economic and social events. For example:

- **The Great Depression** (FY1930 to FY1940): Congress doubled the number of federal grant programs from 15 to 31.
- **Poverty and Civil Rights Social Movements** (FY1960 to FY1975): The number of grant programs increased from 138 to 448.
- **Economic Downturn** (1980's): The Reagan administration eliminated 62 grants and consolidated 77 grant programs (some grants were consolidated into block grant programs which increased state flexibility in administering the programs).³⁶
- **American Recovery and Investment Act** (2009): Congress passed this economic stimulus act in response to the Great Recession and provided state and local governments with almost \$275 billion in grants, contracts, and loans.³⁷

Despite the growing costs that slowed program growth through the 1980's, the number of grants have increased from 557 programs in FY1991 to 1,099 programs in FY2014 (an increase of 97%).³⁸

³⁴ The two remaining programs fund grants for federal highways (\$43.0 billion) and Education Grants for the Disadvantaged (\$15.6 billion). U.S. Office of Management and Budget, "FY2018 Budget of the United States Government: Historical Table 12.3 Total Outlays for Grants to State and Local Governments by Function, Agency, and Program: 1940-2018."

³⁵ Of note, tallying the number of federal grants is complicated due to counting programs individually if programs use separate applications or delivery mechanisms and lack of a standard federal definition of a grant program. As such, the following is illustrative of number of grants available and related trends.

³⁶ *Ibid.*

³⁷ Robert Jay Dilger, "Federal Grants to State and Local Governments: A Historical Perspective on Contemporary Issues." Natalie Keegan, "Federal Grants-in-Aid Administration: A Primer."

³⁸ Robert Jay Dilger, "Federal Grants to State and Local Governments: A Historical Perspective on Contemporary Issues."

Chapter 2. Overview of County Government Federal Grant Management Practices

The Executive Branch has authority to pursue grants (1) where funds advance the mission of an Executive Branch department and (2) there are sufficient appropriated funds available to meet the County's obligations under the grant.³⁹ Chapter 2 examines the role of County Government as part of the federal grant lifecycle, focusing on the internal review and approval of grant applications. This chapter also presents FY2016 data on the types of grants applied for and received and grant expenditures, along with a summary of how other local jurisdictions apply for federal grants. Key findings include:

- The Executive Branch uses a standardized process (electronic and paper-based) to review and approve all federal grant applications, awards, and modifications. This process takes a minimum of nine business days to complete and can be impacted by the County's fiscal calendar.
- Staff rely on informal networks to receive assistance with federal grant applications. Most often, experienced County grant staff serve as this resource in addition to regular job duties.
- In FY2016, 40% of all grant-related activity were for federal grant programs. State grants accounted for 55% of all grant activity, while grants from private organizations accounted for 5% of grant activity.
- Of federal grant activity, 67% are pass-through grants from either the State of Maryland or the District of Columbia.
- There was an overall increase of 17% for federal grant funds spent by County departments between FY2006 and FY2016.
- Other jurisdictions have established a central grants office to maximize efforts to pursue grants that align with the County's mission, increase staff capacity to pursue grants, and increase transparency.

This chapter is organized as follows:

- **Section A**, Overview of Department Roles in the Grant Lifecycle;
- **Section B**, County Grant Management Practices and the Federal Grant Lifecycle;
- **Section C**, FY2016 Federal Government Grant Activity and Expenditures Across County Departments; and
- **Section D**, Grant Management Practices in Other Jurisdictions.

A. Overview of Department Roles in the Grant Lifecycle

The County's organization chart distinguishes Executive Branch departments by function as either administrative or operational, with operational departments providing services and administrative departments supporting the operational departments.⁴⁰ The extent of department involvement in the federal grants lifecycle is related to the department's mission and program priorities. Within this structure, departments generally serve one of three roles:

³⁹ Montgomery County Office of the County Attorney, Memorandum to County Executive Leggett – Expedited Bill 31-08, Grants – Council Review, October 1, 2008.

⁴⁰ Montgomery County Government Organizational Chart, available at <http://www.montgomerycountymd.gov/government/orgchart.html>.

- **Serving as the Grantee.** Departments are responsible for researching, applying for, and managing the implementation of federal grants. Decisions to pursue federal grants relate to a department's mission and staff capacity. As such, not all County departments actively pursue federal grants. (See Chapter 3 for a more detailed discussion of individual department processes.)
- **Providing Assistance to Grantees.** Departments often provide assistance to grantees in completing applications or implementing the terms and conditions of the grant. Assistance can include providing technical assistance, compiling data for applications, managing the hiring of personnel, procuring goods and services, and building partnerships.
- **Conducting Oversight Activities.** Grant applications, notices of award, and modifications are reviewed by Executive Branch departments and offices to ensure legal compliance, budget authority, and alignment with County priorities.

Table 2, on the following page, highlights departments that participate in the federal grant process and their role. As shown, the majority of County departments participate in the federal grants process, with 77% of administrative department (seven out of nine departments) and 57% of operational departments (12 out of 21 departments) having a role in the grants lifecycle. These roles are discussed in more detail in Section B.

Table 2. Department Roles in the Federal Grant Lifecycle⁴¹

Categorization	Department	Federal Grant Lifecycle Participant	Role
Administrative	County Attorney's Office	Yes	Oversight
	Ethics Commission	--	--
	Department of Finance	Yes	Oversight
	Department of General Services	Yes	Assistance
	Office of Human Resources	Yes	Assistance & Oversight
	Office of Intergovernmental Relations	Yes	Assistance
	Office of Management and Budget	Yes	Assistance & Oversight
	Office of Public Information	--	--
	Department of Technology Services	Yes	Applicant
Operational	Office of Agricultural Service	--	--
	Board of Investment Trustees	--	--
	Community Engagement Cluster	Yes	Applicant
	Community Use of Public Facilities	--	--
	Office of Consumer Protection	--	--
	Department of Correction & Rehabilitation	Yes	Applicant
	Department of Environmental Protection	Yes	Applicant
	Fire & Rescue Service	Yes	Applicant
	Department of Health & Human Services	Yes	Applicant
	Department of Housing & Community Affairs	Yes	Applicant
	Office of Human Rights	--	--
	Department of Libraries	Yes	Applicant
	Department of Liquor Control	--	--
	Department of Permitting Services	--	--
	Office of Procurement	Yes	Assistance & Oversight
	Department of Police	Yes	Applicant
	Department of Recreation	--	--
	Regional Services Directors	Yes	Assistance
	Department of Transportation	Yes	Applicant
	Commission for Women	--	--
Judicial Branch	Circuit Court	Yes	Applicant
	Register of Wills	--	--
	Sheriff's Office	Yes	Applicant
	State's Attorney's Office	Yes	Applicant

⁴¹ A few departments currently do not participate in the federal grant process due to staff capacity. These departments include the Office of Agricultural Services, Office of Consumer Protection, Department of Recreation, and Commission for Women. Several other departments do not pursue federal grants because grants are outside the scope of their mission.

B. County Process for Applying for And Managing Federal Grants

As noted in Chapter 1, the federal grant lifecycle has three phases: (1) Pre-Award; (2) Award; and (3) Post-Award. This section broadly discusses County government roles and processes within each phase.⁴²

1. Pre-Award Phase

The start of the Pre-Award phase begins with County departments researching grant opportunities and concludes with County Executive approval of the application and submission of the application to the funding agency.

Researching Grant Opportunities. Department staff can locate grant opportunities using either www.grants.gov or the Maryland Governor's Grant Office website. Department staff also report using the following sources to locate new competitive grant opportunities:

- Professional associations and listserv memberships;
- Frontline officers and program staff;
- Legislative consultants;
- Networking;
- Partnerships with non-profits; and
- State or federal agency staff.

For most departments, researching grant opportunities is completed in addition to regular job duties; a few departments have a designated single point of contact to manage this responsibility. Once a grant opportunity is identified, departments evaluate its feasibility. This is a collaborative process lead by program staff and department leadership to evaluate grants based on the dollar value of the award, required work effort, mission alignment, and fiscal and administrative requirements. Departments may use a standard set of questions to evaluate each opportunity (See Appendix B).

Notification of the Intent to Apply. Once a department decides to apply for a grant, staff may send an informal notice (by phone or email) to the Office of Management and Budget (OMB) and the County Attorney's Office. This action is discretionary and applies mostly to complicated grant application packages or rush applications. The notice can highlight issues that might raise flags during the review process. The Executive Branch is also required to notify the Council of its decision to apply for grants (within three days of submitting the application) if the grant meets one of three conditions:

- The application for a new grant or formula-driven award is more than \$200,000;
- The grant would require the appropriation of new tax supported funds in the current or future fiscal year; or
- The grant application or proposal to spend formula-driven funds will create a new position in County Government.⁴³

⁴² For detailed department processes focusing on researching, applying, and implementing federal grants, see Chapter 3.

⁴³ Council Resolution 16-164.

Council notification must be in writing and include the name and purpose of the grant, the name of the granting agency, the grant term, and the name of the department(s) that seek to receive the award.

Completing the Application. Department staff complete the grant application, including an executive summary, program narrative, resumes and responsibilities of key staff, budget worksheet and narrative, financial management system and internal controls, indirect cost rate⁴⁴, performance measures, and assurances. Applications require both boiler plate grant language and department specific sections relying on staff subject matter expertise.

Several departments have a single point of contact (SPOC) to manage the overall grant timeline, including writing and managing the production of the grant application. However, for most departments, completing the grant application is in addition to assigned job duties. Departments report that the Department of Finance wrote standardized language on financial controls, however depending on the grant, these must be fine-tuned for each department. Additionally, CountyStat provides data to departments to help showcase and define the area of need targeted by the grant. However, this is not an established practice across all agencies.

If questions arise, staff report relying on an informal network to ask questions within the County government or directly to the grant contact at the funding agency. Staff also review the terms, conditions, and assurances of the grant to understand grant obligations.

Office of Management and Budget Grant Application Review. Once the application receives internal department approval and final signatures, staff submit the application to the Office of Management and Budget (OMB) for review. There are two required submissions to OMB.

Grant Tracking Form. OMB requires departments to complete an electronic grant tracking form providing a summary of the grant opportunity. Staff submit the grant tracking form, along with the Council Notification form, through eBudget. An example of the grant tracking form is provided in Appendix C. This form collects the following information:

- | | |
|---|--|
| • Submitting and Funding Agency | • Projected Performance Gains |
| • Application Deadline and Grant Award Date | • How Grant Performance will be Monitored |
| • Alignment to County Priorities | • Whether the Grant Requires Creating New Positions |
| • Grant Term and Match Requirement | • Costs Associated that are Ineligible for Grant Funding |
| • Summary of Grant Purpose | • Post-Grant Obligation to Continue the Program |
| • Summary of Needs to be Addressed | • Expectation of Future Fiscal Impact |

⁴⁴ Indirect costs are those costs incurred by the awardee in support of general business operations, but are not directly attributable to a specific federal grant. Examples include salaries and expenses of personnel working in accounting, purchasing functions, rent, and utilities. Indirect costs are charged to a federal grant through established indirect cost rates negotiated with the federal agency funding the majority of the award. Indirect costs can be limited and require post-award adjustments. 2 CFR Chapter II §200.415.

Grant Application Package. In addition to the electronic tracking form, departments must deliver a complete grant application package to OMB. The package includes a hard copy of the grant notice and all required documents (e.g., the narrative, budget, program justification, letters of support, resumes, and terms and conditions). Department staff print a copy of the application package, prepare an Action Slip (pink), and include all required forms to be signed by the Assistant Chief Administrative Officer. This package is hand delivered to OMB. OMB then reviews the application to determine if the grant requires County matching funds, hiring of staff, long-term budget expenditures, or opportunities for collaboration. If questions arise, OMB analysts will contact the respective departments. Generally, OMB aims to review the application in one week, but this is dependent on the grant, level of review and editing required, and timing during the County's fiscal year. Once the application receives approval from OMB, it is forwarded to the County Attorney's Office for review.

County Attorney's Office Grant Application Review. The County Attorney's Office's Finance and Procurement Section receives the budget and narrative sections of the grant application and conducts an initial review using a standard checklist. Staff note that the Office does not review the final version of the application. For a simple application, staff review the package for correct signatures and the terms and conditions. Most departments use boiler-plate language for the terms and conditions, which eases the burden of review. If the application is more complex (e.g., a cooperative agreement), the Office will forward the application to a dedicated attorney to review the application in more depth. On average, the Office estimates that the review process will take one to two days. If the application is approved, it is forwarded to the County Executive's Office for signature.

County Executive's Office. After receiving approval from both OMB and the County Attorney's Office, the designated representative for the County Executive approves the application on behalf of the County. This signals that the department can submit the application to the granting agency.

Grant Application Submission. After receiving approval, department staff must retrieve the paper application package from the County Executive's Office. The application is then electronically submitted online via www.grants.gov or appropriate grant website.

2. Award

If selected by the granting agency, the department receives a Notice of Award. The Notice of Award is sent to OMB and the County Attorney's Office for review. Staff must repeat the process of submitting both the electronic tracking form and delivering a hard copy of the award notice. Once the award is approved, it is entered into the County's financial system by the Department of Finance.

3. Post-Award

This phase begins with department staff implementing the grant program. If the grant requires the hiring of personnel or procuring of goods and services, staff work with the Office of Human Resources and Procurement to complete these tasks. During implementation, staff monitor grant operations, budget, and performance metrics to ensure grant terms and conditions are being met. In regards to compliance, departments may be audited by both granting and pass-through entities and through the County's single audit process (discussed on page 12). If there is an award or contract modification during the implementation phase, department staff must repeat the internal review process, submitting both an electronic tracking form and hard copy of the modification package to OMB and the County Attorney's Office for review.

C. FY2016 Federal Government Grant Activity and Expenditures Across County Departments

This section examines (1) FY2016 federal grant activity across all Executive Branch departments, specifically examining total applications and awards, and (2) total FY2016 federal grant expenditures by County department and awarding federal agency.

- **Federal Grant Award, Application, and Renewals.** In FY2016, the OMB reviewed and received 135 grant-related documents for applications, awards, or renewals. Of the 135 documents, 40% (54 documents) were for federal grant opportunities (Table 3 on the following page).

Application: a request for financial support (e.g., grant) submitted by a County department to the funding agency in accordance with agency requirements. Applications are submitted at the beginning of the grant lifecycle.

Award: the provision of funds by a federal agency based on an approved application to a County department to implement a grant program.

Renewal: application requesting additional funding for a period after that provided in the current grant award. These are similar to applications, in which the County department may compete for funding along with other applications.⁴⁵

Section One, below, examines awards, applications, and renewals separately, followed by a discussion on pass-through grants.

- **Federal Grant Expenditure.** The action of spending grant funds is an expenditure. Expenditures are recorded in financial record keeping and audited annually through the Single Audit process.⁴⁶

In FY2016, the County spent \$98.3 million in federal grant dollars across 15 Executive Branch departments and offices.⁴⁷ Section Two, page 25, explores FY2016 County expenditures for federal grants by County and federal agency.

1. FY2016 Federal Awards, Applications, and Renewals

In FY2016, federal grant activity focused on eight Executive Branch Departments: Community Engagement Cluster, Office of the County Executive, Office of Emergency Management and Homeland Security, Fire & Rescue Service, Department of Police, State's Attorney's Office, and the Department of Transportation. Specifically examining federal awards, as shown in Table 3 on the following page, grant awards accounted for 70% of all grant activity in FY2016, followed by competitive applications (17%), grant renewals (7%), and formula grant applications (6%).

⁴⁵ National Institutes of Health, Grants & Funding: Glossary and Acronym List, available at <https://grants.nih.gov/grants/glossary.htm#R>

⁴⁶ Federal Funds Information for States, "Grants 101: Intro to Federal Grants for State and Local Governments."

⁴⁷ Department of Finance total grant expenditures also include a federal grant to the County Council totaling \$29,914. This amount is not included in Table 8.

Table 3. FY2016 Grant Activity by Government Level⁴⁸

Level of Government	Grant Award	Competitive Grant Application	Formula Grant Application	Grant Renewal	Total
Federal	38	9	3	4	54
State	30	22	1	21	74
Private Organization	1	5	--	1	7
TOTAL	69	36	4	26	135

FY2016 Federal Grant Awards. County departments received Notices of Award for 38 federal grants, 23 of which were received by the Office of Homeland Security and Emergency Management (See Table 4). Awards were funded by six federal agencies, with 31 grants designated as pass-through grants from state agencies. In FY2016, federal grants awarded to County departments totaled \$7.3 million.

Table 4. Distribution of FY2016 Federal Grant Awards by County Department

County Department	Federal Funding Agency	No. of Awards	Pass-Through	Total Award
Community Engagement Cluster	Corporation for National & Community Service	2	--	\$158,930
		1	Yes	
County Executive's Office	Defense	1	--	\$145,624
Emergency Management & Homeland Security	Homeland Security	23	Yes	\$4,966,380
Fire & Rescue Services	Homeland Security	2	--	\$1,537,492
		2	Yes	
Police	Justice; Transportation	2	--	\$353,961
		2	Yes	
State's Attorney's Office	Justice	1	Yes	\$60,000
Health & Human Services	Health & Human Services	2	Yes	\$86,699
TOTAL		38		\$7,309,086

The smallest grant award was for a training grant from the Department of Homeland Security to Fire and Rescue Service, totaling \$3,410. The largest grant award was for the Urban Search and Rescue grant from the Department of Homeland Security to Fire and Rescue Service, totaling \$1.2 million. Of the grant awards, four of the 38 (11%) required an in-kind or cash match.

FY2016 Federal Competitive and Formula Grant Applications. OMB reviewed 12 total grant applications in FY2016, of which 75% (nine applications) were competitive grant applications. As shown by Table 5 on the following page, departments applied for grants posted by four federal agencies. Additionally, of the 12 opportunities, four were federal pass-through grants in which the County is the sub-grantee. The Department of

⁴⁸ FY2016 data provided by the Office of Management and Budget

Police submitted the highest number of applications, three for competitive opportunities and two for formula grants.

Table 5. Distribution of FY2016 Federal Grant Applications by County Departments

County Department	Federal Funding Agency	Application Type	No. of Applications	Pass-Through
Community Engagement Cluster	Corporation for National & Community Service	Competitive	1	Yes
Fire & Rescue Services	Homeland Security	Competitive	2	Yes
			2	--
Police	Justice	Competitive	2	--
		Competitive	1	Yes
		Formula	2	--
State's Attorney's Office	Justice	Competitive	1	--
Transportation	Transportation	Formula	1	--
TOTAL			12	

The smallest grant application was for a competitive pass-through grant opportunity from the U.S. Department of Homeland Security through Maryland Institute for Emergency Medical Services Systems, totaling \$14,150. The largest grant was for a formula grant from the U.S. Department of Transportation (TIGER grant), totaling \$33.6 million. Of the grant applications, four of the 11 (36%) required an in-kind or cash match.

FY2016 Grant Renewals. As shown in Table 6, in FY2016, OMB reviewed four grant renewals (an application for an existing grant). The smallest grant renewal was for the Continuum of Care Program managed by Health and Human Services for \$33,565. The largest grant renewal was for the Urban Search and Rescue Program totaling \$1.2 million. Of the four grant renewals, only one required a cash match.

Table 6. FY2016 Federal Grant Renewals by County Department

County Department	Federal Funding Agency	No. of Renewals	Pass-Through
Health & Human Services	Housing & Urban Development; Health & Human Services	1	Yes
		2	--
Fire & Rescue Services	Homeland Security	1	--
TOTAL		4	

Federal Pass-Through Grants

Of the 54 federal grant awards, applications, or renewals received, 37 were federal pass-through grants (67%), meaning a State agency is the prime awardee and the County is the sub-awardee.¹ Table 7 below shows the six County departments applied for or received pass-through grant awards in FY2016, the federal awarding agency, and pass-through entities. Of the 37 pass-through grants, the State of Maryland was the prime recipient on 25 grants and the District of Columbia was the prime recipient on 12 grants.

Table 7. Federal Pass-Through Grants - Receiving State Prime- and County Sub-Awardees¹

County Department	Federal Awarding Agency	Pass-Through Entities
Community Engagement Cluster	<ul style="list-style-type: none"> Corporation for National & Community Service 	<ul style="list-style-type: none"> Governor's Office on Service and Volunteerism
Emergency Management & Homeland Security	<ul style="list-style-type: none"> Homeland Security 	<ul style="list-style-type: none"> District of Columbia Homeland Security & Emergency Management Agency Maryland Emergency Management Agency
Fire & Rescue Service	<ul style="list-style-type: none"> Homeland Security 	<ul style="list-style-type: none"> District of Columbia Homeland Security & Emergency Management Agency MD Institute for Emergency Medical Services Systems
Health and Human Services	<ul style="list-style-type: none"> Health & Human Services Housing and Urban Development 	<ul style="list-style-type: none"> Department of Health & Mental Hygiene Department of Aging Housing and Community Development
Police	<ul style="list-style-type: none"> Justice Transportation 	<ul style="list-style-type: none"> Governor's Office of Crime Control and Prevention State Highway Administration
State's Attorney's Office	<ul style="list-style-type: none"> Justice 	<ul style="list-style-type: none"> Governor's Office of Crime Control and Prevention

2. FY2016 Federal Grant Expenditures

This section explores FY2016 County expenditures for federal grants by County departments and federal agencies. Of note, expenditures are the result of single or multi-year grant award periods. As such, expenditures are higher than the total awards received in FY2016. This section examines (1) total FY2016 expenditures by County department and (2) total FY2016 expenditures by federal agency.

FY2016 County Expenditures for Federal Grants. In FY2016, the County spent \$98.3 million in federal grant dollars across 15 Executive Branch departments and offices. Table 8, on the following page, details federal grant expenditures by County department.

Table 8. Total FY2016 Expenditures by County Departments⁴⁹

County Department	Total
Health & Human Services	\$62,904,552
Transit and Transportation	\$13,841,075
Housing & Community Affairs	\$6,977,857
Emergency Management & Homeland Security	\$5,125,839
Economic Development	\$3,946,357
Fire & Rescue Service	\$1,835,750
Human Resources	\$1,203,952
Sheriff's Office	\$755,663
Police	\$561,954
Correction & Rehabilitation	\$555,932
County Executive's Office	\$391,000
Community Engagement Cluster	\$87,551
State's Attorney's Office	\$60,000
Library Services	\$29,408
Liquor Control	\$4,663
TOTAL	\$98,281,554

Of note, expenditures in Table 8 include the following:

- **General Fund Revenue.** Several departments receive federal grant funding based on formulas to pay for Medicaid, Supplemental Nutrition Program support costs, retiree health insurance, and for keeping non-US citizens in its jails.
- **House Bill 669.** As shown, Health and Human Services' FY2016 grant expenditures totaled \$62.9 million, the highest of all departments. This includes funding from House Bill 669, a federal pass-through grant, in which the State provides funding directly to the County for the provision of health and social services. The State does not provide this funding to other counties in Maryland.
- **Department of Housing and Community Affairs.** The Department administers a loan program and the balance of this program is included in the County's FY2016 Single Audit. The \$98.3 million total expenditures do not include the outstanding balance of the loan at the beginning of the year (\$32.1 million) and principal payments made during the year.
- **Economic Development.** Grant awards for the Department are for grants received prior to the Department's reorganization.

Federal Grant Expenditures by Federal Agency. Using the FY2016 and FY2006 Federal Single Audit prepared by the Department of Finance, OLO examined federal grant expenditures by federal agency (Table 9 on the following page). As shown, total expenditures have increased 17% since FY2006. However, grant expenditures have decreased for a few federal agencies, by as much as 73%.

⁴⁹ Prepared by the Department of Finance using the FY2016 Single Audit Report. Department of Finance total grant expenditures also include a federal grant to the County Council totaling \$29,914. This amount is not included in Table 8.

Table 9. County Federal Grant Expenditures by Federal Agency (FY2016, FY2006)⁵⁰

Federal Agency	FY2006 Total Expenditures	FY2016 Total Expenditures	% Change
Health and Human Services	\$55,176,376*	\$56,332,954*	2%
Housing and Urban Development	\$25,341,470	\$39,822,106	57%
Transportation	\$7,702,475	\$12,108,880	57%
Homeland Security	\$7,874,794	\$6,961,590	-12%
Agriculture	\$4,606,827	\$6,542,069	42%
Labor	\$2,335,444	\$3,908,005	67%
Education	\$1,330,777	\$2,378,210	79%
Justice	\$6,939,730	\$1,859,007	-73%
Defense	\$0	\$391,000	100%
Corporation for National and Community Services	\$117,432	\$87,550	-25%
Institute of Museum and Library Services	\$98,717	\$29,408	-70%
TOTAL	\$111,824,363***	\$130,420,780**	17%

*Health & Human Services funding includes funding for HB-669.

*Total includes expenditures from the Department of Energy, National Foundation for the Arts and Humanities; Department of Treasury, and National Park Service. Grant expenditures for these agencies totaled \$300,321.

** Housing and Urban Development includes balance of outstanding loan as of 6/30/2016 totaling \$34,897,584; 6/30/2006 totaling \$17,207,044.

OLO also examined the federal grant programs with the highest expenditures in both FY2016 and FY2006 (Table 10 on the following page). In both fiscal years, the programs with the highest expenditures were formula grant programs. In FY2006, four of the five federal grant programs with the highest County expenditures were Health and Human Services programs, compared to two programs in FY2016. Of note, County expenditures for Medicaid increased from \$7.7 million in FY2006 to \$23.8 million in FY2016.

⁵⁰ Montgomery County Government FY2016 Single Audit. Rounding of number may affect total for each department.

Table 10. Top Five Federal Grant Programs with Highest Expenditures, FY2006 and FY2016 (in millions)*⁵¹

	FY2006			FY2016		
	Agency	Grant	Total	Agency	Grant	Total
1	HHS	Foster Care Administration & Training	\$11.9	HHS	Medicaid	\$23.8
2	HHS	Medicaid	\$7.7	DOT	Federal Transit Capital Grants	\$11.2
3	HHS	Childcare and Development Fund Block Grant	\$5.3	USDA	Supplemental Nutrition Assistance Program	\$6.5
4	HUD	Community Development Block Grant	\$5.1	DHS	Homeland Security Grant Program & Urban Areas Security Initiative	\$4.8
5	HHS	Head Start	\$4.3	HHS	Head Start	\$4.7

* Table excludes the U.S. Department of Housing and Urban Development outstanding loan balance.

D. Grant Management Practices in Other Jurisdictions

Found at all levels of government, central grants offices assist departments in identifying funding sources and applying for federal, state, and private grant opportunities. A central office is usually located within the executive branch (e.g., governor's office, office of management and budget) to increase accountability and department responsiveness. A typical grants office is managed by staff with expertise in the grants process and has the following responsibilities: proactively disseminating grant opportunities, conducting trainings, and increasing collaboration between departments, funding agencies, elected officials, and private sector foundations. Responsibilities of a central grants office may also include:

- **Establishing a Network of Department Single Point of Contacts (SPOC).** SPOCs are lead staff members for each department that are responsible for researching grant opportunities, managing the application process, and monitoring the grant. The central office coordinates the application process, while SPOCs work within departments to complete the application.
- **Creating a Public Grant Tracking System and/or Annual Report.** To increase transparency and accountability, a grants office may establish a grant tracking system (monitors federal funds in real time to track grant status) or an annual report (summary of incoming federal grants, year-to-year changes, and performance metrics). Metrics can include the number of grants won, number of pass-through funds, number of trainings held, and number of new audit findings. (An example of a grant tracking report can be found in Appendix D)
- **Creating a Website and/or Newsletter.** A grants website or newsletter distributes information on grant opportunities to departments, including grant notices, upcoming trainings, and resources available.⁵²

Several jurisdictions in the Washington Metro Region have established central grants offices, including the State of Maryland, District of Columbia, and Carroll County (MD). All three offices described offer a single point of contact for grants in their respective districts, establish collaborative networks, build capacity to research and

⁵¹ Montgomery County Government FY2016 Single Audit.

⁵² Eric Brenner, *Establishing a Grants Office*, Federal Funds Information for States, Special Analysis 14-04, June 11, 2014.

manage grants, and publicly disseminate reports and information via websites on grant funds, resources, or performance metrics. A summary of each is provided below.

Maryland Governor's Grant Office. Established in 2004, the Office assists State agencies and local governments, along with non-profit organizations, to locate grant opportunities. The Office collects data about incoming grant awards, publishes an updated list of grant opportunities, and completes customized searches for grant opportunities upon request. Additionally, the Office holds annual trainings and provides web-based training materials (e.g., webinars on federal guidance). The Office established a State-wide network of grant specialists to increase collaboration and share expertise.⁵³

Office of Partnerships and Grant Services (DC). The District of Columbia's Office of Partnerships and Grant Services' mission is to increase capacity of District departments and non-profits to identify, apply for, and secure resources that advance the Mayor's public policy priorities. It should be noted that the District of Columbia manages more federal grants than Montgomery County. For FY2016, the District of Columbia's federal grant expenditures totaled \$3.4 billion.⁵⁴ The Office has four core services:

- **Donation Solicitation and Management.** Based on established practices, staff track all donations and provide trainings on how to use the District's donation process.
- **Capacity Building Trainings.** Staff provide technical assistance to increase staff and non-profits capacity to manage grant programs (e.g., an eight week grants writing course). In FY2016, the Office provided training to 510 local non-profits and public sector officials.
- **Grant Development Services.** The Office serves as a clearinghouse for information and support related to new competitive district, federal, and foundation grants. Staff disseminate funding opportunities, maintain a grants website, and provide one-on-one and group training sessions.⁵⁵
- **Collaboration.** Staff build collaborative relationships with philanthropic organizations, district departments, non-profits, and private sector entities to increase grant opportunities and capacity.⁵⁶

Carroll County Grants Office (MD). Established 20 years ago, the Office aids County departments, allied agencies (e.g., State's Attorney's Office), and non-profits with researching, screening, developing, editing, and managing grant applications. It should be noted that Carroll County has a significantly smaller number of federal grants compared to Montgomery County. Specifically, the County currently does not receive entitlement grants, as such, all grants received are competitive grant opportunities. For FY2015, Carroll County Government's federal grant expenditures totaled \$11.2 million.⁵⁷ A summary of Office responsibilities are described below.

⁵³ Interview with Susan Casey, Governor's Grant Office. Governor's Grant Office, About Us, available at <http://grants.maryland.gov/Pages/AboutUs.aspx>.

⁵⁴ The Government of the District of Columbia, FY2015 Single Audit, available at <https://cfo.dc.gov/sites/default/files/dc/sites/ocfo/publication/attachments/Signed%20BDO%20Government%20of%20DC%20A133%20FS.pdf>.

⁵⁵ An example of the Offices' weekly Funding Alert is provided in Appendix D.

⁵⁶ The Government of the District of Columbia, Office of Partnerships and Grant Services, FY2016 Annual Report, available at <https://opgs.dc.gov/page/about-opgs>.

⁵⁷ County Commissioners of Carroll County, FY2016 Single Audit, available at <https://ccgovernment.carr.org/ccg/comp/16-cafr/SingleAudit.pdf?x=1496534400029>.

- **Research.** Staff monitor grant notices and maintain a network to stay informed of opportunities. The office emails grant opportunities to appropriate agencies and publishes a monthly newsletter. If there is a specific need, staff will conduct a customized search.
- **Screening.** Staff examine grant criteria to ensure that it aligns with department and County priorities. Also, staff explain the grants process to the applicant, including the establishment of an application timeline.
- **Development.** Staff can attend strategy sessions, review drafts, and research background information to help develop the application.
- **Editing.** Staff conduct a thorough review of each grant application to ensure that the application is complete and includes accurate budget calculations and performance metrics.
- **Submission.** Grants staff ensure all signatures are obtained through an electronic process.⁵⁸ Additionally, the Office serves as the single County log-in for sites like www.grants.gov, so most applications come through and are reviewed by the Office.
- **Management.** Staff complete an award summary that highlights key terms and conditions that the department must follow for each award. Staff also assist departments with the County's financial system and help agencies with progress reports.⁵⁹

⁵⁸ Staff report that the Grants Office notifies and obtains signatures electronically during the initial review and approval of the grant application. This includes the review conducted by the Budget Office, County Attorney, and Departments. However, the final approval by the Board of Commissioners is obtained in-person and recorded on a hard copy of the application.

⁵⁹ Interview with Debby Standiford, Grants Manager, on May 11, 2017. See also Carroll County Grants Office, available at <http://ccgovernment.carr.org/ccg/grants/>

Chapter 3. Grant Management Practices Across County Departments

To better understand how departments research, apply for, and manage federal grants, OLO contacted staff from 33 departments and offices from February through May 2017. This chapter summarizes current department grant management practices, while more detailed department case studies are available in Appendix A. Some key findings include:

- Departments pursue federal grants when (1) there is staff capacity, (2) the grant aligns with priorities, and (3) the grant is feasible in terms of cost and administrative capabilities.
- There is variation across County departments in the level of staff and resources available to pursue grants, which affects the type and number of federal grants pursued.
- Departments that frequently manage federal grants have a single point of contact to manage the grant process.
- Several departments rely on program staff to manage the grants process in addition to regular job duties. These departments typically apply for grants as needs arise.
- A few departments currently do not pursue federal grants due to limited staff capacity, but are interested in pursuing grant opportunities.

This chapter summarizes grant management practices across County departments and is organized as follows:

- **Section A**, Overview of Department Grant Management Practices;
- **Section B**, Centralized Grants Management Practices;
- **Section C**, Decentralized Grants Management Practices; and
- **Section D**, Smaller and Administrative Departments.

A. Overview of Department Grant Management Practices

Grant management practices vary both across and within County departments because of the number of grant opportunities available, the volume and size of grants managed by departments, and staff capacity. Of those departments actively pursuing federal grants, OLO found management practices can be classified as centralized or decentralized.

- **Centralized Grants Management Practices.** Departments with centralized grant management practices have either a Single Point of Contact (SPOC) or a team with a designated SPOC. Staff responsibilities can include researching grant opportunities, completing grant applications, and managing reporting requirements and audits. Grant implementation activities are typically managed by program staff.
- **Decentralized Grants Management Practices.** Departments with decentralized management practices typically do not have a dedicated SPOC responsible for managing federal grants. Rather as grant opportunities arise, program staff assume the additional responsibility of applying for and managing grants.

Fourteen out of the 33 departments interviewed by OLO can be characterized as having either a centralized or decentralized grant management approach, as shown on Table 11 on the following page.

Table 11. County Department Grant Management Practices

Centralized Management Practices	Decentralized Management Practices
<ul style="list-style-type: none"> • Office of Emergency Management and Homeland Security • Fire and Rescue Service • Department of Health and Human Services • Department of Housing and Community Affairs • Department of Police • Sheriff's Office • State's Attorney's Office 	<ul style="list-style-type: none"> • Office of Community Partnerships • Department of Correction and Rehabilitation • County Executive's Office Chief Innovation Officer • Department of Environmental Protection* • Department of Public Libraries⁺ • Department of Technology Services* • Department of Transportation⁺

*Both the Department of Environmental Protection and the Department of Technology Services report considering plans to move from a decentralized to a centralized organization structure.

+ The Departments of Public Libraries and Transportation have a hybrid structure where staff assume dedicated roles, but that there is not a department-wide grants SPOC.

Overall, OLO found that these departments pursue federal grants when (1) there is staff capacity, (2) the grant aligns with department priorities, and (3) the grant is feasible in terms of cost and administrative capabilities. However, variation among practices can influence the type of grants pursued by departments. Section B examines grant activities for departments with centralized grant management practices, while Section C details grant management activities for departments with decentralized grants management practices.

OLO also spoke with departments that do not receive federal grants. These include smaller departments (e.g., Office of Consumer Protection, Office of Agricultural Services and Commission for Women) and administrative departments (e.g., Office of Human Resources and County Attorney's Office). See Section D for a further discussion on grants as related to these departments.⁶⁰

B. Centralized Grants Management Practices

This section details grant processes for the seven departments that have a centralized grants management approach.⁶¹ As defined above, this means that the department has a single point of contact (team or single individual) who manages grant activities. OLO found several similarities among these departments relating to organization, staff capacity, types of grants pursued, and organizational culture.

Type of Grants Applied for and Received. Departments with centralized grant management practices generally receive either entitlement grants⁶² (e.g., Community Development Block Grants) or dedicated, recurring grant

⁶⁰ OLO spoke with several departments where federal grants are not related to their mission and thus these departments do not pursue federal grants. These include the Office of Public Information, Office of Procurement, the Ethics Commission, Board of Retirement Trustees/Montgomery County Employees Retirement Plans, Department of Permitting Services, and Department of Liquor Control. The Office of Human Rights and the Circuit Court did not respond to OLO's request for an interview. Additionally, the Board of Elections and the Register of Wills are both State agencies and outside the scope of this report.

⁶¹ Includes the Office of Emergency Management and Homeland Security, Fire and Rescue Services, Department of Health and Human Services, Department of Housing and Community Affairs, Department of Police, Sheriff's Office, State's Attorney's Office.

⁶² Entitlement grants provide funds to specific grantees based on a formula, prescribed in legislation or regulation, rather than based on an individual project review. The formula is usually based on such factors as population, enrollment, per capita income, or a specific need. Applicants do not compete for these funds.

awards (e.g., competitive awards and pass-through funds from the State of Maryland or the District of Columbia). Some recurring grant awards, although competitive, may become relatively stable awards.

Since these departments typically manage large grant portfolios, a centralized point of contact is essential to manage grant activities, usually a grants or budget manager in the department. This role can either be filled by a single staff member or a team with a dedicated SPOC. For departments with a SPOC, grant responsibilities may be in addition to other duties (e.g., budget tasks), which can increase administrative burdens.

Grant Research and Application Process. Collaborating with department leaders and program staff, SPOCs help to identify short- and long-term program needs. The SPOC is then responsible for conducting proactive searches to locate grants that could fund the identified priorities. Additionally, frontline staff (e.g., sworn police officers or program staff) may identify a need and reach out to the SPOC for a customized search of available grants. Staff report that having a dedicated grants SPOC creates capacity to proactively locate and pursue new competitive grant awards.

Once the grant opportunity is identified, the SPOC and department staff conduct a collaborative review to identify whether the grant is feasible (funding and staff capacity), aligns with the departments' mission, and whether it will incur future costs or public expectation of services. For example, the Departments of Health and Human Services and Police examine each grant using a standard set of questions. These questions are provided in Appendix B. In addition to alignment to the department's mission, departments will evaluate the return on investment for grant opportunities. The application and management of grants can require significant staff time and resources; department staff must determine whether the expenditure of those resources is worth the value of the grant (monetarily as well as looking at what services may be provided). At times, these departments will pursue smaller grants to increase collaboration and produce synergies with partners both within and outside the County government.

If the department decides to pursue a grant opportunity, the SPOC oversees writing the application and the submission process (including managing the internal County process). The SPOC may rely on program staff to serve as subject matter experts to write pertinent sections of the application.

Grant Implementation and Oversight. While program staff manage grant implementation, department SPOCs or grant teams manage grant oversight and monitoring activities, including financial reporting, award modifications, and close-out activities. Department staff report that SPOCs serve as an important resource for program staff to ensure activities comply with grant terms and conditions. Each department manages oversight differently; for example, the Sheriff's Office has a SPOC to manage both the application process and oversight activities, compared to the Department of Health and Human Services which has dedicated staff to manage oversight activities.

Further, departments with centralized grants management also report that the centralized structure enables staff to focus on audit preparedness. Staff have established standards for what should be documented, how records should be maintained, and for understanding the terms and conditions of the grants, which helps prepare the department for oversight activities and reduce the number of audit findings.

C. Decentralized Grants Management Practices

This section details department processes for the seven departments that OLO identified as having decentralized grants management practices.⁶³ As defined, this means that as grant opportunities arise, program staff apply and manage the grant in addition to existing job duties. Of note, this section also includes departments that have hybrid organizational structure. For example, each division in the Department of Transportation has a different grant management structure.

Type of Grants Applied for and Received. Similar to centralized departments, decentralized departments receive regular competitive grant opportunities from Federal (e.g., Department of Transportation or Department of Justice) and State agencies (e.g., Department of Library Development and Services). In pursuing new opportunities, staff report that an important consideration is the dollar value of the grant related to the amount of work required and competitiveness of the application. Some departments further reported:

- Federal pass-through funds can ease administrative burdens because the State is considered the prime grantee and is responsible for completing the application and managing reporting requirements. However, staff note that this can also increase complexity as the State can add additional requirements.
- Departments have established partnerships with other Counties and non-profits; the non-profit is considered the prime grantee, which reduces the burden to departments and can increase competitiveness of the application.

Grant Research and Application Process. Departments with decentralized grants management practices generally rely on program staff to research, apply for, and manage federal grants, rather than a centralized SPOC. Thus, grant management activities are in addition to regular job duties and the point of contact may vary within a department and by grant program, depending upon available resources and purpose of the grant.

Because these departments do not have dedicated staff to pursue new grant opportunities, decentralized departments tend to wait for programmatic needs to arise and then research related grants. When a need arises and a grant opportunity is found, department staff will collaborate to ensure that the application and administration of the grant is feasible. If staff capacity does not permit the internal pursuit of a grant, staff will often forward opportunities to relevant non-profits.

Often, because department staff in these departments are not full-time grant managers, the grant application and submission processes (both internal and external) can be burdensome and complex. Departments without staff may contact departments with more robust grants management practices for assistance and guidance to reduce the administrative burden in completing the application. For example, the Department of Correction and Rehabilitation can request supporting data through Justice Benefits Incorporated and the County's Department of General Services for capital projects.

Grant Implementation and Oversight. With grant management activities falling to program staff, reporting requirements, which are often extensive, are increasingly burdensome for departments with decentralized practices. Staff report that there is a significant amount of time spent managing the grant (including reporting and auditing requirements), which can make completing regular job duties difficult.

⁶³ Office of Community Partnerships, Department of Correction and Rehabilitation, County Executive's Office: Chief Innovation Officer, Department of Environmental Protection, Department of Libraries, Department of Technology Services, and Department of Transportation.

Numerous departments report that they are seeking to adopt centralized grants management practices, keeping staff capacity in mind. Staff report that this would not only ease the administrative burden on program staff, but also enable the department to be more proactive in searching for grant opportunities.

D. Smaller and Administrative Departments

As discussed on page 32, OLO also spoke with departments that do not receive grant funds, including smaller and administrative departments. This section is a summary of themes OLO heard.

Smaller Departments. OLO spoke with staff from several smaller departments (including the Office of Agriculture, Commission for Women, Community Use of Public Facilities, Office of Consumer Protection, the Department of Recreation, and the Regional Services Directors) which do not pursue or receive federal grants. There are numerous reasons why these departments are not currently pursuing federal grant opportunities:

- There is not sufficient staff capacity and time to apply, manage, and monitor grants;
- The departments do not have the expertise to pursue grant opportunities, including an understanding of the County's internal grant review process, where to search for opportunities, and grant writing; and
- The lack of organizational capacity can decrease the competitiveness of an application, particularly the provision of oversight activities.

Smaller departments identified several program areas that could be served by grant funding, including preventing human trafficking, community outreach, recreation programs, and STEM and coding education. Staff report that these opportunities could be pursued if capacity is increased.

Administrative Departments. As discussed on pages 16-17, administrative departments generally conduct oversight activities or provide support to departments pursuing grants. OLO spoke with the Office of Human Resources, County Attorney's Office, Office of Management and Budget, and the Department of General Services. Staff report that given their departments' missions, there are few, if any, grant opportunities available. For example, the Department of General Services regularly checks for grant opportunities, however, staff report that many opportunities are optimal for program-related departments, like the Department of Transportation, and not the Department of General Services.

Staff in administrative departments report an interest in understanding what opportunities may exist, particularly related to staff training. However, like smaller departments, staff acknowledge the need for added capacity to search for these opportunities.

Chapter 4. Feedback on the Federal Grants Process and Internal Grants Management Practices

To gain feedback on County grant management practices, OLO conducted in-person/phone interviews County departments between February and May 2017. During these interviews, OLO sought general information and feedback on department experiences in applying for and managing grants, the internal County grant review and approval process, and opportunities for improvement. Key findings of this chapter include:

- County departments strategically select grant opportunities they pursue, determining whether the grant award provides an expected level of service and is large enough to justify administrative costs.
- There are opportunities to streamline the County's internal review and submission processes, increasing efficiencies for staff.
- Hiring and procurement timelines may impact a department's decision to apply for grants.
- Opportunities exist to increase collaboration and capacity of departments to pursue grants. Most notably, numerous departments cited a need for a centralized grants office and/or increased networking with internal and external partners.

This chapter identifies common themes and observations from OLO's interviews and is organized as follows:

- **Section A**, Federal Grants and Management;
- **Section B**, Internal Grant Review and Approval Processes;
- **Section C**, Hiring and Procuring of Goods and Services to Fulfill Grant Requirements;
- **Section D**, Budget and Administrative Costs; and
- **Section E**, Identification of Needs and Maximizing Potential Grant Opportunities.

A. Federal Grants and Management

This section summarizes general feedback on the federal grant process, including factors that influence available grant opportunities and department capacity to pursue grants.

Changes in federal policy priorities impact available grant opportunities. Staff report there is an ebb and flow to federal grant funding due to economic conditions and government priorities. Further, staff report that grants are increasingly restrictive and limit applicable activities. This has decreased the overall availability of grant opportunities.

Federal grants present opportunities to expand services within the limits of the County budget. The County's budget is limited; the County Executive and Council must make choices on priorities among County services and policies. Staff indicate that departments pursue grants and private donations to expand service offerings or secure equipment that otherwise would be unattainable within their budgeted fiscal capacity.

Departments make strategic decisions when pursuing grant opportunities. Staff report that in selecting grants to pursue, the "juice must be worth the squeeze;" meaning the grant's dollar value provides an expected level of service and is large enough to justify increased administrative costs. Staff report that the work required to administer a \$10,000 grant is the same as a \$1 million-dollar grant. As such, departments make strategic decisions about which grants to pursue, often focusing on those that will return the largest value. However, it is

important to note that departments define value differently. For example, staff in smaller departments indicate that grants must exceed a certain dollar value, while staff in larger departments will look beyond value and consider smaller grants that help build relationships with external partners or provide a much-needed service.

Experience and resources are key requirements when competing for grant opportunities. Staff report that the federal grants process is not intuitive nor easy. Experienced grant staff stress that the use of data, knowledge of the grants process, and experience writing applications increases the County's competitiveness in pursuing grants. However, staff in smaller departments indicate that limited resources impact the department's competitiveness in the application process, particularly in writing the application and demonstrating capacity to conduct oversight activities. Staff report that to increase competitiveness, they rely on an informal network of experienced grant staff in other departments to answer questions and review applications.

B. Internal Grant Review and Approval Processes

This section summarizes feedback related to the County's internal grant review and approval process, including barriers and opportunities for improvement.

Limited staff capacity is a barrier in managing the internal grant review process. Staff, who review applications for the Executive Branch, report a noticed difference in organization and familiarity with the review process between departments with and without a single point of contact (SPOC). Departments without a SPOC regularly need more assistance with writing and completing grant applications, leading to increased review periods. Additionally, departments without a SPOC report that the review process is like a "jigsaw puzzle" with no clear direction and multiple siloed steps. Staff report that this has increased reliance on experienced grants managers in other departments to help guide inexperienced staff through the process.

Electronic grant tracking increases efficiencies in the review process, however duplicate and paper-based requirements remain burdensome for staff. Generally, staff report that OMB's electronic grant tracking form is an improvement over the former paper-based method. However, staff provided mixed reviews on the form's effectiveness. Staff indicate that the form has not eliminated the need to call and check on the status of an application. Additionally, with most grants submitted online, staff report that OMB's forms don't align with the electronic submission on www.grants.gov. This requires staff to copy and paste sections of the application to meet OMB requirements.

Further, staff indicate a need to streamline the review process and eliminate the need to provide a hard copy of the complete application to the Executive Branch for review. Staff report that they must hand deliver a hard copy of the application for review and approval. Staff then must pick up the application and deliver it for signature. This process is repeated for each application, award, and grant modification received by the department. Staff report that this process is burdensome and could be improved by allowing for electronic review of applications, awards, and modifications.

Increased deference to departments could increase process efficiencies and types of grants pursued. Staff report that departments must go through the same review process regardless of the dollar value of the grant. To further increase efficiencies, staff report that it would be beneficial to have department leaders complete an initial sign-off form indicating whether a grant requires hiring of staff, matching dollars, or long-term obligations. If a grant met one of these categories or was above a specified dollar threshold, the grant would go through the normal review process. However, if the grant did not meet these categories, the review process could be simplified. Additionally, staff reported that more deference should be given when departments pursue smaller grant awards.

Length of Executive Branch review period and federal grant deadlines impact grant timelines. Staff report that the Executive Branch review period takes approximately two weeks. However, departments often receive late notice of grant opportunities and have difficulty meeting deadlines when tighter timeframes are required. Staff indicate that identifying core application components required for review and allowing staff to continue to work on technical sections would ease burden of accounting for the two-week review period.

Additionally, staff indicate that grant deadlines may not align with the County's budget cycle. As such, grant applications submitted for review during this period move slower due to other staff demands. Also, staff report that if a grant impacts the operating budget, it is harder to move the grant through the process when it arises outside the budget cycle.

C. Hiring and Procuring of Goods and Services to Fulfill Grant Requirements

This section summarizes feedback received regarding the impact of hiring and procurement processes on departments pursuing federal grants.

Offices of Human Resources and Procurement timelines impact decisions to pursue federal grants. Staff report that hiring and procurement processes factor into decisions to apply for grants, particularly for grants with short award periods (e.g., one year).

- *Hiring Process.* Staff report that the County's hiring process can take at least three months, which may lead to a department not pursuing a grant that requires hired personnel because it may not be able to meet required deadlines. To meet tight deadlines, staff report that grant positions may be transferred to departments with at-will hiring. Further, staff report that grant requirements may detail specifically who can be hired, however, these requirements may not align with County procedures. For example, a grant may require the hiring of an individual who is hearing impaired, which cannot be listed as a preferred requirement in the job announcement. Additionally, staff report that grant term positions are difficult to fill; staff report that increased flexibility to move merit positions on and off grant funding would assist in filling these positions.
- *Procurement Process.* Departments report that aligning the procurement process with short-term grants is difficult. The procurement process can take up to a year to develop, advertise, and post an award. At that point, staff indicate the grant is often up against the grant deadline – the grant may not meet the grant terms and the department may be required to return the funding. Staff report this directly impacts a department's decision to apply for a grant.

Staff reported using several means to shorten the process, including: (1) beginning pre-work with OHR and Procurement (with the assumption that the department will receive funding); (2) naming specific personnel in the grant application; (3) using existing contracts; or (4) pursuing grants that require a state vendor.

Inconsistencies between County and federal procurement regulations can present difficulties for departments pursuing grants. Staff report that existing County contracts may not meet federal standards, which can present difficulties when pursuing grants. (e.g., Davis-Bacon Wage Act⁶⁴ versus the County's Living Wage Law). Staff

⁶⁴ From Department of Labor Website (<https://www.dol.gov/whd/govcontracts/dbra.htm>) "The Davis-Bacon and Related Acts, apply to contractors and subcontractors performing on federally funded or assisted contracts in excess of \$2,000 for the construction, alteration, or repair (including painting and decorating) of public buildings or public works. Davis-Bacon Act and Related Act contractors and subcontractors must pay their laborers and mechanics employed under the contract no

report that while contracts can be amended, it is often difficult. Staff indicate a need for better collaboration with the Office of Procurement to meet standards or look for existing contracts that meet requirements (e.g. wage monitoring). This level of cooperation could ease contract burdens when pursuing grants.

D. Identification of Needs and Maximizing Grant Opportunities

This section summarizes identified needs to maximize internal and external capacity to pursue grants.

Establishing a government-wide grant tracking system would increase transparency and cross-department collaboration. Currently, a central system or repository of current grants (accessible by all departments) is not available. Staff report that even among departments with centralized grants management, there is not a single system that allows for department-wide views. Staff report that a County-wide tracking system would not only provide a summary of government-wide grant activity, but might pave the way for central notification of grant opportunities, regular grant searches, and opportunities to collaborate across departments.

A defined grants network and increased opportunities for collaboration can increase department capacity to pursue grants. Staff report that while an informal grants network exists, there is a need for a formalized network and increased cross-department collaboration. Staff recommend regular meetings to discuss resources, opportunities, and processes. This network would require a mutual understanding between departments that staff are available to provide assistance. Further, staff report that this network could increase collaboration both with County government and with external partners (e.g., Montgomery College, Montgomery County Public Schools, and non-profits). Of note, staff, from smaller departments, indicate that collaborating on grant opportunities would increase capacity to manage grants and reduce administrative burdens.

Increased training opportunities would increase staff capacity to apply for and manage grants. Staff report a need for more grant training opportunities, ranging from a “grants 101” course, covering high level topics like common application pitfalls or the internal County process, to in depth training for grant managers. Staff also report extending training to the non-profit community to build relationships and increase non-profit capacity to pursue grants.

A central grants office could increase capacity to pursue grants, however, functionality and utility of an office may vary by department. The majority of departments OLO spoke with reported a need for centralization of grants management in the County. Staff discussed creating a central grants office that would work upfront with departments to serve in a consultative role and facilitate the grant process. Staff presented ideas for potential responsibilities of a central grants office:

- Conduct planning meetings to understand the County’s mission and program priorities;
- Align grant searches and key grant programs to priorities and missions;
- Serve as an expert in the grants process, but not a subject matter expert in department functions;
- Send regular announcements of upcoming grant awards and be available to conduct customized searches (e.g., state, federal, and foundation grants);
- Assist with writing and reviewing applications;

less than the locally prevailing wages and fringe benefits for corresponding work on similar projects in the area. The Davis-Bacon Act directs the Department of Labor to determine such locally prevailing wage rates.”

- Meet with department staff to establish an application timeline and tasks;
- Shepard the grant application through the Executive Branch review and approval process;
- Manage the www.grants.gov submission process; and
- Increase collaboration across departments.

Staff report that the office should rely on department expertise to decide whether to pursue a grant and work to ensure opportunities for and perception of favoritism among departments are minimized.

Departments express that the County's reputation can be a double-edged sword, both increasing and decreasing grant application competitiveness. The external reputation of the County can increase and decrease the number of grant opportunities available. The County is often viewed externally as progressive or demonstrating a high level of competency, resulting in grant funders more likely to award funds to the County. However, staff report that since many grants aim to assist geographic areas experiencing economic hardship, low income, high unemployment, or a disruptive event (e.g., loss of coal mining industry), the perception of wealth in Montgomery County and County policies can hinder grant competitiveness. For example, many grants use census tracts to determine "pockets of poverty;" however, the County's policy of inclusionary zoning works to eliminate pockets of poverty and thus the County may have difficulty demonstrating need.

Staff indicate that departments need to proactively paint the picture of the County as an incubator through increasing the use of data and opportunities for collaboration. Staff report that grant applications examine whether a department understands the problem, knows how to fix it, and will deliver. This can be demonstrated through data (e.g., CountyStat) or past success administering grants. For example, Health and Human Services promotes the County's infrastructure and competency to manage grants by leveraging smaller grants to demonstrate that the department can manage funds.

Staff report that the non-profit community can serve as an additional resource to increase capacity. Staff indicate a need for a concerted effort to build partnerships with non-profits to expand capacity to apply for and manage grants. Staff note that instead of five or six organizations submitting applications, applying for grants with non-profit partnerships can increase competitiveness of the application and reduce the perception of the County as a competitor. Departments expressed that staff are routinely approached by non-profits seeking the County as an application partner. However, often departments lack the capacity to pursue these opportunities. Staff report that partnering with non-profits may also be beneficial because non-profits have more flexible business practices and may be eligible for more grants.

Foundation grants and private donations are opportunities to expand grant capacity and services in the County. Staff expressed that foundation grants and private donations should be a piece of the larger funding puzzle. However, staff report a lack of knowledge on where to search for these grants. Additionally, staff indicated a need to understand best practices in securing private donations and tracking these funds along with grants in a central repository.

Chapter 5. OLO Findings and Recommended Discussion Questions

This chapter summarizes the major findings of this report and presents recommended discussion questions developed by the Office of Legislative Oversight (OLO) based on the findings. This chapter includes two sections:

- **Section A**, Major Report Findings; and
- **Section B**, OLO Recommended Discussion Questions.

A. Major Report Findings

Federal Aid to State and Local Governments

Finding #1. The lack of standard administration guidelines, combined with the increasing number of grant programs, results in a highly complex process for federal grant applicants.

The number of available federal grant programs has increased from 15 programs in the 1930's to more than 1,100 programs in 2016. Overlapping programs, grant terms and conditions, funding mechanisms, and reporting requirements vary by grant; all of which increase the complexity of managing grant programs for local jurisdictions. In addition, many federal grants are passed through the State, which can add administrative or reporting requirements to grant funding, making grant administration more burdensome.

The majority of grant funding received by Montgomery County Executive Branch departments comes from pass-through grants. This structure is both beneficial and burdensome to departments since the State assumes the primary burden of applying for a grant. However, when the State adds additional requirements, this increases the workload of administering the grant for department staff.

Finding #2. Grants.gov serves as a clearinghouse for federal grant opportunities. However, opportunities listed are for primary grant recipients (e.g., federal funding to state governments) and exclude pass-through opportunities. The State of Maryland offers a single website for local governments to search for these opportunities.

Federal law mandates that agencies must publish new grant opportunities on www.grants.gov. However, this mandate does not apply to pass-through funds. As such, localities must use other sources to research new opportunities. In Maryland, the Governor's Grant Office maintains a single webpage that lists current funding opportunities for State grants, including pass-through grants. This eases the administrative burden for counties compared to other states where counties are required to search each state agency webpage to locate grants.

Finding #3. Social, economic, and political conditions influence the number and types of federal grants available to local jurisdictions. In recent years, federal grant programs have moved from funding projects to payments to individuals; funding for these programs generally is mandatory, with costs increasing over time.

Congress is responsible for authorizing federal grants; there is an ebb and flow to the number of federal grants authorized by Congress based on available funding and government priorities. When there is an economic or social need, Congress typically increases the number of programs or total outlays. However, grant opportunities can decrease in times of economic hardship or based on political decisions. As such, changing demands influence grant availability, requirements, and funding levels.

In the past few decades, federal grant funding has shifted from aiding places to providing assistance directly to people. For example, health-related grants accounted for 17% of the total outlays in FY1980 (\$15.8 billion), compared to 60% (\$396.7 billion) in FY2016. Further, the majority grant spending for health- and income-related grants is mandatory, meaning Congress must appropriate the amount set by law or formula for these grants. In FY2016, 70% of all federal grant outlays were categorized as mandatory spending, 84% of which were for health-related grants.

County Government Federal Grant Management Practices

Finding #4. County departments pursue federal grants when (1) there is staff capacity, (2) the grant aligns with priorities, and (3) the grant is feasible in terms of cost and administrative capabilities. However, there is variation across County departments in resources available to pursue grants. This directly affects the type and number of federal grants pursued.

Grant management practices vary both across and within County departments because of the number of relevant grant opportunities available, the volume and size of grants managed by departments, and staff capacity. OLO found that department grant management practices can be classified as centralized or decentralized:

- In *centrally organized departments*, a single point of contact researches grants, completes applications (with assistance from program staff), and manages the internal County review process.
- Departments with *decentralized grants management* rely on program staff to research, apply for, and manage grants. Because staff in these departments are not full-time grant managers, the grant application and submission processes (both internal and external) can be burdensome and complex. These departments often rely on an informal network of grant staff in other departments for assistance or guidance.

A department's organizational structure can also impact the number and size of grants pursued. Departments with a single point of contact have the capacity to proactively pursue new grant opportunities, and may pursue smaller grants to maximize collaboration with external partners. In comparison, departments without a central point of contact will often pursue grants on an as needed basis.

Finding #5. Smaller and administrative departments are limited by their capacity to pursue federal grant opportunities. However, these departments identified areas of opportunity, which if capacity increased would allow for the pursuit of federal grants.

OLO spoke with several departments that do not currently pursue federal grant funding because they do not have staff capacity and the time to apply, manage, and monitor grants. Staff further report that there is limited staff expertise to pursue opportunities, including an understanding of the County's internal grant review process, where to search for opportunities, and grant writing. Smaller departments identified several program areas that could be served by grant funding, including prevention of human trafficking, community outreach, recreational programs, and STEM and coding education. Staff report that these opportunities could be pursued if capacity is increased.

Finding #6. The Executive Branch uses a standardized process to review and approve federal grant applications, awards, and modifications. This process takes a minimum of nine business days to complete and can be impacted by the County's fiscal calendar.

Once a County department determines it will pursue a grant opportunity, the department must get approval from the Office of Management and Budget (OMB) and the County Attorney to apply. OMB reviews applications and makes determinations as to whether the grant requires matching funds, hiring of staff, long-term budget expenditures, or opportunities for collaboration. This process can take up to a week, followed by a one to two-day review period by the County Attorney's Office. The application must then be approved by the County's Chief Administrative Officer. Staff report that the length of this review period is dependent on several factors, including: (1) quality of the application, (2) the number of follow up questions required by reviewers, and (3) whether the application is being reviewed during budget season, when OMB's workload is increased.

Finding #7. In FY2016, the County spent \$98.3 million in federal grant dollars across 15 Executive Branch departments and offices.

The table below summarizes grant expenditures in FY2016 for the County. Of note, expenditures are the result of single or multi-year grant award periods.

Total FY2016 Grant Expenditures by Executive Branch Departments

Department	Total
Health & Human Services	\$62,904,552
Transit and Transportation	\$13,841,075
Housing & Community Affairs	\$6,977,857
Emergency Management & Homeland Security	\$5,125,839
All Other Departments	\$9,432,231
TOTAL	\$98,281,554

In FY2016, the Office of Management and Budget reviewed and received 135 grant-related documents for applications, awards, or renewals, of which 40% were for federal grant programs (summarized in the table below). Of the 54 federal grant applications, awards, or renewals received, 37 were pass-through grants (67%).

FY2016 County Grant Activity by Government Level

Level of Government	Grant Award	Competitive Grant Application	Formula Grant Application	Grant Renewal	Total
Federal	38	9	3	4	54
State	30	22	1	21	74
Private Organization	1	5	--	1	7
TOTAL	69	36	4	26	135

Executive Branch Feedback on the Federal Grants Process and Internal Grants Management Practices

Finding #8. Staff in smaller departments report that the internal County grants review and approval process is difficult to navigate. While electronic tracking has produced process efficiencies, department staff remain burdened with a duplicative, paper-based submission process.

Departments without a single point of contact for grants administration report that the County's internal review and approval process is like a "jigsaw," with no clear direction and multiple silos. Staff report that this has increased reliance on experienced grants managers in other departments to help guide staff through the process. Staff note several improvements to the process which could reduce the administrative burden and simplify the process:

- Staff report that OMB's electronic grant tracking form is a significant improvement over the previous paper-based process. However, this form has not eliminated the need to call and check on the status of the application.
- The County's electronic tracking form does not align with electronic submission forms required on www.grants.gov.
- The Executive Branch requires departments to hand deliver a hard copy of the grant application for review and approval. Staff would like to see if this process could be completed electronically.
- Staff must complete the electronic tracking form and hard copy for each application, award, and modification. Staff report that this should be reviewed to see if efficiencies could be gained by streamlining the process (e.g., allowing for an abbreviated process for grants below a certain dollar threshold).
- Currently departments are required to submit the entire grant application two weeks before the deadline to account for the Executive Branch review period. Staff report this can be difficult for grants requiring quick submission or for staff who must complete the application in addition to regular job duties. Staff report that limiting the Executive Branch review to pertinent sections of the application would increase time available to complete technical applications sections.
- There is currently no single County-wide tracking and reporting system for grants. Staff report that this central system would allow them to see grants in the pipeline and increase opportunities for cross-department collaboration.

Finding #9. Aligning the County's procurement and hiring processes with short-term grant deadlines is difficult and may impact a department's decision to apply for a grant.

Staff report that if a grant requires the hiring of staff or the procurement of goods or services within a short award period, the decision may be made to not pursue the grant. Staff report that it takes at least three months to go through the Office of Human Resources (OHR) to hire staff; while the procurement process can take up to one year to complete. If departments are unable to implement the requirements of the grant within the award period, this can create a negative perception of the department and impact future applications.

Staff reported using several means to shorten the process, including: (1) beginning pre-work with OHR and Procurement (with the assumption that the department will receive funding); (2) naming specific personnel in the grant application; (3) using existing contracts; or (4) pursuing grants that require a state vendor.

Finding #10. Establishing a formalized grants network could foster collaborative relationships with internal and external partners. Some departments cite a need for a centralized grants office to build these relationships and increase department capacity to pursue federal grants.

Numerous County departments reported a need for a centralized office to manage grants in the County. This office would serve in a consultative role to facilitate the internal and external grants management processes, but rely on department expertise to decide whether to pursue a grant. Staff noted the following potential responsibilities of a central grants office:

- Conduct planning meetings to understand mission and program priorities;
- Serve as an expert in the grant process, relying on departments for subject matter expertise;
- Send regular notices of upcoming grant awards and be available to conduct customized grant searches;
- Assist with writing and reviewing applications;
- Meet with department staff to establish an application timeline and tasks;
- Shepard the grant through the internal review process; and
- Increase collaboration across departments and with non-profits.

Finding #11. Staff stressed the importance of marketing the County to increase the likelihood that the County is awarded grants. To do this, staff reported that grant applications must create a strong narrative, use data to demonstrate need, and document examples of previous successful grant management efforts.

The external reputation of the County can increase and decrease the number of grant opportunities available. On one hand, the County is often viewed externally as progressive or demonstrating a high level of competency, resulting in grant funders more likely to award funds. However, staff report that since many grants aim to assist geographic areas experiencing economic hardship, low income, high unemployment, or a disruptive event (e.g., loss of coal mining industry), the perception of wealth in Montgomery County and County policies can hinder grant competitiveness. For example, many grant use census tracks to determine “pockets of poverty,” however, the County’s policy of inclusionary zoning works to eliminate pockets of poverty and thus, the County may have difficulty demonstrating need.

Staff indicate that departments need to proactively paint the picture of the County as an incubator by increasing the use of data and opportunities for collaboration. Staff report that grant applications examine whether a department understands the problem, knows how to fix it, and will deliver on the grant terms. This can be demonstrated through data or past success in administering grants.

B. OLO Recommended Discussion Questions

Overall, the Office of Legislative Oversight found the federal grants application and administration processes to be complex and time-consuming. OLO recommends that the County Council discuss with Executive Branch staff the following questions that aim to decrease the burden of federal grants on departments while increasing transparency.

Question #1. What opportunities exist to streamline the internal management of grants and the review process?

OLO found several opportunities exist to improve the County's internal grants processes and reduce the administrative burden for departments pursuing grants, including:

- Increasing accountability of the current electronic tracking form to eliminate the need for departments to personally check a grant's review status;
- Allowing departments to electronically submit grant applications to the Executive Branch for review;
- Streamlining the required sections needed for Executive Branch review to allow departments to continue working on technical sections while the review is taking place; and
- Establishing a central repository or grant tracking system that is accessible to all departments.

Question #2. What are the benefits and drawbacks of creating a central grants repository to be used by department staff and the public?

Currently, there is no central database of federal grants applied for and grants awarded to the County. Staff report that a central grants repository would increase transparency and cross-department collaboration; both of which are lacking within the current structure. Additionally, OLO found that other jurisdictions publish grants data in annual reports or through online spreadsheets for all grants (federal, state, and foundation) each fiscal year. Providing this data would increase transparency of funding coming into the County.

Question #3. What opportunities exist to establish a central grants office or formalized grant network to increase department capacity to pursue grants? If implementing a central office model, how would this office best serve departments?

Other jurisdictions (including the State of Maryland, the District of Columbia, and Carroll County, MD) have established a central grants office to maximize efforts when pursuing grant opportunities. These offices proactively assist departments and non-profits in applying for grants, establishing collaborative networks, and increasing transparency.

The majority of County departments reported a need for a central grants office or formalized network to help research grant opportunities, oversee application development, and manage the internal review process. The office/network should be flexible enough to handle the demands of various departments. OLO notes that the establishment of a formal office will require long-term strategic investments.

Question #4. Are there opportunities to evaluate the hiring and procurement process for grants with short award periods to increase the departments' ability to apply for and implement the grant within the expected award period?

For some grants, departments must fulfill requirements for the hiring of staff or procurement of goods and services, which can take a significant amount of time. Department staff indicate that the length of these processes is often part of the decision process in selecting which grants to pursue. For grants with short award periods, staff report a decision is often made not to pursue the grant because the department does not believe there will be enough time to implement the terms of the grant within the award period.

Question #5. What opportunities exist to establish methods and procedures for researching and applying for private grants? In what ways, could these methods be shared among departments? How would this data be tracked and reported?

State and federal grants comprised 95% of grant activity in the County in FY2016, with foundation/private organization grants accounting for the remaining 5% of grant activity. Staff reported that foundation grants may serve as an untapped resource for the County, especially given the current political climate. However, few knew where to search for these opportunities and if other departments have had success securing these types grants.

Chapter 6. Agency Comments

The Office of Legislative Oversight (OLO) circulated a final draft of this report to the Chief Administrative Officer for Montgomery County. OLO appreciates the time taken by County Government representatives to review the draft report. The written comments from the County Executive were not available at the printing of this report and will be available in future Council packets.

List of Appendices

Appendix	Title	Begins at
A	<ul style="list-style-type: none">• County Department Grant Management Case Studies	©1
B	<ul style="list-style-type: none">• Department of Health and Human Services Grant Consideration Worksheet• Department of Police Standard Grant Application Questions	©16
C	<ul style="list-style-type: none">• Office of Management and Budget Electronic Grant Tracking Form	©19
D	<ul style="list-style-type: none">• Charles County (MD) Grant Tracking Database• District of Columbia, Office of Partnerships and Grants Funding Alert (July 3, 2017)	©24

Appendix A: County Department Grant Management Case Studies

As discussed in Chapter 3, OLO contacted 33 County departments, of which 14 departments had either centralized or decentralized grant management practices. This appendix provides individual summaries for each of these departments. Each summary covers three areas of grant management – staff capacity, pre-award activities (identification of needs, locating grant opportunities, and application completion), and post-award activities (implementation and monitoring of federal grants). Additionally, where available, total FY2016 federal grant expenditures for each department are listed.¹ The table of contents below lays out a road map for this appendix.

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Departments with Decentralized Grants Management Practices

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¹ FY2016 Grant Expenditures by County Department data provided by the Department of Finance.

CENTRALIZED GRANTS MANAGEMENT

DEPARTMENT OF HEALTH AND HUMAN SERVICES

Total Federal Grant Expenditures in FY2016: \$62,904,552

Staffing

The Grants Office, located in the Office of the Chief Operating Officer, manages pre- and post-grant award activities for the Department of Health and Human Services (HHS). A grants administrator serves as the grants point of contact and is responsible for researching grant opportunities and completing applications, while other staff members are responsible for compliance and audit activities.

Pre-Award Phase Activities

HHS receives both formula and competitive grants. The grants administrator uses listservs, www.grants.gov, and professional networks to identify new competitive opportunities. Program staff may also identify a new grant opportunity or request assistance from the grants administrator to locate a grant for a specific need.

HHS engages in a collaborative, strategic approach to pursuing grant opportunities. Once an opportunity is identified by the grants administrator, it is sent to the program area for review. If program staff decide to pursue the grant, the grants manager notifies the Chief Operating Officer, Budget Team Leader, Human Resource Manager, Service Area Chief, Service Area Administrative Service Coordinator, Contract Management Team Leader, Risk Manager, ADA/HIPAA Compliance Officer, and PACS Manager of the intent to apply. A planning meeting is scheduled and the team evaluates the opportunity based on a standard set of questions (See Appendix B).

After the decision is made to pursue the grant, the grants administrator works with program staff to complete the application. The grants administrator also tracks the grant during all stages of the process. Staff report that grant writing is a specific skill requiring expertise and there is a small pool of vetted grant writers that are available for contracting as needed. Once the application is complete, the grants administrator oversees the internal County process to ensure that all deadlines and Executive Branch approvals are obtained and submits the application.

Post-Award Phase Activities

Program staff are responsible for implementing the grant program, monitoring the contract, and managing reporting requirements. As mentioned above, separate staff within the Chief Operating Officer's Office manage compliance and audit activities. This reduces the burden on program staff and underscores a department culture that emphasizes standards and procedures to ensure successful audits.

CENTRALIZED GRANTS MANAGEMENT

DEPARTMENT OF POLICE

Total Grant Expenditures in FY2016: \$561,954

Staffing

The Department of Police (MCPD), Management Services Bureau employs a full-time grants manager. The grants manager is responsible for managing the entire grants process for the Department from research to compliance and audit activities.

Pre-Award Phase Activities

MCPD primarily receives pass-through grants through the County's Office of Emergency Management and Homeland Security, as well as grant funding via the Governor's Office of Crime Control and Prevention of Maryland.

Notice of competitive grant opportunities come from multiple sources including internal and external MCPD stakeholders, as well as frontline staff (e.g., officers and detectives). The grants manager will also conduct customized grant searches for specific needs identified by frontline staff.

MCPD engages in a collaborative, strategic approach to pursuing grant funding opportunities. Working with the Department Chiefs and budget manager (and sometimes the Office of Emergency Management and Homeland Security), program priorities are outlined prior to conducting proactive grant searches. Staff report that grant opportunities are often pursued that will have the largest return on investment. However, this may not necessarily coincide with the largest dollar amount. MCPD evaluates all grant opportunities based on a standard set of questions (See Appendix B).

If MCPD pursues the grant, the grants manager oversees the application, including working with department subject matter experts, accessing relevant data, and conducting a thorough review of the application. Staff report that a central point of contact increases collaboration and ensures that opportunities fit department priorities.

Post-Award Phase Activities

While grant implementation is handled by program staff, the grants manager tracks and manages all reporting requirements to ensure that MCPD is meeting its legal obligations under the grant. This includes any grant award changes and updates, as well as, audits.

CENTRALIZED GRANTS MANAGEMENT

OFFICE OF EMERGENCY MANAGEMENT AND HOMELAND SECURITY

Total Grant Expenditures in FY2016: \$5,125,839

Staffing

The Office of Emergency Management and Homeland Security (OEMHS) Finance Division manages all activities related to federal, state, and regional homeland security grants. Responsibility is divided between two full-time County employees who are responsible for procurement and budget components, and a contractor who is responsible for compliance activities. These staff also manage all other budget, finance, procurement, and personnel responsibilities for the Office.

Pre-Award Phase Activities

OEMHS evaluates and applies for additional grants based on need and dollar threshold and primarily receives pass-through funds. For example, OEMHS is a sub-grantee for the U.S. Department of Homeland Security's Urban Area Securities Initiative, a regional grant in which the District of Columbia is the prime grantee. Similarly, OEMHS also receives pass-through grants from the State of Maryland. For these grants, the State requests a list of projects from OEMHS and submits these projects to the U.S. Department of Homeland Security, Federal Emergency Management Agency for funding.

Finance Division staff manage the grant application process relying on department staff to provide subject matter expertise for the application. Finance Division staff also manage the internal County grant application review process and submission of the application.

Post-Award Phase Activities

While department staff manage grant implementation, Finance Division staff manage reporting and compliance activities.

Additional Roles

In addition to grants management, OEMHS is awarded a small sum of grant funds to allocate to local projects. This year the OEMHS is piloting an application process to award these funds. All County departments and agencies can apply to OEMHS for these funds and OEMHS evaluates the applications based on scale (multi-year versus smaller projects) and funding capabilities.

CENTRALIZED GRANTS MANAGEMENT

DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS

Total Federal Grant Expenditures in FY2016: \$6,977,857

Staffing

The Department of Housing and Community Affairs (DHCA), Division of Finance and Administration, Grants Administration Section consists of three members who manage grants and compliance activities. Additionally, the Division of Community Development program staff work with grant managers to administer Community Development Block Grants.

Pre-Award Phase Activities

Staff receive notification of new grant opportunities via www.grants.gov, U.S. Department of Housing and Urban Development representatives, professional organizations, and listservs. However, staff report that due to staff reductions there is less capacity to search for new opportunities. (As noted by staff, at one point DHCA had 10 grant managers.)

Most grants received by DHCA are entitlement grants (e.g., Community Development Block Grants) where the amount of funding is based on a pre-determined formula. For these grants, staff report that the application process is straightforward. DHCA receives notification on the total award amount and staff complete an application to show how funds will be allocated. The grants management team works with program staff to complete the grant application and County review process.

Post-Award Phase Activities

Program staff manage implementation activities, while the Grants Administration Section is responsible for compliance. For example, this team will answer questions about what can and cannot be funded under the terms and conditions of the grant. Grants received by DHCA go through annual and five-year action plans, bi-annual audits, and performance reporting at the end of the grant.

CENTRALIZED GRANTS MANAGEMENT

SHERIFF'S OFFICE

Total Federal Grant Expenditures in FY2016: \$755,663

Staffing

The Sheriff's Office employs a single full-time staff member to research, apply for, and manage grant activities.

Pre-Award Phase Activities

New grant opportunities are identified by Office leadership, through online research conducted by the grants manager, and frontline staff. Staff evaluate whether to pursue grant opportunities based on alignment to the Office's mission, matching dollar requirements, and availability of staff resources. The grants manager oversees the application process and relies on program staff for subject matter expertise to help write the application. Staff report that Department of Finance and Department of Police are helpful resources.

The Office manages both one-time grants (e.g. training or vehicles) and long-term program grants. Staff report that training grants are often pursued due to need, although those grants are often small dollar amounts.

Post-Award Phase Activities

Staff report that the Office has created a culture that is built around compliance and audit procedures. For example, staff create a file for each grant and maintain detailed documentation which helps to ensure that records meet federal auditing requirements.

CENTRALIZED GRANTS MANAGEMENT

STATE'S ATTORNEY'S OFFICE

Total Federal Grant Expenditures in FY2016: \$60,000

Staffing

The State's Attorney's Office, Administrative Division, employs a single full-time grants and budget manager ("grants manager") to oversee the grants process for the Office. This responsibility is in addition to managing the Office's budget.

Pre-Award Phase Activities

The grants manager is notified of grant opportunities through professional networks, internal staff, and proactively searching for opportunities. The grants manager will connect with division staff to determine if a grant opportunity is worth pursuing and if the grant is line with the goals and mission of the Office.

Most grants received by the State's Attorney's Office are recurring and personnel grants. Occasionally the Office will pursue one-time grants for specific projects, staff training, or equipment. The manager is responsible for managing the application process and submitting the application on time with division staff serving as subject matter experts and assisting the grants manager in completing the application.

Post-Award Phase Activities

Grant implementation is managed jointly by the grants manager and division staff, with the grants manager being responsible for the reporting and compliance requirements. Of special note, the State's Attorney's Office is an at-will employer and therefore has its own hiring process and does not go through the Office of Human Resources. Staff report that this allows for a quicker hiring process and the ability to meet grant deadlines for personnel-related grants.

CENTRALIZED GRANTS MANAGEMENT

FIRE AND RESCUE SERVICE

Total Federal Grant Expenditures in FY2016: \$1,835,750

Staffing

Fire and Rescue Service has a full-time grants administrator position, however, staff report that this position, as of this writing, is currently unfilled. The typical job duties of this position include managing grant applications, conducting oversight activities, and managing grant extensions. Without the grants manager, staff report that grant activities are currently conducted in a piecemeal fashion, with program staff completing grant tasks in addition to normal job duties.

Pre-Award Phase Activities

Staff report that the Department is maximizing the grants currently available, but continues to look for new opportunities. Although new grant opportunities are limited, staff note the Department reapplies for grant funds, even where the Department has been unsuccessful in the past.

Post-Award Phase Activities

Currently, program staff manage the grant implementation and monitoring activities. Staff note that oversight and monitoring activities will fall under the responsibility of the full-time grants manager when the position is filled.

DECENTRALIZED GRANTS MANAGEMENT

COMMUNITY ENGAGEMENT CLUSTER

Total Federal Grant Expenditures in FY2016: \$87,551

The following information details grant processes for the Office of Community Partnerships.

Staffing

There is no designated grants management staff in the Office of Community Partnerships; program staff are responsible for researching and managing grant opportunities, in addition to regular job duties.

Pre-Award Phase Activities

Due to workload and staffing capacity, staff do not actively search for grant opportunities. However, the Office receives potential grant opportunities through listservs from the State of Maryland and the Points of Light and Youth Service America organizations. If the Office is unable to apply for a grant, staff will forward the opportunity to a local non-profit.

The Office is a long-standing recipient of a grant from the Corporation for National and Community Service, which operates the Retired and Senior Volunteer Program and helps pay for one staff member. Additionally, the Office receives one-time grants for special activities, like the Martin Luther King Day of Service. However, these awards are limited by the number of people participating and types of projects. The Office previously received AmeriCorps grants, but due to a loss of staff to manage the program and changing federal requirements, this opportunity is not currently pursued by the Office.

Post-Award Phase Activities

Program staff are responsible for the monitoring and managing reporting requirements in addition to regular job duties. Staff report that federal and State reporting requirements are burdensome.

DECENTRALIZED GRANTS MANAGEMENT

DEPARTMENT OF CORRECTION AND REHABILITATION

Total Federal Grant Expenditures in FY2016: \$555,932

Staffing

There is no designated grants management staff in the Department of Correction and Rehabilitation; program staff are responsible for researching and managing grant opportunities, in addition to regular job duties.

Pre-Award Phase Activities

Through long-term planning with staff and Division Chiefs, program priorities are identified, which drives the search for grant opportunities. However, staff note that this is not a proactive effort and grant opportunities are researched on an as-needed basis.

The Department pursues grants to meet both capital and operating needs. For capital construction, the Department works with the Office of Management and Budget to submit projects to the State. For other grant opportunities, staff report that the U.S. Department of Justice, Bureau of Justice Assistance is a primary source of grant funding, as well as the U.S. Substance Abuse and Mental Health Services Administration. The Department also pursues grant funding opportunities through the County's Office of Emergency Management and Homeland Security. Staff report that this process is easier than applying directly for State or federal grant funds because it reduces the administrative burden.

Post-Award Phase Activities

Grant implementation activities depend on the type of grant received. However, program staff handle all compliance and monitoring requirements. Staff report that monitoring the grant program is difficult and requires collection and reporting of data and performance metrics (e.g., jail management). The Department receives data through Justice Benefits Incorporated which reduces the administrative burden on staff to collect this data. Also, the Department of General Services gathers the data for capital projects which reduces the burden on program staff.

DECENTRALIZED GRANTS MANAGEMENT

COUNTY EXECUTIVE'S OFFICE

Total Federal Grant Expenditures in FY2016: \$391,000

The following information details grant processes for the Office of Chief Innovation Officer.

Staffing

There is no designated grants management staff in the Office of the Chief Information Officer. Grants are pursued by the Chief Innovation Officer, in addition to regular job duties.

Pre-Award Phase Activities

The Office of the Chief Innovation Officer received a small grant award in 2016 funded by the National Institute of Standards and Technology (NIST) after NIST sought an application from the Office. Staff note that without a direct solicitation from the Agency, it is questionable whether an application would have been submitted as it took approximately 100 hours to complete the grant application.

Due to staffing capacity and lack of grant process knowledge, the Office relied on the County's Department of Health and Human Services' grants manager to assist with the application, including helping staff understand the County's internal review process, reviewing the application, answering questions, and submitting the application through www.grants.gov. Staff report that without HHS' direction through the process, pursuing this grant would not have been possible.

Post-Award Phase Activities

Staff are currently administering the grant and report that these duties are in addition to regular job responsibilities. Additionally, the 2016 grant required the hiring of personnel to meet grant requirements. Staff report that by naming and hiring specific personnel required to implement the grant program, the Office was able to meet deadlines.

DECENTRALIZED GRANTS MANAGEMENT

DEPARTMENT OF ENVIRONMENTAL PROTECTION

The Department of Environmental Protection did not expend federal grant funds in FY2016.

Staffing

There is no designated grants management staff in the Department of Environmental Protection (DEP); program staff manage the grant process for the Department. However, staff note that there is an effort to move towards centralized grants management practices with a single grants point of contact.

Pre-Award Phase Activities

Historically, the DEP report that the Department aggressively pursued grants. However, due to current staff capacity, the Department is not able to pursue grants at this level. New competitive opportunities are found on www.grants.gov or through program staff.

Post-Award Phase Activities

Program staff implement the grant, while budget staff assist with monitoring activities. Staff report that these responsibilities are in addition to current job duties.

DECENTRALIZED GRANTS MANAGEMENT

DEPARTMENT OF PUBLIC LIBRARIES

Total Grant Expenditures in FY2016: \$29,408

Staffing

Within the Department of Libraries, a collaborative team manages grant programs. This team includes the Department's Business Manager, Staff Development Coordinator, Community Engagement Programming, Learning Public Services Administrator, and library staff. Grant responsibilities are in addition to normal job duties.

Pre-Award Phase Activities

The Department receives three types of grants - competitive, block, and non-competitive grants. For non-competitive grants, the Department is usually identified as the recipient by the prime grantee. For each grant, staff report that the opportunity must align with the Department's mission and current capabilities.

Most grants received by the Department are pass-through grants from the Maryland Division of Library Development and Services. Staff report that without the State doing much of the heavy lifting and obtaining federal funds, the Department would not be able to compete for as many grants due to limited time and resources. Additionally, staff report that the Department has partnered with non-profits to pursue grant opportunities. Since the non-profit serves as the prime grantee, this allows the Department to play a supporting role in the grant process. Staff report these partnerships have been successful in obtaining grant funding where the Department was previously unsuccessful.

Post-Award Phase Activities

Program staff are responsible for implementing the grants, while the business manager is responsible for monitoring and compliance of grant activities.

DECENTRALIZED GRANTS MANAGEMENT

DEPARTMENT OF TECHNOLOGY SERVICES

The Department of Technology Services did not expend federal grant funds in FY2016.²

Staffing

There is no designated grants management staff in Department of Technology Services (DTS); program staff manage the grant process from the application stage through monitoring and oversight activities.

Pre-Award Phase Activities

The Department pursues grants that align with the Department's mission and where the application will be competitive. Opportunities for grants come from a variety of sources, including www.grants.gov and the County's Office of Emergency Management and Homeland Security. DTS has also partnered with other local counties to compete for several grants. However, staff report that grant announcements can be hard to find, which makes meeting the application timeframe difficult.

DTS looks at several factors when choosing which grants to apply for, including: (1) an analysis of the dollar amount awarded versus the administrative burden to apply and manage the grant; (2) what monitoring activities and calculations are required; and (3) future costs to the Department and the County.

Post-Award Phase Activities

Program staff manage grant implementation and monitoring activities. Staff report that administration of grants is time consuming, with timeliness and collaboration being keys to successful implementation.

² Based on data provided by the Department of Finance.

DECENTRALIZED GRANTS MANAGEMENT

DEPARTMENT OF TRANSPORTATION

Total Grant Expenditures in FY2016: \$13,841,075

Staffing

Grants management varies by division within the Department of Transportation (MCDOT). For example, while Transit Services has a grants manager, Highway Services does not have a specific grants point of contact (although staff are trained on the federal grants process). This is in part due to the number of applicable grants available to each division. For example, the Division of Highway Services manages maintenance activities, however there are limited grants related to the Division's mission whereas there are numerous opportunities for Transit Services.

Pre-Award Phase Activities

The department receives both one-time and recurring federal grants. MCDOT pursues grants based on Department needs or desire to expand a current program. Notice of new competitive awards come from proactive searches from the U.S. Department of Homeland Security, the Federal Transit Administration, the State, the Metropolitan Washington Council of Governments, and other associations. Additionally, the department has a legislative consultant to search for opportunities.

Staff report that the application process is not too difficult because the division with the right skill set is often the group applying for the grant. Further, in completing the application, staff will ask questions to the grant administering agency staff contact and the State.

Post-Award Phase Activities

Staff report that administering the grant is more work than applying for a grant. More specifically, staff report that the Federal Transit Administration and the State have been increasing requirements in recent years to make the process more complicated, increasing the burden on staff. When there is overflow work, grants staff will pull other staff to help manage requirements.

Appendix B

Montgomery County Department of Health and Human Services Grant Consideration Worksheet

GRANT CONSIDERATION WORKSHEET

TITLE/DESCRIPTION OF GRANT: _____

FUNDER: _____ Due Date: _____

REVIEW QUESTIONS	NOTES
1. Is DHHS a viable applicant and able to comply with the funder's requirements?	
2. Is DHHS the best recipient of this grant, or would another partner or governmental agency be more appropriate?	
3. Is the program the grant will fund consistent with the DHHS/service area/program's strategic plan and goals? Who will benefit from the funds?	
4. Is the proposed program doable within the grantor's time frame?	
5. Does it have public relations or political implications?	
6. Is the dollar amount of the grant adequate to deliver the service in Montgomery County?	
7. Is it one-time only, or will it fund future years? Will the grant create expectations that the services in question will be continued in future years? Will the County be able to meet those expectations in future years, if so?	
8. Is there sufficient time for preparation and sign-off?	
9. Can DHHS' infrastructure manage the grant programmatically and fiscally? Consider if the grant requires/allows:	
a. contracts?	
b. a Memorandum of Understanding/Agreement or other interagency agreement?	
c. sufficient funds to cover personnel costs? (Merit or Contract) How will General Wage Adjustment increases be met?	
d. space for staff, purchasing computers/software, IT for data management, copiers, telephones, etc.	
e. the County's indirect costs of administration? If so, at what rate? If not, what is the financial impact to DHHS and/or the County?	

GRANT CONSIDERATION WORKSHEET

f. a hard dollar match, maintenance of effort match, in-kind match, supplanting, reporting requirements?	
10. Does the grant mandate the involvement of another agency?	
11. Have you consulted with all the stakeholders that may be involved including the ASCs of other service areas?	
12. What are the Information Technology needs?	
13. Are there any unusual post award requirements?	
14. Will revenue be produced by this grant (e.g., fees, 3rd-party payments, Medical Assistance, interest)?	
15. Are staff available to work on the project who are not concurrently promised to other grant projects? If a position is 1 FTE on Grant A then they cannot be assigned to Grant B. Also, any personnel used as a match cannot be funded by federal dollars including HB669.	
16. Any other considerations not covered above?	

MCPD Standard Application Considerations

- ▶ Does the Grant Opportunity address a priority for MCPD? Is there a project outlined in our strategic plan or other formal planning document? The answer should be yes.
- ▶ Are we the appropriate organization/department to lead the application process?
- ▶ Discuss the proposal with relevant MCPD leadership. Do we have an innovative Proposal?
- ▶ Is there a Subject Matter Expert (SME) appropriate to develop a proposal for a respective opportunity?
- ▶ Does our organization have the capacity to implement the project? Do we realistically have the staff, SME, Need, facilities, volunteers, cash, IT, etc. necessary to make the project succeed if awarded?
- ▶ Is there a match required?
- ▶ Are new positions required to be hired?
- ▶ Are there future fiscal impacts?
- ▶ Are there issues with supplanting?
- ▶ Are there procurement considerations that may be problematic?
- ▶ What is the selection criteria, number of awards and amounts being offered?
- ▶ Do we have ability to realistically compete due to selection criteria? Montgomery County, Maryland is one of the most affluent jurisdictions in the Country. In addition, our crime rates are relatively low compared to other jurisdictions. These two factors often negatively affect our scores assessed by grantors during their competitive review & assessment process.
- ▶ Preparing grant applications and processing through the County approval process can be an exhaustive process. Do we have a reasonable chance of success due to selection criteria? Is this a smart way to expend our human resources, our most valuable resource?
- ▶ Do we have the required time to develop an application, have it review and approved via County approval process and submit by application deadline?

Appendix C

Montgomery County Office of Management and Budget Grant Tracking Form

Print Preview : Grant Documents - Tracking (Test) : Bulk Print

https://omb.mcgov.org/?gt_page=print-entry&fid=160&lid=67725&n...

Grant Documents - Tracking (Test) : Entry # 67725

Section 1 Grant Info

Date Due

04/27/2016

OMB Analyst

Deborah.Lambert@montgomerycountymd.gov

Fiscal Year

FY16

1. Grant Program Title:

Deaf Culture Digital Library

2. Submitting Department/Agency

Public Libraries

3. Department(s) to Receive Grant Award

Public Libraries

4. Document Type

Grant Award

5. Is the grant renewable?

Yes

6. Granting Agency (Grantor)

Maryland State Department of Education

7. Granting Agency (Grantor) Type

- Federal Government
- State Government

8. Application Deadline (month/day/year):

04/27/2016

9. Projected Grant Award Date:

04/15/2016

10. Primary Staff Contact:

19

Grant Documents - Tracking (Test) : Entry # 67725

Lennadene Bailey 240.777.0045

Secondary Staff Contact:

Eric Carzon 240.777.0048

11. Which County priority area(s) does this grant support? (check all that apply)

- A Responsive and Accountable County Government

12. Grant Award Amount

\$232,672

13. Is there match requirement?

No

14. Grant Term

1 years

15. Summary of Grant Purpose

The purpose of this grant is to establish a Deaf Culture Digital Library for the State of Maryland. MCPL has been selected as the site for the DCDL which will be the primary information center on deaf resources for library customers and staff in the state. Needs assessments will be conducted to identify gaps in library services for deaf patrons and implement strategies to fill the gaps and better coordinate library services for the deaf in Maryland. The DCDL is important to MCPL and the community because it will improve availability and access to a comprehensive collection on deaf culture and programs that will help lead to better appreciation and awareness of deaf culture and the deaf community.

16. Summary of Need to be Addressed with Grant Funds:

The DCDL will be the "first stop" information center that will furnish statewide access to deaf resources. The DCDL will provide highly competent assistance to Maryland residents and library staff. MCPL has a long tradition of helping to identify and address the needs of the deaf and hard-of-hearing community for resources, collections, programs and techniques.

17. What are the projected performance gains associated with grant:

Patrons will be better able to access information and an increase in the number of materials available.

18. How will grant performance be monitored?

The law requires that the services be coordinated by a deaf or hard of hearing person. MCPL's Head of Adult Services and Services to the Deaf and Hard of Hearing Community will oversee the DCDL. Services will be regularly monitored throughout the term of the agreement.

19. Will the grant require the creation of new position(s)

20

Grant Documents - Tracking (Test) : Entry # 67725

Yes

Please list how many, the position classification, and the year the position will be created.

One full-time Librarian I, Grade 21, and one full-time Program Specialist I, Grade 18. The positions will be created in
Fy16

20. Will the grant be used to fund any existing county position(s)?

No

21. Does the grant budget include the indirect costs associated with personnel costs?

No

22. Are these Federal Funds (either directly or pass-through)?

No

23. Are there any specific costs associated with the grant which are excluded from or ineligible for grant funding?

No

24. Is there a post-grant obligation to continue the program?

No

25. Check all of the following criteria that apply:

- The application is for a new grant of more than \$200,000 or formula-driven award of more than \$200,000 for a new program
- The grant application or proposal to spend formula-driven funds will create a new position in County Government.

Does the grant meet any of the criteria in #25?

Yes

26. Describe any other issues including supplanting proscriptions, availability of, and criteria for potential supplanting waivers, and consequences if a waiver application is denied, that decision-makers should be aware of:

Not aware of any

27. Does this grant document relate to a grant application that was submitted by an entity other than the County?

No

28. Is there an expected future fiscal impact (after the grant period)

No

Section 2 Grant Details

Grant Documents - Tracking (Test) : Entry # 67725**1. Date In**

04/25/2016

2. OMB Reviewer

Deborah.Lambert@montgomerycountymd.gov

3. Date Reviewed

04/26/2016

4. Grant Opportunity relates to a grant funded by:

- Federal Government
- State Government

5. OMB Fiscal Analysis

This is a Federal grant pass-through to the Maryland State Department of Education that provides \$232,672 in funding for a Deaf Culture Digital Library. This is not a competitive grant, but the result of State legislation in FY15 that designated this grant to be managed by Montgomery County Public Libraries (MCPL). This grant does not require any County match, there are no indirect costs associated with the grant, and no post-grant obligation is required to continue the program. However, because this is a new grant for more than \$200,000 and it funds two new County positions, Council Notification and a Supplemental Appropriation request are required.

6. Policy issue?

No

7. OMB Recommendation

Approve

8. OMB's rationale

This grant implements State legislation that provides for a Deaf Culture Digital Library using Federal funds passed through the State.

9. Please verify Section 1 - #25 is complete and correct. (#25 required for Council Reporting purposes)

DSL

10. Status

Closed

Date Out

04/25/2016

Grant Documents - Tracking (Test) : Entry # 67725

OMB Admin Staff Only

user email

Lennadene.Bailey@montgomerycountymd.gov

Appendix D

Charles County (MD) Grant Tracking Database

THE CHARLES COUNTY COMMISSIONERS OF CHARLES COUNTY
SCHEDULE OF FEDERAL FINANCIAL ASSISTANCE PROGRAMS
06/30/2016

Federal/State Agency or Department	CFDA# Indicates Federal Program	NAME OF PROGRAM	NAME OF GRANT / Project Title	PURPOSE OF GRANT	GRANT I.D. NO.	GRANT PERIOD	ORIGINAL AWARD	FY2016 BEGINNING BALANCE	FY2016 REVENUE
U.S. Dept. of Agriculture pass thru to MD Dept. Of Education	10.558	Child & Adult Care Food Program	Child & Adult Care Food Program	This is a reimbursement program that provides funds to help pay for the lunch meals of the Senior Center Plus participants allowing Charles County Government to keep costs down as well as the attendance fees charged to Charles County senior citizens.	None	10/01/14 - 09/30/15	4,400	2,258.79	597.92
U.S. Dept. of Agriculture pass thru to MD Dept. Of Education	10.558	Child & Adult Care Food Program	Child & Adult Care Food Program	Same as above.	None	10/01/15 - 09/30/16	4,400	4,400.00	865.51
Department of Defense, Office of Economic Adjustment	12.610	Community Economic Adjustment Assistance for Compatible Use and Joint Land Use Studies	NSF Indian Head Joint Land Uses Study	Preparation of a Joint Land Use Study for the Naval Support Facility Indian Head. The study is a cooperative land use planning effort between Charles County, Town of Indian Head, and NSF Indian Head to identify land use compatibility issues confronting the civilian community and the naval based, and to recommend strategies to address the issues in the context of the County's Comprehensive Plan and general zoning. The Study is intended to protect and preserve military readiness and defense capabilities while supporting continued community economic development and protecting the public health, safety and welfare of the community. Funds will be used to hire a consultant and for advertising, as well as printing and distribution of public outreach materials.	HQ00051310105	08/01/13 - 09/30/16	185,000	32,055.00	22,525.88
US Dept. of Housing & Urban Development Passed thru the MD Dept. Of Housing and Community Development	14.228	Community Development Block Grants/State's program and Non-Entitlement Grants in Hawaii	Maryland Neighborhood Conservation Initiative Program	CDBG Funds will be used to provide down payment assistance to eligible low and moderate income homeowners. An estimated 16 households will receive assistance.	MD-15-CD-31	06/30/14 - 07/31/16	250,000	70,000.00	70,000.00
US Dept. Of Housing & Urban Development Passed thru the MD Dept. Of Housing and Community Development	14.228	Community Development Block Grants/State's program and Non-Entitlement Grants in Hawaii	Disaster Recovery	The purpose of the CDBG Disaster Recovery grant is for unmet needs related to identified storm events, targeted to mitigating future risk to people and property related to flooding. Funds were utilized for acquisition and demolition of structures within the flood area. See Hazard Mitigation Grant Program (HMGP) applications for HMGP 4034 / 4038: FEMA-4038-DR-MD.	MD-15-DR-5	05/23/14 - 07/03/16	99,259	98,192.75	98,192.75
US Dept. Of Housing & Urban Development Passed thru the MD Dept. Of Housing and Community Development	14.231	Emergency Solutions Grant	FFY2014 Emergency Solutions Grant (Previously named Emergency Shelter Grant)	The ESG program provides funding for emergency and transitional homeless shelters that supply supportive services to their clients. Charles County applies for funding on behalf of local sub-recipients and administers the grants when received. This federal grant is multi-year in nature. Local recipients will be Robert J. Fuller House, LifeStyles of Maryland Foundation, Inc. and Catholic Charities of the Archdiocese of Washington, Inc., d.b.a. Angel's Watch Shelter.	15-ESG-07-2014	10/01/14 - 09/30/16	43,137	5,205.08	5,205.08
US Dept. Of Housing & Urban Development Passed thru the MD Dept. Of Housing and Community Development	14.231	Emergency Solutions Grant	FFY2015 Emergency Solutions Grant (Previously named Emergency Shelter Grant)	Same as above.	16ESG-07-2015	10/01/15 - 07/22/17	49,030	49,025.97	49,029.97
US Dept. Of Housing & Urban Development	14.871	Housing Choice Voucher Program	Housing Choice Voucher Program	Housing Choice Vouchers allow very low income families to choose and lease safe, decent, and affordable rental housing. Some participants may qualify for home purchase through the program as well. Charles County government serves as the local Housing Authority for this program and approves rental vouchers for low-income County residents.	MD024 VO0126 - 0132, & VOPR14, VO14PR	07/01/15 - 06/30/16	8,831,126	8,831,126.00	8,831,126.00
US Dept. Of Housing & Urban Development	14.871	Housing Choice Voucher Program	Housing Choice Voucher Program Administration	This is the administrative grant associated with Housing Choice Voucher Program.	MD024 AFO094, 0096 - 0101 & AFR215, AFR315, AFR415, AFR409, AFR116	07/01/15 - 06/30/16	796,396	796,396.00	796,396.00

Source: <https://www.charlescountymd.gov/sites/default/files/fas/grants/FY2016%20Federal%20Grant%20Actuals%20for%20Web.pdf>
See also Grants and Proposal Database, Hillsborough County Florida, available at <http://www.hillsboroughcounty.org/en/businesses/business-community/grants/grant-awards-and-proposals-database>

Appendix D

District of Columbia, Office of Partnerships and Grants
Funding Alert, July 3, 2017

FUNDING ALERT



Government of the District of Columbia
Muriel Bowser, Mayor
Mayor's Office of Partnerships and Grant Services
441 4th Street, NW (Judiciary Square)
Suite 707 North
Washington, DC 20001
<http://opgs.dc.gov>

Volume 20, Issue 27

July 3, 2017

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	<u>Electronic Grants Clearinghouse</u>	3
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Capacity Building	<u>Amended - Adolescent Treatment Enhancement and Dissemination for Transitional Aged Youth (DBH)</u>	4
Environment	<u>Commercial Waste Compactor Pilot Program Grants (DSLBD)</u>	4
Housing/Social Services	<u>Capital Magnet Fund Program (DOT)</u>	4-5
Healthcare	<u>Domestic Violence Prevention Enhancement and Leadership through Alliances Impact (DELTA) (HHS)</u>	5
Public Safety/Capacity Building	<u>Homeland Security National Training Program (HSNTP) - National Domestic Preparedness Consortium (NDPC) (DHS)</u>	5
Capacity Building	<u>Hospital-Based Adoption Support Services (HHS)</u>	5-6
Healthcare	<u>Integrated HIV Surveillance and Prevention Programs for Health Departments (HHS)</u>	6
Social Services	<u>Integrated Services for Victims Program: Increasing Access to Mental Health Services for Victims of Crime (DOJ)</u>	6
Capacity Building	<u>SNAP Employment and Training Data and Technical Assistance (DATA) Grants (DOA)</u>	6
	<u>Additional Funding Resources and Announcements</u>	6-7
	<u>Previous Funding Resources and Announcements</u>	7

*Note- press ctrl and left click to jump directly to opportunities of interest

441 4th Street, NW (Judiciary Square), Suite 707N
Washington, DC 20001

Voice (202) 727-8900 / Fax (202) 727-1652
Produced by Pat Henry

FUNDING ALERT

NEWS YOU CAN USE

THE OFFICE OF PARTNERSHIPS AND GRANT SERVICES
441 4th Street, NW, Washington DC, 20001 Suite 707N (JUDICIARY SQUARE)

The Office of Partnerships and Grant Services Needs Your Help. Help us get 1000 likes on our Facebook page. If you like us you will get time sensitive information on funding opportunities, job announcements, upcoming events and more that might not be in the Funding Alert. **Like Us Now.**

facebook

Grant Information Resource Center (GIRC). The Grant Information Resource Center (GIRC) registration form is now live on OPGS' website. The GIRC provides technical assistance and information about resources that improve community services in the District of Columbia for its "customers" - District government, nonprofit, and faith-based representatives. The primary focus is to assist customers who either lack computer access or the knowledge to best use their existing computer technology to strengthen their organizations. The GIRC is open Mondays, Wednesdays, and Fridays, 10 a.m.-12 p.m. and 2 p.m.-4 p.m., by appointment only. For additional information call 202-727-8900.



Funding Alert: If you would like to post a **free event/resource announcement** in the Funding Alert, contact Pat Henry at pat.henry@dc.gov. All back issues of the funding alert can be found at www.opgs.dc.gov.

District Grants Clearinghouse: District agency grant opportunities are listed in the Funding Alert. These opportunities can be found on the Office of Partnerships and Grant Services website at www.opgs.dc.gov. All information that should be posted to the Clearinghouse should be sent to dcgrants@dc.gov.

State Single Point of Contact (SPOC): The Office of Partnerships and Grant Services is the DC SPOC. The application is available online on OPGS's website at www.opgs.dc.gov select State Single Point of Contact. If you need additional information call Pat Henry at (202) 727-0946.

Contracting Opportunities with the District of Columbia Government: If you are interested in business/contracting opportunities with the District of Columbia Government visit the Office of Contracts and Procurement website at www.ocp.dc.gov and follow these instructions: click on "Solicitation"; click on "List All Opportunities" and finally click on "Electronic Solicitations". For additional information contact Ajaya.Damireddy@dc.gov

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FUNDING ALERT

Government of the District of Columbia Opportunities

Electronic Grants Clearinghouse

The Office of Partnerships and Grant Services is the clearinghouse for the Government of the District of Columbia's grant programs. Notices and application packets are available for the following notices at: <http://opgs.dc.gov/page/opgs-district-grants-clearinghouse>.

District Agency	Funding Opportunity	Deadline
Department of Small and Local Business Development	<u>Revised</u> DC Main Streets	August 4, 2017
Commission on the Arts and Humanities	FY18 Facilities and Buildings (FAB) Planning Grant	July 21, 2017
	FY18 Facilities and Buildings (FAB) Purchase Grant	July 21, 2017
	Renovate Facilities and Purchase Equipment Grants	July 21, 2017
Department of Health	Field Trip Experiences Grant Program	July 21, 2017
	Early Childhood Place Based Initiative	July 17, 2017
Office of Victim Services and Justice Grants	FY2018 Truancy Reduction Program High School Pilot	July 14, 2017
	2018 Show Up, Stand Out Program Evaluator	July 31, 2017
Department of Human Services	FY 2018 Youth Street Outreach Program	July 24, 2017
	Domestic Violence Program Grant	July 27, 2017
Office of the State Superintendent of Education	Child Development Associate (CDA)	July 24, 2017

Additional Government of the District of Columbia Opportunities

2018 Lead Agency - Senior Wellness Center Ward 8 (OA). Office on Aging announces funds to provide a ward based continuum of service for active seniors that will engage them in prevention health and education and intergenerational volunteer supporting by programs; specialized services to people with disabilities to easily access resources and support services needed to effectively navigate long-term care options so they can remain

FUNDING ALERT

independent and connected to the community; and services to homebound and isolated seniors linking them to needed support services.

Eligibility: Nonprofit organizations, for-profit organizations and small businesses
Deadline: 8/7/2017
Contact: Aurora Delespin-Jones at Aurora.delespin-jones@dc.gov
Website: <https://opgs.dc.gov/page/opgs-district-grants-clearinghouse>
Grant ID: GD7345

Amended - Adolescent Treatment Enhancement and Dissemination for Transitional Aged Youth (DBH). *Department of Behavioral Health* announces funds to support providers who are certified by the Department of Behavioral Health (DBH) to deliver substance use disorder treatment for transitional aged young adults (21-24).

Eligibility: Nonprofit organizations, faith-based organizations, for-profit organizations, small businesses and community-based organizations
Deadline: 7/14/2017
Funds: \$560,000 is available for eight awards
Contact: Denise Wright at Denise.Wright@dc.gov
Website: <https://opgs.dc.gov/page/opgs-district-grants-clearinghouse>
Grant ID: GD7354

Commercial Waste Compactor Pilot Program Grants (DSLBD). *Department of Small and Local Business Development* announces funds to purchase or lease commercial waste compactors. Awards will be made until grant fund pool depleted or 9/8/2017, whichever comes first.

Eligibility: For-profit organizations and small businesses
Deadline: 9/8/2017
Funds: Awards are available up to \$13,500
Contact: Camille Nixon at (202) 370-3693 or DCWasteCompactor@cnhed.org
Website: <https://dslbd.dc.gov/compactor>
Grant ID: GD7352

Federal Opportunities

Capital Magnet Fund Program (DOT). *Department of the Treasury* announces funds to finance: the development, preservation, rehabilitation, or purchase of affordable housing for primarily extremely low-, very low-, and low-income families; and economic development activities or community service facilities, such as day care centers, workforce development centers, and health care clinics, which in conjunction with affordable housing activities implement a concerted strategy to stabilize or revitalize a low-income area.

Eligibility: Nonprofit organizations
Deadline: 7/28/2017
Funds: \$119,500,000 is available thirty-two awards
Contact: CDFI Fund Help Desk at (202) 653-0421 or cmf@cdfi.treas.gov

FUNDING ALERT

Website: <https://www.grants.gov/web/grants/search-grants.html>

Grant ID: GD7353

Domestic Violence Prevention Enhancement and Leadership through Alliances Impact (DELTA) (HHS). *Department of Health and Human Services* announces funds to bring about decreases in intimate partner violence (IPV) risk factors and increases in IPV protective factors by increasing strategic data-driven planning and sustainable use of community and societal level primary prevention activities that address the social determinants of health (SDOH) and are based on the best available evidence.

Eligibility: Nonprofit organizations, for-profit organizations and small businesses

Deadline: 10/26/2017

Funds: \$23,500,000 is available for ten awards

Contact: Jessica (Jessie) Crowell at (404) 718-5132 or wzu6@cdc.gov

Website: <https://www.grants.gov/web/grants/search-grants.html>

Grant ID: GD7349

Homeland Security National Training Program (HSNTP) - National Domestic Preparedness Consortium (NDPC) (DHS). *Department of Homeland Security* announces funds to provide training solutions to address national preparedness gaps, correlate training needs with exercise activities and outcomes, incorporate the core capabilities identified in the National Preparedness Goal (<https://www.fema.gov/media-library/assets/documents/25959>), and ensure training is available and accessible to a nationwide audience.

Eligibility: Public and state controlled institutions of higher education, nonprofit organizations and private institutions of higher education

Deadline: 7/26/2017

Funds: \$79,000,000 is available for five awards

Contact: Systems, GPD at GMD-Systems-Branch@fema.gov

Website: <https://www.grants.gov/web/grants/search-grants.html>

Grant ID: GD7350

Hospital-Based Adoption Support Services (HHS). *Department of Health and Human Services* announces funds to improve hospital-based adoption support services for pregnant and expectant mothers through training of hospital-based adoption support service providers, doctors, and staff who provide pregnancy or adoption information and referrals, using an existing infant adoption awareness training curriculum.

Eligibility: City or township governments, county governments, independent school districts, special district governments, public and state controlled institutions of higher education, state governments, nonprofit organizations, public housing authorities, private institutions of higher education, for-profit organizations, small businesses, community-based organizations and DC government agencies

Deadline: 7/31/2017

Funds: \$750,000 is available for awards

Contact: Matthew McGuire at (202) 205-7270 or matthew.mccquire@acf.hhs.gov

Website: <https://www.grants.gov/web/grants/search-grants.html>

Grant ID: GD7351

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Integrated HIV Surveillance and Prevention Programs for Health Departments (HHS). *Department of Health and Human Services* announces funds to implement a comprehensive HIV surveillance and prevention programs to prevent new HIV infections and achieve viral suppression among persons living with HIV.

Eligibility: City or township governments, county governments, state governments and DC government agencies
Deadline: 9/13/2017
Funds: \$399,292,872 is available for sixty-one awards
Contact: Renata Ellington at eol2@cdc.gov
Website: <https://www.grants.gov/web/grants/search-grants.html>
Grant ID: GD7348

Integrated Services for Victims Program: Increasing Access to Mental Health Services for Victims of Crime (DOJ). *Department of Justice* announces funds to support three areas: developing a suicide prevention gatekeeper training curriculum to increase the capacity of crime victim advocates to help prevent suicide; increasing access to services for victims of domestic violence and sexual assault who have a serious mental illness; and increasing access to mental health services for traditionally underserved victims of crime.

Eligibility: Nonprofit organizations, for-profit organizations and small businesses
Deadline: 8/10/2017
Funds: \$4,750,000 is available for nine awards
Contact: Kimberly Woodard, at (202) 307-2952 or kimberly.woodard@usdoj.gov
Website: <https://www.grants.gov/web/grants/search-grants.html>
Grant ID: GD7346

SNAP Employment and Training Data and Technical Assistance (DATA) Grants (DOA). *Department of Agriculture* announces funds to support training and capacity building, including efforts to improve E&T data quality; information technology (IT) systems development to support the collection, reporting, and analysis of SNAP E&T data; and/or continuous program improvement of SNAP E&T programs, including the provision of effective and efficient services that move SNAP participants toward stable, good jobs.

Eligibility: City or township governments, county governments, state governments and DC government agencies
Deadline: 7/31/2017
Funds: \$5,000,000 is available for nine awards
Contact: Dawn Addison at dawn.addison@fns.usda.gov
Website: <https://www.grants.gov/web/grants/search-grants.html>
Grant ID: GD7347

Additional Funding Resources and Announcements

Business of the Arts: Learn to Write a Case to Raise Funds & Build Support. The DC Commission on the Arts and Humanities (CAH) is hosting the Business of the Arts: Learn to Write a Case to Raise Funds & Build Support workshop on Monday, July 10, 2017 from 2 – 8 p.m. The workshop will be held at 200 I (Eye) Street, SE (Navy Yard Metro). Does your organization want to dramatically increase its contributed income by turning prospects into donors? Then your organization needs a case for funding. A strong case. The kind that incites goosebumps. The

FUNDING ALERT

kind that pulls heartstrings. The kind that leads to support. Join Leila Fitzpatrick and Nadine Gabai-Botero, CFRE for an in-depth workshop to crafting an effective case for funding. For more information and to register visit <https://www.eventbrite.com/e/business-of-the-arts-learn-to-write-a-case-to-raise-funds-build-support-tickets-35547505546>

Trauma Training Institute. The District of Columbia Mayor's Office of Victim Services and Justice Grants is hosting a two day free Trauma Training Institute on July 12 and July 13 from 9 am to 5 p.m. The two day event will cover the following topics; Neurobiology of Trauma; Vicarious Trauma; Trauma in Men; Working with Male Victims of Violence; and Violence Intervention and Prevention. For more information and to register visit <https://www.eventbrite.com/e/trauma-training-institute-tickets-35334586700>

Previous Funding Resources and Announcements

Wanting to Do Good: The Requirements and Pitfalls of Starting a Nonprofit in DC. The D.C. Bar Pro Bono Center is hosting a webinar "Wanting to Do Good: The Requirements and Pitfalls of Starting a Nonprofit in DC. on Wednesday, July 19, 12:00pm-1:00pm. A tax-exempt nonprofit organization can be both deeply rewarding and tremendously challenging. Many nonprofit founders are motivated by a desire to do well or to fulfill an important, unmet need in their community. However, starting a tax-exempt nonprofit also involves complex state and federal laws. It is important to ensure that your organization starts with the proper legal foundation. This webinar is intended to provide guidance to those interested in setting up tax-exempt nonprofit in the District of Columbia and to help them navigate state and federal laws. For more information and to register visit [Webinar Registration](#) .

Pro Bono Public Relations Opportunity. The Washington Women in Public Relations (WWPR) a professional organization is announcing the opportunity for nonprofit organization to receive a two-year period of public relations support and strategy support beginning January 2018. Nonprofit organizations serving women and/or children in the Washington, D.C., metropolitan area are invited to apply to work with WWPR's Pro Bono Committee. WWPR has provided public relations support and strategy to local organizations since its formation in 1992. As part of a 350-member organization dedicated to serving women in the public relations and communications fields, WWPR's Pro Bono Committee is exclusively focused on helping its client achieve and amplify the impact of its key communications objectives during the two-year term. The scope of services varies depending on an organization's needs, and may include strategic planning, branding, messaging, media training, media outreach and monitoring, event planning, digital communication and/or website support, social media engagement, or other communications related services. Deadline for application is July 31. Organizations interested in applying for this program must Demonstrate the following: a mission dedicated to serving women and/or families in the Metro D.C. area; 501(c) 3 status; at least 24 months in operation prior to submitting nomination; a dedicated point person to serve as liaison with WWPR Pro Bono Committee. To apply and for more information visit <http://wwpr.org/wwpr-new-pro-bono-client-search/> .

Funding Alert is a publication of the Mayor's Office of Partnerships and Grant Services. To start your own online subscription to *Funding Alert* or to access the archives, visit [Funding Alert](#) . Any information to be posted in the *Funding Alert* should be submitted to pat.henry@dc.gov by 12 noon on Thursdays for inclusion in the following week's issue.



OFFICE OF THE COUNTY EXECUTIVE

Isiah Leggett
County Executive

Timothy L. Firestine
Chief Administrative Officer

MEMORANDUM

July 25, 2017

To: Chris Cihlar, Director, Office of Legislative Oversight

From: Timothy L. Firestine, Chief Administrative Officer *Timothy L. Firestine*

Subject: Draft OLO Report 2017-12: Federal Grant Administration in Montgomery County

Thank you for the opportunity to comment on the Office of Legislative Oversight's (OLO) Draft Report 2017-12: Federal Grant Administration in Montgomery County. In the report's discussion of central grant offices in other jurisdictions, it would be helpful to include information on the resources that these jurisdictions dedicate to their central grants offices (i.e. number of FTE's) relative to the number and dollar value of grants applied and received for in a given year. This would give a sense of the level of resources that would be required for such an office to be effective and also the return on investment. A few years ago, our preliminary assessment of a centralized grant office revealed that our large departments value having their own expert employees, familiar with their areas of focus (i.e. health and human services, environment, public safety, transportation, etc.) to be involved in seeking potential federal grants.

Regarding a more streamlined electronic review process, there may certainly be process efficiencies worth exploring, but these would need to take requirements of specific grants into consideration. For example, part of the process for most grants for which HHS and DHCA apply requires submitting a paper application with an ink signature from the County Executive or a designee. Therefore, an all-electronic submission process may not be an option. For other grants, the volume of required information may make scanning the entire package overly burdensome.

Regarding a shared grant tracking system, currently, records of all department grant applications reviewed by OMB are maintained in the eBudget system. While each department has access to track their own grant applications, only OMB staff can access the grant applications of all departments. From a technical perspective, it may be possible to allow departments to access information on the grants of other departments. However, we are not certain about the actual value of this system access change and potential technical challenges it may create for the users.

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Finally, the Department of Finance is responsible for grant financial reporting and for coordinating the annual audit of all County grant activity. To ensure that all departments are properly informed on the federal grant compliance requirements, updates and changes to Oracle's Projects and Grants modules, and other identified grant compliance and reporting issues, the Department of Finance is planning quarterly meetings involving all key department grant managers. These meetings will provide departments with an opportunity to discuss challenges they are experiencing with grant administration, to network with their peers from other departments, and to seek more opportunities for grant funding.

Thank you again for your work on this report. If you have any questions or need additional information, please contact Fariba Kassiri, Assistant Chief Administrative Officer, at (240) 777-2512 or Fariba.Kassiri@montgomerycountymd.gov.

c: Fariba Kassiri, Assistant Chief Administrative Officer
Bonnie Kirkland, Assistant Chief Administrative Officer
Jennifer Hughes, Director, Office of Management and Budget
Alexandre A. Espinosa, Director, Department of Finance
Lenny Moore, Controller, Department of Finance