

Strategic Grant Services Program
Policies Governing Program Activities

The County of Monterey recognizes the need to pursue grant opportunities to fund projects and programs to serve our community. Many County departments routinely pursue grant funding from state and federal sources, and private foundations. The Board of Supervisors created the Strategic Grants Services Program to concentrate funding efforts on the County's highest priority needs and projects which require a high level of collaboration among County departments and/or community partners. The Program has a limited workload capacity which is directed by the Board through an annually adopted work plan. The Program works in close collaboration with the County's Legislative Program, which aims to maximize funding opportunities through state and federal sources which translate into possible County funding opportunities. The Program is executed by the County Administrative Office – Intergovernmental & Legislative Affairs Division (IGLA) with the assistance of the County's grant consultants, and with a high level of collaboration with County departments.

The following policies shall be followed in the execution of the Program:

I. Board of Supervisors

- a. **Strategic Grant Services Program Work Plan:** The Board of Supervisors shall annually adopt a Strategic Grant Services Program work plan which guides program efforts and provides authority to pursue identified funding opportunities. The work plan includes priority projects identified by County departments in consultation with Strategic Grant Services Program staff and the County's grant consultants. The work plan includes a 20% contingency allowing for unanticipated funding opportunities.
- b. **Legislative Committee:** Following work plan adoption by the Board, the Board's Legislative Committee shall provide routine Program guidance and direction.
- c. **Authority to Submit Grant Applications – No County Funding Commitment:** The Board of Supervisors ~~has~~ adopted a Resolution providing authorization to County departments to submit grant applications which do not require a commitment of County funds, beyond what is included in ~~the~~^{an} adopted County Budget. ~~A quarterly report on the use of this authority will be provided to the Board.~~ • Attachment No. 1 – Board Resolution No. 16-319 – adopted 12/6/16
- d. **Authority to Submit Grant Applications – With ~~a~~ County Funding Commitment:** Grant applications which require financial commitments beyond those approved in ~~the~~^{an} adopted County Budget require Board preauthorization. The lead department shall produce reports to gain Board approval prior to application submittal. If the deadline does not permit preauthorization, the lead department shall seek Board approval after application submittal, and if the Board denies application permission the lead department shall contact the grantor agency to withdraw the application.
- e. **Authority to Accept Grant Awards:** The Board of Supervisors must take action to approve the acceptance of grant awards. The lead department shall produce reports to gain Board acceptance of the grant award before entering [into](#) any contract or work related to the award.

II. County Administrative Office - Intergovernmental & Legislative Affairs Division (IGLA)

- a. **Program Management:** The Strategic Grant Services Program is executed by the County Administrative Office – Intergovernmental & Legislative Affairs [\(IGLA\)](#) Division. The Program

operates in direct alignment with the Board's Legislative Program to advocate for state and federal program funding which may translate into County funding opportunities.

- b. **Priority Projects:** For purposes of the Program, priority projects must align with Board Strategic Initiatives and Legislative Program ~~goals;~~ have an available funding source, and meet all grant requirements in order to submit a strong and competitive application.
- c. **Grant Consulting Contract:** IGLA staff shall administer the grant consulting contract and direct the efforts of the County's grant consultants.
- d. **Work Plan:** IGLA staff [and the County's grant consultants](#) shall develop an annual Strategic Grant Services Program work plan under the guidance of the Legislative Committee and present the work plan to the Board of Supervisors for approval. The work plan shall identify priority projects and funding sources to guide Program efforts for a 12-month period. The work plan is designed to be flexible to adjust to the County's changing priorities, and to take advantage of new or unanticipated funding opportunities.
- e. **Grant Needs Inventory:** In consultation with the Board and department heads, IGLA staff [and the County's grant consultants](#) shall maintain a Grant Needs Inventory ~~(included in the Program Work Plan)~~ which identifies projects which require a source of grant funding, and utilize the inventory to guide research on possible funding opportunities. [The grant needs inventory is included in the annual SGSP.](#)
- f. **Research & Monitoring Funding Opportunities:** IGLA staff [and the County's grant consultants](#) shall, on an ongoing basis, research and monitor funding opportunities which align with projects identified in the grant needs inventory.
- g. **Notification of Funding Opportunity:** IGLA staff [and/or the County's grant consultants](#) shall provide direct notification to County department(s), and when appropriate, community partner(s), of potential funding opportunities which match projects identified in the Grant Needs Inventory. The notification shall include a summary of the funding opportunity, relevant timelines, and general requirements.
- h. **Initial Department Consultation:** IGLA staff [and/or the County's grant consultants](#) shall, if a County department(s) deems a funding opportunity worthy of further investigation, schedule and meet directly with [the](#) department head(s) or their designee(s) to discuss the proposed project, application requirements and potential partners in order to evaluate if a competitive project application can be developed.
- i. **Initial Consultation with Grantor Agency:** [If allowed,](#) IGLA staff [and/or the County's grant consultant](#) shall conduct an initial consultation regarding a proposed project with the grantor agency to further analyze and determine project eligibility and competitiveness.
- j. **Partnering with County Department(s) on the Application Process:** IGLA staff [and/or the County's grant consultants](#) shall provide strategic services in the development and [if requested](#) submittal of grant applications for a limited number of projects, with priority given to projects included in the Strategic Grant Services Program ~~Work Plan~~, and those that meet the priority project classification ~~as identified above (see item e.).~~ The level of service provided for each application is dependent upon the needs of the department, application complexity, level of coordination required, available department expertise and resources, and ~~p~~Program capacity.

~~k. **Agreement:** All work undertaken by the Program shall require an agreement with the lead department(s) which identifies application requirements, critical path issues, department and community partner roles and responsibilities, identifies who is responsible for application submittal, and sets forth timelines and deliverables. The agreement shall identify the grant manager, cash or in-kind grant matching requirements and other resources issues, and the need for Board resolutions or authorizations prior to submittal of the application. • Attachment No. 2 – Department Agreement – SAMPLE~~

~~l.k. **Consult on Application Strategy:** IGLA staff and/or the County's grant consultants shall offer strategic expertise throughout the application development process aimed at putting forth a complete, compelling, and competitive application. Strategic expertise will also be offered related to framing application documents in a way that minimizes administrative resources required for the management of the project if funds are awarded.~~

~~m.l. **Narrative, Scope, Schedule, Budget & Exhibits:** IGLA staff and/or the County's grant consultants shall offer strategic refinements to the grant application package including narrative, scope, schedule, budget, and exhibits, when possible in consultation with the grantor agency. Applications should highlight needs and benefits to make a strong case for project funding, ensure that all areas of the grant guidance are addressed and complete, ensure inclusion of appropriate exhibits, and focus the narrative to address application grading criteria to ensure the application receives the highest possible score when evaluated.~~

~~n.m. **Review - Internal:** IGLA staff and/or the County's grant consultants shall assist in the coordination and circulation of the application for review by County department(s) and partner(s).~~

~~o.n. **Review – With Grantor Agency:** IGLA staff and/or the County's grant consultants shall, if permissible and if time permits, seek to have the grantor agency review the draft application prior to submission.~~

~~p.o. **Letters of Support:** When appropriate and desirable, IGLA staff and/or the County's grant consultants shall coordinate the submittal of letters of support for priority grant projects from the Board of Supervisors, legislators, or other agencies as appropriate.~~

~~q.p. **Post-Application Adjustments:** If requested, IGLA staff and/or the County's grant consultants shall assist with post-application, pre-award adjustments to the grant application as requested by the grantor agency in collaboration with the grant applicant.~~

~~r.g. **Notices:** IGLA staff and/or the County's grant consultants shall monitor ~~for~~ notices of grant awards.~~

~~s. **Award Announcement:** IGLA staff shall, in partnership with the lead department, draft and send out an announcement of grant award to the Board of Supervisors, and relevant County departments and partners. • Attachment No. 3 – Grant Award Announcement – TEMPLATE~~

~~t.r. **Post Award Announcement:** Following grant award notification, all responsibilities related to acceptance and execution of the grant falls to the grant manager as identified in the grant application.~~

III. Departments Roles & Responsibilities

a. **Obtaining Service:** IGLA staff and/or the County's grant consultants shall provide services in support of priority project grant applications at the request of a department head or their

designee. Following initial consultation regarding the project and funding source, [IGLA staff and/or the County's grant consultants](#) shall identify the level of assistance which can be provided. ~~and enter into an agreement with the department outlining roles, responsibilities, and timelines.~~

- b. **Services Available:** IGLA staff [and/or the County's grant consultants](#) shall provide departments with assistance with grant applications for priority projects, notify departments of grant ~~opportunities~~ ~~applications~~ for priority projects, strategically evaluate grants to determine the odds of award, advise on technical questions about grant applications, communicate with grantor agencies to expedite the resolution of questions about the grant program, coordinate letters of support, coordinate between grant application partners to expedite applications, streamline grant applications, and review draft application materials.
- c. **Department Responsibilities:** Applicant departments/subject matter expert staff or consultants shall design the project. Departments shall provide application material, ~~;~~ prepare the project narrative, tasks, deliverables, schedules, budgets, partner agreements, board reports, final application, and other application requirements. [IGLA staff and/or the County's grant consultants](#) ~~SGSP~~ may provide support ~~on~~ preparing this application material. The applicant department is responsible for including all relevant staff and partners in the grant application process.
- d. **Permissions with Partnership Projects:** When working on grant applications where the applicant is a non-County organization that provides service to the County, [IGLA staff and/or the County's grant consultants](#) ~~the Strategic Grant Services Program~~ shall obtain approval from the department which oversees this non-County organization's services before providing assistance.
- e. **Partner Agreements:** The applicant department shall secure agreements with partners prior to the application deadline if the grant project application requires participation from other departments, agencies, non-profits, or other organizations. Agreements shall include partner and County roles, the resource requirements of each grant participant, and shall be memorialized in writing. The applicant department is also responsible for compliance with all County contract and purchasing policies before disbursing any grant funding.

IV. Support for Outside Agencies Grant Applications

- a. **Letters of Support:** IGLA staff [and/or the County's grant consultants](#) shall coordinate letters of support from the Board of Supervisors for outside agency grant applications when requested if the project is consistent with the Board of Supervisors Strategic Initiatives, [Legislative Program](#) or [other](#) identified priorities.

Attachment No. 1 - Board Resolution No. 16-319

~~Attachment No. 2—Department Agreement—SAMPLE~~

~~Attachment No. 3—Grant Award Announcement—TEMPLATE~~