

Date: March 14, 2011
To: All Employees
From: Charlie McClendon, City Manager
Re: Grant Policy- AP-50

INTRODUCTION

The purpose of this manual is to establish uniform policies and procedures throughout the City of Avondale when applying for, accepting, and administrating, competitive federal, state, county, private foundation, corporate grants, sponsorships and donations. This document describes the Grants Administration Matching Funds and identifies the roles and responsibilities of the Grants Administrator, Department Heads, Risk Management, Information Technology, Finance and Budget Department, and the Grants Project Manager. This document is intended to be utilized in combination with the Finance and Budget Department Accounting Manual policy for administering grants.

While this manual identifies certain departments and employees that are routinely involved in the administration of grants, this manual applies to all department employees who are programmatically or fiscally responsible for developing, implementing, administering, and reporting federal and other grant activity. It is essential for all city departments and employees to adhere to the applicable provisions of federal, state, and local laws, regulations, contracts, and grant agreements, as well as the grant policies and procedures outlined in this manual, while administering grant funded programs. It is essential for several reasons. First, noncompliance may result in city sanctions and liabilities. Second, incorrect or irreconcilable financial activity and account balances recorded in the City's financial management system may adversely affect the integrity of City financial reports and financial information reported to the grantor and the public. Third, it is necessary to help ensure that the City is receiving the greatest possible economic benefit from the programs it administers.

This document is broken up into four sections. Section one outlines the City's purpose for submitting grants and the City's overall fiduciary and administrative responsibilities including matching funds. Section two highlights the roles and responsibilities for each individual involved in administering grants. The third section is identified as the appendix and contains a glossary and a comprehensive list of resources. The fourth and final section provides graphs and charts showing the City's grant activities.

Due to the complexity of grants other documents should be used in tandem with this one. In most instances the resources are readily available through the Avondale Intranet under Grants. In other instances the grantor may provide specific guidance, and in rare occasions you will need to consult with the Grants Administrator and/or the Finance and Budget Department to research particular information.

The Grant Administrator holds one to two grants trainings each year. Grants trainings related to compliance and process are mandatory for all individuals that intend to submit and/or manage grants. Grants trainings associated with writing and monitoring are optional but highly recommended.

For additional information please call Janeen K. Gaskins, Grants Administrator at 623.333.1025 or via email at jgaskins@avondale.org

SECTION ONE

I. Purpose for submitting grants

A grant is a contribution of a gift of cash or other assets to be used or expended for a specific purpose, activity, project or facility. Grant agreements usually specify the maximum amount of funding, the scope of work to be done, the grant period (e.g. single or multi-year), and any special conditions applicable to the program. The City's purpose for the use of federal, state, county, private foundation and/or corporate grants (sponsorships and donations) are to maximize external financial resources while protecting the integrity of the City's operation budget and long-term financial conditions. Therefore, all city employees will only apply for grants that further City Council's goals and objectives, and support projects and programs that are consistent with the mission and priorities of the City and its departments. To ensure that this occurs, all departments are required to submit a Grant Priority form along with the fiscal budget (Attachment B).

This process will take place during the city budget process. Department Heads are also responsible for approving all grants prior to submission to the Grants Administrator for City Manager's signature or electronic submission to the funding agency.

II. Fiduciary Responsibilities

When any employee of the City of Avondale applies for, accepts and administers a grant, city management assumes the responsibility for administering the grant and the financial assistance in accordance with the provisions of all applicable laws, regulations, contracts and grant agreements. In order to ensure that the City fulfills its fiduciary and administrative responsibility, the city management has established a system of internal control designed to provide reasonable assurances regarding the achievement of citywide and program level objectives in the following categories:

1. Effectiveness and efficiency of operations;
2. Reliability of financial and programmatic reporting;
3. City compliance with applicable laws, regulations contracts, grant agreements, and other compliance requirements;
4. Transactions are properly accounted for and recorded;
5. Transactions are executed in compliance with all laws, regulations and provisions of contracts and grant agreements that could have a material effect on federal and other programs; and,
6. Funds, property and other assets are safeguarded against loss from unauthorized use or disposition.

Financial assistance regardless of its source may include grants (e.g., categorical, block, partnership), contracts, cooperative agreements, entitlements, shared revenue, loans, loan guarantees, property, interest subsidies, insurance, donations and direct appropriation.

To enhance cash management practices, it is the City's preference to receive funding on a cost reimbursement basis unless specifically prohibited by the grantor. This minimizes the City's responsibility with respect to monitoring and administering interest earnings from grants.

All requests for reimbursement shall be coordinated with the Finance and Budget Department. The City's preferred method of reimbursement is electronic funds transfers (EFT). However if EFT is not available, reimbursement checks shall be made payable to the City of Avondale and mailed to:

City of Avondale
c/o Grants Administrator
11465 West Civic Center Drive
Avondale, Arizona 85323-6806

In order to minimize foregone interest and to improve the City's cash flow, the Grants Administrator, Grant Project Managers and/or Finance and Budget Department shall draw down grant funding at least monthly. The Finance and Budget Department shall review grant revenues and expenditures at least quarterly to verify that draw downs are performed timely.

A. Authority and Sources of Guidance

This manual supplements the City's Grant Management Policy outlined in the Department of Finance and Budget Accounting Manual, which serves as the general framework for departments to follow when applying for grants, negotiating the terms and conditions of the agreement, and administering the grants. The policy is intended to provide consistent guidelines for grant administration to ensure optimum financial and administrative arrangements for the City.

In addition, the following is a list of federal circulars and publications that provide grant management guidance. Each of these publications is available on the internet and a brief description of the guidance can be found in the Appendixes of this document.

1. Single Audit Act of 1984 and Amendments of 1996
2. Federal OMB Circular A-87, Cost Principles for State, Local, and Indian Tribal Governments
3. Federal OMB Circular A-122, Cost Principles for non-profit Organizations
4. Federal OMB Circular A 102, Grants and Cooperative Agreements with State and Local Governments (Common Rule)
5. Federal OMB Circular A-110, Uniform Administrative Requirements for Grants and Agreements with Institution of Higher Education, Hospitals, and other Non-profit Organizations
6. Federal OMB Circular A-133, Audits of States, Local Governments, and Organizations
7. Federal OMB Circular A-133, Compliance Supplement
8. Catalog of Federal Domestic Assistance (CFDA)
9. Code of Federal Regulations (CFR)

B. Matching Funds

The City Council established a Grant Administration Matching Fund to provide matching funds for unanticipated grant application opportunities. Requests for matching funds should be sent to the Grant Administrator for approval as soon as the decision to apply is made and the matching estimate is known. The project may be ineligible for Grant Matching Funds especially when the appropriate approvals are not completed and/or the request for funding is not accepted by the Grant Administrator.

The Matching Fund is both limited in amount and restricted from use in specific circumstances. Grant Matching Funds can only be used for single-year grants or the first year of multiple-year grant projects. Funds from the Grant Administration Matching Fund may be used to cover the cost of preparing an application or to overmatch in special circumstances. However, these funds cannot be used to cover grant project cost overruns, unbudgeted or inadequately budgeted items without the written consent of the Grants

Administrator. Unexpended Grant Match Funds are returned to the General Fund at the end of each fiscal year.

If the grant project is assigned to a grants fund for Finance Department tracking purposes, matching funds required for future years on an annually renewable grant (e.g. COPS Universal Hiring) must be estimated and budgeted by the initiating department during the annual budgeting process. For example, there are federal, state, and county grant programs that typically issue requests for proposals every year. The need for matching funds for these predictable opportunities must be estimated and budgeted by the department.

In some cases future grant opportunities can be predicted because enabling legislation has been passed. COP, CDBG, HOME, FTA, LTAF and Homeland Security are examples of enabling legislation that preceded the implementation of these grant programs. Whenever possible, departments should plan for these types of opportunities to ensure that budget appropriation authority is adequate and potential matching funds are addressed during the annual budgeting process.

If the department submits a supplemental request for matching funds for the above types of grant opportunities, the department should notify the Grant Administrator for assistance. If the request is approved, budget authorization for the supplemental amount will be placed in the Grant Administration Matching Fund and will be designated for the respective departments. After the grant is awarded, the department can request the transfer of the funds into the applicable grant fund account.

III. Administrative Responsibilities

Grant funding should be considered primarily for one-time or time-limited projects such as capital improvements, or program enhancements that do not have a long-term effect on the ongoing operating budget. Grants may also be appropriate start-up funding mechanisms for priority projects already identified in a department's Grant Priority Form. Grants should not be used as the primary financing mechanism to create new ongoing programs or services or to add unbudgeted positions, without the City Manager's approval.

Any grant application that requires the guaranteed continuation of grant-funded positions or graduated match resulting in full financial responsibility subsequent to termination of the grant, or that directly increases the City's ongoing operating cost, must be reviewed by the Grant Administrator and the Finance Department. If for some reason the grant is not recommended for internal approval, a meeting with upper management, including management representation from the department that did not recommend approval of the grant, shall be established to determine the overall merits of the grant application. The City Manager shall have the final say on controversial grant activities. In some instances the City Manager may require a City Council Work Session to determine the outcome of a grant application submittal. If this is the case, the department may apply for the grant so that they do not miss any crucial deadlines. However, the department must withdraw the grant if the internal decision is not to submit the grant.

The City may cosponsor, serve as fiscal agent, or join with multiple sponsored community-based consortia or other jurisdictions when clear public benefit to city residents can be demonstrated. The City shall not act solely as fiscal agent for nonprofit entities without consultation with the Finance and Budget Department and specific direction and approval from the City Manager and/or City Attorney.

A. Developing Appropriate Grant Projects:

Grant writing and grant management takes a considerable investment of time and resources. When considering whether to apply for a particular grant, the initiating department must consider the following questions:

- a. Will the grant help the City attain an objective and secure infrastructure investments that fit into the City's or the department's priorities?
- b. Is the grant-supported service a high priority for the City Council, the department or the public as evidenced by planning documents, inclusion in the CIP, local resources commitment, or other documentation that identifies the need and service levels ?
- c. Can other community agencies be identified that provide or could provide the same or similar services, and articulate why the City is a more efficient and cost-effective provider?
- d. Can this grant obtain sufficient budget appropriations and, if matching funds are required, will that match come from the department's operating budget, authorized capital improvement project funding, or another budget source?
- e. If administrative and indirect cost, as well as department resources (Finance and Budget, Risk Management, etc.) are involved, have these departments been consulted and are the costs eligible for grant reimbursement?
- f. What is the likely funding source for continuing the project/program or services, or is there a plan for terminating the grant-supported activities?
- g. Is the benefit derived from the grant sufficient to justify the cost involved in administering the grant, or will the grant leverage other funding sources and/or foster more creative public-private partnership arrangements?
- h. Is this item from a sole source vendor or can other companies supply a competitive price?
- i. Does the program have special property, liability, or other insurance requirements? If so, has the incremental cost of such requirements been factored into the overall cost-benefit analysis?
- j. Can the program be housed within existing space? If not, are requirements for additional or renovated space and equipment consistent with the City's plans and available funding?
- k. Will the program require additional staff? If so, is the staffing increase in conformity with the City's plans, budget, and available monies?
- l. Is the proposed program budget sufficiently detailed (i.e., have all the direct and indirect costs such as salaries, ere, supplies and materials, equipment, travel, computers, consultants, allocated administrative and internal service costs been identified and accounted for)?
- m. If the grant is a donation, is it coming from an agency that has already donated to another city? If so, should you wait to request a donation or should you allow another department to apply from this source?

Please see the Grant Check List for more details

B. Grant Application Process

The City of Avondale has developed a Grants Management System that helps track grants and ensures that programs are managed and meeting program compliance. The grant application process is broken down into 14 steps that require the involvement of various staff members. A more details process outline can be found in the Grant

Management System Manual located on the intranet under grants. The following outline is a general outline of the process.

1. **Finding Grant Opportunities:** The Grant Administrator seeks grant opportunities for the City on a daily basis. This is done through various search engines that the City subscribes to. City staff also has access to grant opportunities as they often become available in their specific line of work.
2. **Logging the Grant:** Once an opportunity has been found the Grant Administrator logs the grant into the GMS database. The database automatically generates a grant number for the grant of interest.
3. **Invitation to Pursue Grants:** Once a grant is logged, the Grants Administrator has the capability of sending out an invitation to pursue the grant to various staff members.
4. **Request to Pursue:** After the invitation has been sent, the potential Grant Project Managers review the grant to determine if it could meet their needs. At this point they should refer to the Grant Priority Form for their department and review the Developing Appropriate Grant Projects Questionnaire and the Grant Check List. If they believe that the grant is a match to a program they should click on pursue button and be prepared to answer several questions that will help other internal staff assess their request.
5. **Filling in the Form to Pursue a Grant:** The person pursuing the grant automatically becomes the Grant Project Manager. The Grant Project Manager fills in information pertaining to the project's ability to meet City Council goals, their ability to meet all maintenance and reporting requirement and their ability to comply with financial obligations.
6. **Internal Approvals:** Once the form is submitted, it is automatically routed to the Grant Project Manager's supervisor. If the supervisor deems the grant worthy, the supervisor will approve it and it will then be routed to Finance, Budget, Risk Management, Information Technology and any other necessary departments for internal approval.
7. **Writing the Grant:** The Grant Project Manager should always attempt to fill out the grant application first. They are the experts on the topic and should provide as much information as they can about the project for which they are seeking funding.
8. **Grant Administrator Review:** The Grant Administrator will review the first draft of the grant application and will make suggestions, provide demographic information, ensure that the application is filled out correctly, check for grammar, and send it back to the Grant Project Manager for updates. This cycle will continue until the grant language is agreed upon. The Grant Administrator will obtain the City Manager or Mayor's signature on the cover letter before submitting the grant application when necessary.
9. **City Council Approval:** Some grants require a resolution from City Council. The Grant Administrator generates a Council Report and request updates and approval from the Grant Project Manager. The Grant Administrator takes the item to the next available City Council Meeting. City Council's approval is also necessary for all grants that require a contractual agreement.. The Grant Administrator also ensures that all awarded grant contracts, regardless of the amount, are approved by the City Attorney. Please be aware that these Council Reports only approve the submission and approval of a grant. The Grant Project Manager must follow all other procurement and grant contract requirements. This includes a staff report for bids on grant funded equipment and carrying funding and appropriations to the next fiscal year when necessary.

10. **Packaging the Grant:** The Grant Administrator will package grant applications so that they represent the City in a positive manner. This includes, but is not limited to, color copies, binding, cover letters, support letters, maps and pictures.
11. **Grant Approval Notification:** The Grant Administrator shall be informed about all awarded and denied grants by anyone that received the reward notification. Once a letter for approval has been received the Grant Administrator and/or the Grant Project Manager will upload all of the necessary documents into the GMS system.
12. **Implementation of the Grant:** It is the responsibility of the Grant Project Manager to implement the grant in accordance with the contract and all applicable laws and regulations. During this process the Grant Project Manager should work with the Grants Administrator, Finance, and most importantly the granting agency. The Grant Administrator will send reminders about major compliance requirements but will not be responsible for ensuring that all compliance items are met. The Grant Project Manager should be aware of federal laws and regulations as they relate to their grant project.
13. **Reporting Documents:** All reports are to be completed by the Project Manger on time and in conjunction with the Grants Administrator and Finance when necessary. Copies of reports shall be uploaded in GMS by the Grants Administrator and/or the Grant Project Manager.
14. **Closing the Grant:** Grants will only be closed when a letter of completion of compliance has been obtained from the grantor. All grant activity should remain open until the funding has been fully spent down. Grant Project Managers should not close any grants without the written consent from the Grants Administrator and/or the Finance and Budget Department. This will help safeguard against any programmatic and/or financial discrepancies. Once the grant is closed the Grant Administrator will send a hardcopy of all the grant activity to the City Clerk's Office to be filed until the date at which the records can be terminated.

SECTION TWO

I. Grant Policies

In an effort to ensure that all grants are administered in consistent manner, grant policies have been designed in conjunction with the role of each staff member that is involved with the grant projects. This section of the document outlines the roles of the persons involved in a grant and it calls out specific policy requirements to assist them in managing the grant activity.

A. City Attorney

1. The City Attorney shall approval all contracts, grant agreements, memorandums of understanding, intergovernmental agreements and any other binding documents prior to signature from the City Manager or Mayor.

B. City Clerk's Office

1. The City Clerk's Office shall maintain all hardcopies of grant activities.
2. The City Clerk's Office shall properly dispose of grant information when the grant retention period has expired.

C. Department Director/Head

1. Department Directors are responsible for submitting a Grant Priority Form with their budget request each year. The form shall outline all of the programs and projects that they would like to pursue during the fiscal year and they shall not approve any grant requests that are not on their form unless they have the City Manager's approval to do so.

2. Directors should refer to the Developing Appropriate Grant and the Grant Project Checklist before approving a grant.
3. Department Directors are responsible for reviewing and approving grant requests that come from their department staff members. This includes, but is not limited to, the grant requirements, implementation commitments, and reporting requirements. Directors should not approve any grants that they do not have the financial and personnel resources to successfully administer.
4. Department Directors shall approve or deny a grant request within three business days. If the Director is not available to approve a grant they should assign an alternate staff person or their supervisor to conduct this duty.
5. Department Directors are the only staff members that have the authority to override the internal denial of an application. The Director, Grant Administrator, and the other approving entity shall attempt to work out any issues with all submittals that have not been internally approved. If for some reason a compromise cannot be reached, the Director must take their concerns to the City Manager and, on rare occasions, to the City Council for approval of a grant application approval to submit or accept grant funds.
6. Department Directors are responsible for reassigning Grant Project Managers to grants. This is necessary when an employee leaves their position. The grant must be transferred to another city staff member. The transition of the Grant Project Manager should be conducted through written correspondence that includes the Grants Administrator and the Finance and Budget Department.
7. Department Directors will work with the Grants Administrator and the Finance and Budget Department when there are issues with the Grant Project Manager's inability to successfully implement grant activities.

D. Grant Administrator

1. The Grant Administrator shall keep the GMS database up to date with new grants that become available to the City. This shall be done through the review of various grant search engines and staff reports.
2. The Grant Administrator shall increase the City's internal capacity to compete for grants by providing training and mentoring opportunities for city staff interested in learning how to develop successful grant applications. The Grant Administrator shall conduct at least one grant training per fiscal year.
3. The Grant Administrator shall provide support and technical assistance in writing and editing grants.
4. The Grant Administrator shall assist departments with the grant application which includes writing, editing, packaging, submitting, reviewing, support letters, appropriate signatures and approval process including help with writing council communications and resolutions executing and distributing contracts and setting up grant accounts when requested.
 - a. City Council reports should include language authorizing submission of the grant, approval of the matching funds, and authorization to accept and implement the grant if awarded.
5. The Grant Administrator shall assist with grant account funds activities in conjunction with the Finance and Budget Department. This may include tracking down grantor information and/or ensuring eligible costs.
6. The Grants Administrator shall obtain and provide CFDA numbers for all grants upon award of grants. This may also be done through the GMS database prior to grant submittals.

7. The Grant Administrator shall notify the Grant Project Manager and the Finance Department when a grant has been awarded. This can be done through the GMS system using the activity log.
8. The Grant Administrator shall administer the citywide Grant Administration Matching Fund account.
9. The Grant Administrator shall act as Grant Project Manager during the application process and under special circumstance.
10. The Grant Administrator shall represent the City's grant interests, maintain ongoing relationships with external funders and stakeholders, and coordinate the City's activities with funders when several departments are applying to the same funding source.
11. The Grant Administrator shall keep the City Council and city management apprised of grant opportunities and grant application activities. This shall include tracking the status of grant activity with funding agencies.
12. The Grant Administrator shall assist Grant Project Managers to resolve program and contract issues and remain in compliance with the City and the grantor's programmatic and administrative rules and regulations. In the event that the Project Manager is non-responsive or continually unable to manager the grant the Grants Administrator will elevate the issue to the Project Managers supervisor.
13. The Grant Administrator shall hold meetings as needed with departments and individual Project Managers to ensure that grant activity is on track. All new grants will have a staff meeting to review contractual obligations with all effected departments and divisions invited to attend.
14. The Grant Administrator shall assist community groups and agencies in applying for grants that provide benefits to Avondale citizens and further City Council's goals and objectives.
15. If the Grant Administrator receives a check, the Administrator must hand-carry it to the Finance and Budget Department for deposit on the same business day. If the check cannot be transported in the same day, it must be safely locked up.
16. The Grant Administrator shall work with the Grant Project Manger and the Finance and Budget Department, as necessary, to submit programmatic and financial reports and claims to the grantor. The Grant Administrator will upload all completed grant reports and claims into the GMS database.
17. The Grants Administrator shall reward and recognize excellence in grantsmanship.
18. The Grant Administrator shall track city donations in a database system and notify departments when they request funding from the same entity.

E. Grant Project Manager

1. The Grant Project Manager shall attend at least one Grant Training Meeting and one Finance and Budget Department meeting prior to submitting a grant application. This will only need to be done one time even when applying for multiple grants.
2. Grant Project Managers should seek out grant opportunities in their line of work and notify the Grant Administrator about them.
3. The Grant Project Manager shall not request to apply for a grant until they have considered the merits of the project as it relates to the following forms:
 - i. Grant Project Profile
 - ii. Grant Management System Manual
 - iii. Developing Appropriate Grant Projects Checklist
 - iv. Reviewed the necessary OMB requirements related to their potential grant request
 - v. Reviewed the request for proposal thoroughly

4. The Grant Project Manager shall work with their supervisor and/or Department Head by having an informal conversation about the grant prior to submitting a request to pursue a grant.
5. Once the Grant Project Manager has determined that he/she will apply for a grant, he/she must use the GMS system to pursue the grant. The Grant Project Manager should be prepared to provide the following information when they are requesting to apply for a grant through the GMS database:
 - i. A project description that explains what the funding will be used for and how it will benefit the City. This will include a detailed budget by revenue and expenditure. The Grant Project Manager should work with the Finance and Budget Department and/or the Grants Administrator if they have any financial concerns.
 - ii. Anticipated project cost, any on-going or post-grant cost impact or revenues, and the source of matching funds.
 - iii. What council/department goals the grant supports?
 - iv. Identify if the grant will need to be supported by IT.
 - v. Identify if the grant requires equipment maintenance. If so, what type of equipment will be purchased?
 - vi. Identify if the grant requires additional insurance.
 - vii. Identify if other departments will be effected by the grant. If so, do you have the support of those departments?
 - viii. The tentative timeline for the project implementation.
 - ix. Is the application a partnership? If so, do you have a support letter/resolution that refers to their level of commitment?
6. The Grant Project Manager will log into the GMS database to request to pursue a grant and will fill in the GMS form as thoroughly as possible. INCOMPLETE FORMS WILL BE DENIED.
7. The Grant Project Manager will work with the Grants Administrator if a City Council Report is necessary for the submittal/approval of the grant. City Council reports are necessary when a grantor requires it and when a grant award that requires a contractual agreement.
8. The Grant Project Manager shall contact the Information Technology Department Head for approval to submit any grants that will involve computer equipment and/or server space. The Grant Project Manager shall meet with IT to ensure that the budget allocations are appropriate and that computer technology is compatible. This can be done through the GMS database while pursuing the grant. The Grant Project Manager shall put detailed information in the form so that the IT Director can make an informed decision. Upon the receipt of the computer equipment, the Grant Project Manager shall follow up with IT to ensure that they are aware of any programmatic requirements associated with the grant. The following is a list of questions that the Grant Project Manager should be prepared to answer in their description:
 - i. Will any technology equipment be purchased with the grant?
 - ii. If so, what type of equipment?
 - iii. What is the life expectancy of the equipment?
 - iv. How do you intend to pay for the replacement and repairs associated with the equipment?
9. The Grant Project Manager shall contact Risk Management for approval to submit grant applications that involve and/or require equipment training. This can be done through the GMS database. The following is a list of questions that the Grant Project Manager should be prepared to answer in their description:
 - i. Will you be purchasing any equipment that requires training?

- ii. If so, what type of equipment?
 - iii. If so, what type of training is necessary?
 - iv. Will the equipment or the City need additional insurance to fulfill the grant requirements and obligations?
 - v. If so, forward a copy of those requirements to Risk Management
 - vi. Have you allocated training cost into your grant?
 - vii. Will ongoing trainings be necessary?
 - viii. If so, who will provide the trainings?
10. The Grant Project Manager will contact any other department heads that may be affected by the grant submittals. Examples include Field Operations for a grant that will require sanitation, additional fleet, street closures, etc.
 11. The Grant Project Managers shall upload all documents associated with the grant into the GMS database or to the Grants Administrator so that it may be uploaded.
 12. The Grant Project Manager shall notify the Grant Administrator and the Finance and Budget Department about any grant awards.
 13. The Grant Project Manager shall request revenue and expenditure budget costs for the grant award and anticipated expenditures from the City Accountants and/or the City Controller to ensure that the financial obligations of the grants are being accurately administered. The Grant Project Managers shall not rely solely on the EDEN system.
 14. The Grant Project Manager is responsible for providing annual revenue and expenditure projections to the Finance and Budget Department to ensure that such projections are integrated into the City's formal, annual budget process. Such projections must be submitted within the required budget process timelines.
 15. If the Grant Project Manager receives a check, the Administrator must hand-carry it to the Finance and Budget Department on the same business day. If the check cannot be transported in the same day it must be safely locked up.
 16. All purchases with grant funding must be in accordance with the City's Procurement Manual which includes purchases using the City's Procurement Card.
 17. All purchases shall also be in accordance with the grant agreement. If any questions regarding purchasing arise, the Grant Project Manager shall contact the Procurement Division and/or the Grant Administrator to clarify the proper procedure.
 18. The Grant Project Manager is responsible for ensuring that in-kind match is documented and that grant documentation is retained with other grant-related records for the time period specified in the City's record retention schedules or the grant contract, whichever is greater. Program income including revenue and earned interest, as well as in-kind match must be handled according to grant guidelines and OMB Circulars A-87 and A-102.
 19. The Grant Project Manager shall not commingle grant funding even if there are multiple grants for the same project.
 20. The Grant Project Manager shall expend funds by the termination date noted on the contact agreement. Expenditures encumbered prior to the award date or after the termination date may not be eligible for reimbursement. An extension of the grant may be requested in the event that the programmatic goals have not been met or funding remains. The request for extension should be coordinated with the Grants Administrator.
 21. The Grant Project Manager shall be familiar with the programmatic and administrative requirements of the grant. They must also comply with these requirements including the cost principles and administrative guidelines. Many funders will provide this information in the application packet instruction and or the award documents.

22. The Grant Project Manager is responsible for reporting requirements. Submissions of programmatic and financial reports shall be accomplished in accordance with the guidelines specified in the grant contract or agreement. The Grant Project Manager is responsible for program implementation, management, evaluation, documentation and ensuring compliance with contract financial and narrative and reporting requirements. If a Project Manager is unable to meet grant requirements in a timely manner the Grant Administrator will report the issues to the Project Manager's supervisor.
23. The Grant Project Manager shall be responsible for providing financial information to the Finance and Budget Department if such information is not readily available in EDEN. This information must be provided as soon as possible and not less than one week prior to the reporting deadline.
24. The Grant Project Manager shall review with the Finance and Budget Department the grant financial report due dates as soon as possible after the grant/project has been awarded. The Grant Project Manager shall also notify the Finance and Budget Department of upcoming reporting deadlines at least one week prior to the due date(s). The Grant Project Manager is responsible for reviewing the financial reports that are prepared by the Finance and Budget Department. If there are any discrepancies in the report it should be brought to the attention of the Finance and Budget Department. Upon approval, the Grant Project Manager shall send a copy of the report to the Grants Administrator.
25. If the Grant Project Manager submits a financial or programmatic report, copies of that report shall be sent to the Grants Administrator and the Finance and Budget Department within one week.
26. The Grant Project Manager shall notify the Grants Administrator and the Finance and Budget Department about any scheduled audits or site visits as soon as the City or Grant Project Manager is notified of such audits and site visits. Under no circumstances shall the Grant Project Manager or the Grants Administrator not provide the Finance and Budget Department notice of a scheduled audits or site visits.
27. The Grant Project Manager shall work closely with the Grant Administrator and the Finance and Budget Department when closing out grants. Project closeout activities shall include completion of the final programmatic and financial reports, determination of obligated and unobligated cash balances, completion of necessary accounting entries, and all project files shall be combined and forwarded to the City Clerk's Office.
28. The Grant Project Manager shall not certify that a grant is closed without written consent from the Grant Administrator and the Finance and Budget Department.
29. The Grant Project Manager shall inventory equipment purchased for their area of control and submit inventory records to the Grants Administrator. Records for equipment, non-expendable personal property, and real property shall be retained for a period of three years from the date of the disposition or as indicated within the grant contract (whichever is longer).
30. The Grant Project Manager shall refer to the City's Policies and Procedures Manual when considering using grant funding to support a position. All grant funded positions shall be categorized as Limited Appointments (Chapter 4, page 8, paragraph H.).

F. Finance and Budget Department

1. The Finance and Budget Department shall use the itemized budget prepared by the Grant Project Manager to support EDEN general ledger account and budget set up for the grant
2. The Finance and Budget Department shall be available to assist with setting up detailed budget plans when necessary
3. The Finance and Budget Department shall work with the Grant Administrator and/or the Grant Project Manager to determine the budget and account code for the respective grants.
4. The Finance and Budget Departments Utility Billing Staff shall scan the check that they are not sure about and email a copy of the check to the City Accountants and/or the City Controller for verification of what account it should be place in.
5. The Finance and Budget Department will base all requested funds on the expenditures already incurred or amounts required for immediate disbursement.
6. The Finance and Budget Department shall maintain records of revenues requested and received by the City and reconcile the grant receivable accounts.
7. If the Finance and Budget Department receive a check from a grantor they shall notify the Grant Administrator and/or the Grant Project Manager within one week from receipt of the check.
8. The Finance and Budget Department will establish separate records for each project to avoid commingling of project funds.
9. The Finance and Budget Department shall be responsible for coordinating the financial reporting or all grants and preparing a majority of financial reports submitted to grantor agencies by the Grant Project Manager and/or the Grant Administrator.
10. The City's Controller shall schedule, monitor, and ensure timely completion of all required audits in conformity with guidelines required by the Single Audit Act as amended. If a Project Manager is unable to meet grant requirements in a timely manner the Grant Administrator will report the issues to the Project Manager's supervisor.
11. The Finance and Budget Department shall have primary oversight responsibility for stewardship of city capital assets. However, individual departments shall assist the Department in this regard. In addition, the individual departments shall be responsible for stewardship for all noncapital city assets that are determined to be high-risk-of-loss assets.
12. The Procurement Office will work with the Grant Project Manger and/or the Grants Administrator to ensure that procurement procedures have been properly followed.

G. Information Technology Department

1. The Information Technology Director or his/her designee shall approve a grant request within one week. This can be done through the GMS database
2. The Information Department shall provide updates to the GMS system at least every six months or more frequently, as needed, to ensure that the program is being maintained and updated as necessary
3. The Information Technology Department shall work with the Grant Project Manager when requesting computer and/or technology equipment.

H. Human Resources Department

1. The Human Resources Department shall assist the Grant Project Manager with grant funded positions. Please refer to the City's Policies and Procedures Manual Chapter 4, page 8 paragraphs H.
2. All grant funded positions will be defined as Limited Appointments.
3. Human Resources Department will update the City's Policies and Procedures to comply with federal grant requirements that are specific to entities that receive federal funding.

I. Risk Management

1. The Risk Management Division will approve or deny grant request within one week of the submittal date.
2. The Risk Management Department will work with the Grant Project Manager to ensure that all insurance requests are appropriate for the City.
3. The Risk Management Division will work with the Grant Project Manager to determine appropriate training for equipment purchases.

J. Other Affected Departments

1. Other departments will make themselves available to consult with the department seeking grant funding. This will be coordinated by the Grant Administrator when necessary.

SECTION THREE

I Glossary:

Accounts Payable Checking Process: An Accounts Payable edit post list is generated and given to the Accounting Manager, along with supporting documentation for review and approval prior to check processing. Accounts Payable processes vendor payments and prepares checks for signature. The general ledger is automatically updated by the Accounts Payable Module of the general ledger accounting system at the time of entry. Accounts Payable checks are signed electronically Accounts Payable sends the checks to the vendor. The record copy of each purchase order is maintained in Accounts Payable.

Advanced Funding: A funding technique, where program monies are received in advance of expenditures. Common forms of advance funding include checks and electronic fund transfers.

Auditee: Any nonfederal entity that expends federal awards which must be audited under the Single Audit Act, as amended.

Auditor: A public accountant or a federal, state, or local government audit organization, which meets the general standards specified in generally accepted government auditing standards (GAGAS).

Audit Finding: Deficiencies which the auditor is required to report in the schedule of findings and questioned costs.

Block Grant: Grants which combine funding for a broad purpose such as community development or energy efficiency. Community Development Block Grants is one of the most famous block grants.

Categorical Grants: Grants awarded for a specific, limited purpose such as a library grant or a construction grant.

Catalog of Federal Domestic Assistance (CFDA) Number: The number assigned to a federal program in the CFDA. If a grant award includes federal funds, then the CFDA number for those funds must be determined for proper disclosure on the Federal Schedule of Expenditures of a federal award. Visit: <http://12.46.245.173/cfda/cfda.html>

City Council Action: The process by which City Council members review projects to determine if they will approve or deny the City's involvement. All grants that require a resolution (as noted in the application/approval package) shall go to City Council. All grants that are approved in excess of \$50,000 are also required to have City Council action.

Commingling of Funds: The City is prohibited from commingling its funds with grant/project awards of federal or other agencies. Each award must be accounted for separately. The City is also prohibited from commingling funds on either a program-by-program basis or a project-by-project basis. Funds specifically budgeted and/or received for one program or project may not be used to support another. The City's financial management system and supporting records must demonstrate that such funds were not commingled.

Competitive Bidding Proposal: Purchases of \$50,000 or more when departmental personnel write a scope of work and/or specifications and provide to the Purchasing Officer for preparation of the Request for Proposal/ Request for Statement of Qualifications and / or invitation to Bid. These are then sent from the Procurement Office to the City Attorney for the final solicitation documentation.

The bids are then given to the appropriate department for review. Proposals and Statement of Qualifications go through an alternative process. Upon selection of the successful vendor, the bid/proposal statements for qualifications are given to the City Clerk's Office together with a Contract Submittal Form. The contract documents are prepared by the City Attorney and submitted to the City Council for approval. The City Clerk's Office processes, distributes, and maintain the contract documents. Once approved by the City Council, department personnel issue the requisition for purchase order. The Procurement Office issues the purchase order. The original purchase order is sent to the vendor, one copy is sent to the department and the auditable record copy is maintained by Accounts payable.

Cooperative Agreement: Similar to grants except that the awarding agency is usually substantially involved in the activity funding by the program.

Cost Reimbursement: A funding technique, where the City must submit periodic claims, or draws down funding under letter(s) of credit, for allowable program expenditures already incurred. The awarding agency reimburses the City for eligible expenditures up to the maximum amount specified in the grant agreement.

Cognizant Agency: The federal agency responsible for reviewing, negotiating and approving cost allocation plans or indirect cost proposals developed under federal OMB Circular A-87 on behalf of all federal agencies.

EDEN: The citywide financial management and accounting software system administered by the Finance and Budget Department. The EDEN general ledger and related records represent the City's official financial records and, therefore, all program financial activity and related account balances must be recorded in the general ledger. (If the Grant Project Manager maintains program financial activity and account balances information outside of EDEN the Grant Project manager must ensure that the supplemental records reconcile to EDEN.)

Extensions: A request from the grantor for more time to spend down funding and or complete programmatic goals. Requests for extensions are normally required prior to the grant ending date.

Federal Award: Federal financial assistance and federal cost-reimbursement contracts that nonfederal entities receive directly from the federal awarding agencies or indirectly from pass-through entities.

Federal Awarding Agency: The federal agency that provides an award directly to the recipient.

Federal Financial Assistance: Assistance that nonfederal entities receive or administer in the form of grants, loans, loan guarantees, property (including donated surplus property), cooperative agreements, interest subsidies, insurance, food commodities, direct appropriations, and other assistance.

Federal Funding Percentage: The percentage of grant award that is federally funded.

Federal OMB Circular A-87, Cost Principles for State, Local and Indian Tribal Governments: this circular establishes principles and standards for determining costs for federal awards carried out through grants, cost reimbursement contracts, and other agreements with state and local governments and federally-recognized Indian Tribal governments. Visit: www.whitehouse.gov/omb/circulars/a087/a087-all.html

Federal OMB Circular A-102, Grants and Cooperative Agreements with State and Local Governments Common Rule: This circular establishes consistency and uniformity among federal agencies and federal grantees and sub-grantees (sub-recipients) in the management of grants and cooperative agreements with state, local, and federally-recognized Indian Tribal governments. *(Please be aware that the federal awarding agency's Implementing Rules may have administrative requirements that differ from the Common Rule requirements. Therefore, it is imperative that the Grant Project Manager review the federal agency's Implementing Rules to ensure that the City is in compliance with the applicable administrative requirements. The Implementing Rules are outlined in the applicable Code of Federal Regulations.)* Visit: www.whitehouse.gov/omb/circulars/a102/a102.html

Federal OMB Circular A-110, Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and other Non-profit Organizations: This circular sets forth standards for obtaining consistency and uniformity among grantees and sub-grantees (sub-recipients) in the management of grants and cooperative agreements with institutions of higher education, hospitals, and other nonprofit organizations. Visit: www.whitehouse.gov/omb/circulars/a110/a110.html

Federal OMB A-122, Cost Principles for Non-profit Organization: this circular establishes principles and standards for determining the costs of federal grants, contract and other agreements with nonprofit organizations. The principles are designed to provide that the federal government bears its fair share of costs except where restricted or prohibited by law. Visit www.whitehouse.gov/omb/circular/a122/a122.html

Federal OMB A-133, Audits of State, Local Governments, and Non-profit Organizations: This circular is issued pursuant to the Single Audit Act of 1984, P.L. 98502, and the Single Audit Act Amendment of 1996 P.L. 104-156. It sets forth standards for obtaining consistency and uniformity among federal agencies for the audit of states, local governments, and non-profit organizations expending federal awards. www.whitehouse.gov/omb/circular/a133/a133.html

Federal OMB A-133 Compliance Supplement: The Compliance Supplement is based on the requirements of the Single Audit Act Amendments of 1996, as amended, and 1997 revisions to OMB Circular A-133, which provided for the issuance of a Compliance Supplement to assist auditors in performing the required audits. *(While the Supplement is intended to provide a tool to both federal grantor agencies and auditors in setting forth the important provisions of federal assistance programs, it also provides guidance to recipients of federal assisted programs. It includes program objectives, procedures, and compliance requirements.)* Visit: www.whitehouse.gov/omb/circular/a133/a133.html

Grant Administration Matching Fund: A fund created by the City Council to provide matching funds for unanticipated grant opportunities that arise during each fiscal year.

Grantor Agency: The federal, state, local or private agency or organization that provided the grant funding and/or grant funding oversight.

Grant Award Budget: The budget for the awarded grant that is based on the amount and breakdown of the award. The budget may be for less than, equal to, or greater than one year.

Grant Award Period: The period of time for which the grant is awarded.

Grant Contract: A contract that defines the grant's requirements and restrictions. The Grant Administrator or Grant Project Manger shall provide the Finance and Budget Department a complete, approved signed copy of each grant contract.

Grant Description: Description of the grant or contracted services.

Grantee: The organization that receives a grant directly from the grantor agency and assumes legal and financial responsibility and accountability both for the awarded funds and for the performance of the grant-supported activity.

Grant Management System: Avondale's data collection system for grants. The system provides information about available grants and grants that are being utilized by the City. The system can be accessed through the intranet.

Grant Number: At least one grant number must be assigned to uniquely identify and track each grant award except for federal grants. All federal grants must be identified and tracked using two external grant numbers: (1) CFDA number assigned by the federal awarding agency and (2) grant/contract/IGA number assigned by the grantor or pass-through agency. Avondale also uses an internal numbering system for grants that is automatically generated by the Grants Management System

Grant Priority Form: An internal form that accompanies each department's budget request at the beginning of each fiscal year. Departments must follow their priority list when considering the submittal of grants.

Grants: A grant is a contribution or gift of cash or other assets to be used or expended for a specified purpose, activity, project, or facility. Grant agreements usually specify the maximum amount of funding, the scope of work to be done the grant period (e.g., single or multi-year), and any special conditions applicable to the program.

Indirect Cost: Those cost incurred for a common or citywide objective that benefits more than one grant program or project. Such costs are not readily assignable to the cost objective specifically benefited.

In-Kind Contributions: Contributions in the form of goods and/or services rather than in cash

Invoice Process: Original invoices are sent directly to Accounts Payable. Copies of invoices are sent to the respective department for approval of payment. The payment request is accomplished based on the purchase order number that was previously approved by the general ledger accounting system. An Accounts Payable edit post list is generated and given to the Accounting Manager, along with supporting documentation, for review and approval prior to check processing. Copies of the weekly edit post lists and check register reports are maintained in Accounts Payable and are submitted for approval at the bi-monthly City Council Meeting.

Lead Agency: The agency that will be responsible for assuring that compliance of grant requirements when multiple agencies are involved in a grant.

One-time Grants: Funding from a grantor agency that is provided for a limited duration for a specified project and/or program.

Ongoing Grants: The funding from a grantor agency which is expected to be provided year after year for a specified program or project.

Partnership Grants: Grants which require a binding agreement with another agency for the purpose of implementing a comprehensive program. The City may co-sponsor, serve as fiscal agent, or join with multiple sponsored community-based consortia or other jurisdictions when clear public benefit to city residents can be demonstrated. The City shall not act solely as fiscal agent for non-profit entities without specific direction and approval from the City Manager and City Attorney and in consultation with the finance and Budget Department (see Section One Page 2).

Pass-Through Grantor: A nonfederal entity that provides federal awards to a sub-recipient in order to carry out a federal program.

Retention Period: Project records must be maintained for the required period after the awarding agency determined that the grantee has met all the project requirements and the project has been accepted for closeout. Records shall be maintained for a minimum of three years depending on the grant. All grant and project records shall be uploaded into the City's GMS system and hardcopies of the grant shall be sent to the City Clerk's Office. All financial records will be housed in the Finance and Budget Department.

Shared Revenues: Revenues levied by another governmental entity and shared with the City. They are generally distributed on a predetermined basis, often in proportion of the amount collected from within the State or County.

Signature of Authority: The Grant Project Manager is the signature of authority for all expenditures. This includes all grant CIP projects. The Department Director and/or the City Manager are the signature authorities for all grant submittals.

Single Audit Act of 1984 and Amendments of 1996: Requires governmental entities that spend over \$300,000 a year in federal awards to prepare a Schedule of Expenditures for Federal Award (SEFA), which is audited annually. (OMB Circular A-133 revised this threshold to \$500,000 beginning in 2003.) This is the responsibility of the Finance and Budget Department in the City of Avondale. OMB Circular A-133 incorporates the requirements of the Single Audit Act. Copies of the City's most recent Single Audit Reporting Package are available upon request from the Finance and Budget Department.

The Single Audit Act was enacted to ensure the accurate accounting of federal grant funds are in compliance with program standards. Material noncompliance findings cited in the City's Single Audit Reporting Package, including failure to accurately report federal expenditures on the Schedule of Expenditures of Federal Awards, could result in loss of grant funding. Grantors are required to monitor their sub-recipient's single audit findings to help ensure that findings are corrected. The Finance and Budget Department and the department administering the grant ensures that grant activity is accurately reported on both the grantor financial reports filed with the grantor agencies and the Schedule of Federal Awards prepared by the finance and Budget Department for the City's Single Audit Reporting Package.

Supplanting: Under federal and state requirements, the City may use federal or state funds to supplement and/or increase the level of funds associated with a project. A City may not use federal or state funds to offset the cost of a project that has funding appropriation within the cities budget. If a federal or state grant has supplanting requirements, the City shall not deliberately use the federal/state funds to reduce federal, state, or local funds already appropriated for the same purpose. If for some reason, a reduction in the program level of effort for funding occurs, the City may be required to provide documentation that the reduction did not occur as a result of supplanting.

II Appendix

APPENDIX A.

Finance and Budget Accounting Manual

The Finance and Budget Department Accounting Manual can be found on the intranet under Finance and Budget

APPENDIX B.

GRANT PRIORITY TEMPLATE

Department

Grant Request Project List for FY 10-11

Project Name	Council Goal/CIP Relation	Brief Description	Target Dates	Priority	Funding Amounts	Grant Opportunities (Grant Admin. Section)	Alternative Plan if not funded by grants?	Potential Project Manager
ST1162 CDBG Street & Sidewalk Improvements	Council Goal- Quality of Life & Community Development Per Approved FY 07-08 Budget Book	This project will provide renovation to the South Avondale Area which is a CDBG eligible area. This project is bounded by 4th Street on the west, 7th Street on the east, Harrison Drive on the south and Main Street on the north. The renovation will consist	Design Underway, Construction on FY 12-13	High	\$500,000 or more	LEAVE BLANK	If funding is not awarded the project will not be implemented.	Chris Hamilton

This form can be found on the Intranet under Grants

APPENDIX C

OMB CIRCULAR DESCRIPTIONS

Federal Funding Percentage: the percentage of grant award that is federally funding.

Federal OMB Circular A-87, Cost Principles for State, Local and Indian Tribal Governments: this circular establishes principles and standards for determining costs for federal awards carried out through grants, cost reimbursement contracts, and other agreements with state and local governments and federally-recognized Indian Tribal governments.

Visit: www.whitehouse.gov/omb/circulars/a087/a087-all.html

Federal OMB Circular A-102, Grants and Cooperative Agreements with State and Local Governments Common Rule: this circular establishes consistency and uniformity among federal agencies and federal grantees and sub-grantees (sub-recipients) in the management of grants and cooperative agreements with state, local, and federally-recognized Indian Tribal governments.

Visit: www.whitehouse.gov/omb/circulars/a102/a102.html

Federal OMB Circular A-110, Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and other Non-profit Organizations: this circular sets forth standards for obtaining consistency and uniformity among grantees and sub-grantees (sub-recipients) in the management of grants and cooperative agreements with institutions of higher education, hospitals, and other non-profit organizations.

Visit: www.whitehouse.gov/omb/circulars/a110/a110.html

Federal OMB A-122, Cost Principles for Non-profit Organization: this circular establishes principles and standards for determine cost of federal grants, contract and other agreements with no-profit organization. The principles are designed to provide that the federal government bears its fair share of costs except where restricted or prohibited by law.

Visit www.whitehouse.gov/omb/circular/a122/a122.html

Federal OMB A-133, Audits of State, Local Governments, and Non-profit Organizations: this circular is issued pursuant to the Single Audit Act of 1984, P.L. 98502, and the Single Audit Act Amendment of 1996 P.L. 104-156. It sets forth standards for obtaining consistency and uniformity among federal agencies for the audit of states, local governments, and non-profit organizations expending federal awards.

Visit: www.whitehouse.gov/omb/circular/a133/a133.html

Federal OMB A-133 Compliance Supplement: the compliance supplement is based on the requirements of the Single Audit Act Amendments of 1996 and 1997 revisions to OMB Circular A-133, which provided for the issuance of a compliance supplement to assist auditors in performing the required audits. While supplement is intended to provide a tool to both federal grantor agencies and auditors in setting forth the important provisions of federal assistance programs, it also provides guidance to recipients of federal assisted programs. It includes program objectives, procedures, and compliance requirements.

Visit: www.whitehouse.gov/omb/circular/a133/a133.html

Single Audit Act of 1984 and Amendments of 1996: requires governmental entities that spend over \$300,000 a year in federal awards to prepare a Schedule of Expenditures for Federal Award (SEFA), which is audited annually. This is the responsibility of the Finance and Budget Department in the City of Avondale. OMB Circular A-133 incorporates the requirements of the Single Audit Act. Copies of the City's most recent Single Audit Reporting Package are available upon request from the Finance and Budget Department.

The Single Audit Act was enacted to ensure the accurate accounting of federal grant funds are in compliance with program standards. Material non-compliance findings cited in the City's Single Audit Reporting Package, including failure to accurately report federal expenditures on the Schedule of Expenditures of Federal Awards, could result in loss of grant funding. Grantors are required to monitor their sub-recipient's single audit findings to help ensure that findings are corrected. The Finance and Budget Department and the department administering the grant ensures that grant activity is accurately reported on both the grantor financial reports filed with the grantor agencies and the Schedule of Federal Awards prepared by the finance and Budget Department for the City's Single Audit Reporting Package.

APPENDIX D.

GRANT PROJECT PROFILE WORKSHEET

PROJECT PROFILE/PLANNING WORKSHEET	
1. IN ONE SENTENCE, describe your project idea. What will you do? Where? With whom? When? And why?	
2. What <i>broad categories</i> of community needs or opportunities does your project address? (Think in terms of general labels or frames.)	<p>_____</p> <p>_____</p> <p>_____</p>
3. Describe the <i>specific need or issue</i> in your community that your project will address.	<i>In our community, the current situation is this:</i>
4. What <i>specific changes or outcomes</i> do you intend to achieve in your community as a result of your project?	<i>We intend to achieve the following specific outcomes:</i>
5. What are the <i>major steps</i> you will need to take to make these changes happen?	
6. What <i>resources</i> will you need to accomplish these steps? (People, equipment, materials, training, supplies, services, other city depts..., etc.)	
7. Approximate total cost:	\$ _____ Match: \$ _____
8. Who else has a vested interest in working with you as <i>partners</i> on this problem or opportunity?	
9. What information, tools, data, etc. will you use to decide whether your project succeeded?	
10. Who will be the grant project manager?	
Submitted By:	Phone: _____ Date: _____

This form can be found on the intranet under Grants

APPENDIX E.**GRANT CHECK LIST**Project Name: _____ App. Due Date: / /

Department: _____ Contact Name: _____ Ext. # _____

I. Procedures for Developing and Submitting Grant Applications

- Purpose of the grant project meets city/department goals
- Read and understand entire grant application to ensure that your department has the appropriate resources to comply with the grantors requirements.
- Developed grant concept includes estimated budget and expected funding sources approved by Department Head.
- Grant entered and managed by the Grants Management System database. This includes project description, total cost, grant amount requested, source of funding, match, ongoing cost implications including additional staff if any, special conditions and application due date.
- Consulted with other affected departments (e.g. Engineering if it is a construction project) will support or have the capacity to implement your project.
- Sent to the Grants Administrator who will review and get City Manager's signature prior to grant application submittal.
- Assign a specific Grant Project Manager to this project.
- Prepare draft Council Communication requesting authorization to apply and accept grant if necessary. This should be sent to the Grant Administrator.
- City Attorney to review if resolution is required prior to grant submittals.
- Complete final review and editing (a pair of fresh eyes are best), making sure to check the application against the grantor's instructions or the RFP.
- Send copy of the signed application to the Grants Administrator for archiving and distribution.

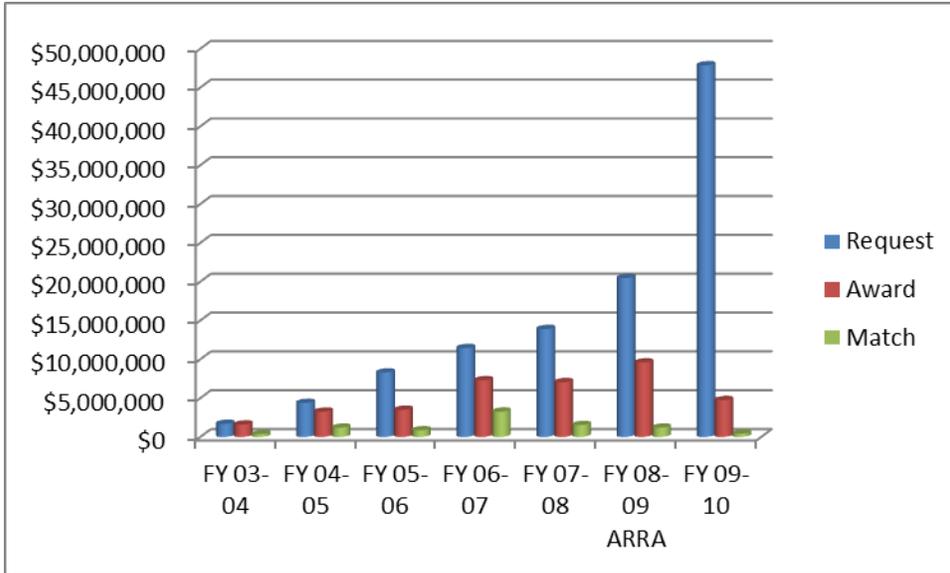
II. Procedures for Accepting Grant Awards and Post-Award Procedures*Congratulations!* Now you need to:

- Send copy of award notice to Grants Administrator for archiving and distribution to Finance and Engineering. If there is no written notice, email Grants Administrator Grant Administrator will forward award agreement to the City Clerk with a completed contract form.
- Set up a meeting with the Grant Administrator and the Finance/Budget Department to reconcile the accounts associated with the grant. During this meeting you will review the grant requirements and you will be responsible for meeting all of the grant requirements.

APPENDIX F.**GRANTS MANAGEMENT SYSTEMS MANUAL***This document can be found on the intranet under Grants*

SECTION FOUR

CHARTS AND GRAPHS



	Request	Award	Match
FY 03-04	\$1,682,641	\$1,592,917	\$354,503
FY 04-05	\$4,372,702	\$3,254,733	\$1,190,704
FY 05-06	\$8,288,898	\$3,493,532	\$850,099
FY 06-07	\$11,440,270	\$7,293,252	\$3,262,104
FY 07-08	\$13,901,200	\$7,053,007	\$1,531,867
FY 08-09 ARRA	\$20,464,488	\$9,583,741	\$1,204,679
FY 09-10	\$47,860,127	\$4,739,813	\$429,913

As of November 2010

Detailed charts and graphs can be found on the Intranet under Grants