The Grants Management and Compliance Office

“As development officers if your position does not report directly to the CEO, then you are not in a position to affect organizational change.”

~ Michael Chatman
Definitions

• **Grants** are used when the principal purpose of the relationship is “to transfer a thing of value” (e.g., money, property, or services) to the recipient “to carry out a public purpose of support or stimulation authorized by a law.”

• **Contracts** are used when “the principal purpose of the instrument is to acquire (by purchase, lease, or barter) property or services for the direct benefit or use of the government.”

In other words, the chief distinction between grants and contracts is in the nature of the “deliverable” under the funding instrument – “grantees” agree to provide a good or carry out a service on behalf of or in the stead of the government/agency, whereas contractors agree to provide a good to or carry out a service for the government/agency.
Background

CH 117-Grants

Sec. 117.102-Application
“The Mayor is authorized to make application and execute necessary contracts and other documents for grants to be made to the City to assist in defraying the costs for projects”

Sec. 117-104-Authorized Official
“The Mayor is designated as the authorized official of the City for the purpose of making application, executing contracts and other documents and furnishing such information for grants…”

Sec. 117.109-Central Review of Grant Application
“No independent agency, organizational unit of the City or any other person, firm or corporation receiving appropriations from the Council shall transmit any grant application to any state or federal agency until after the application is filed with the Mayor for review. The Mayor shall prescribe rules for the filing and review of grant applications”

- Executive Order 79-12 prescribes the rules. However, the twenty year old document should be revised.
## Background

### CURRENT STATE

<table>
<thead>
<tr>
<th>Grants Received</th>
<th>Grants Dispersed</th>
<th>Grants Dispersed</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Internal)</td>
<td>(External)</td>
<td>(External)</td>
</tr>
<tr>
<td>(Funding Sources: Federal, State, Private, General Fund) (Funding Sources: General Fund, Federal) (Funding Sources: General Fund)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants Management Office</td>
<td>Housing and Neighborhoods (Federal, CDBG grant)</td>
<td>Jacksonville Cultural Council (GF)</td>
</tr>
<tr>
<td>- (merged with the Grants Compliance Office on 06/15/2011)</td>
<td>Jacksonville Children's Commission (GF)</td>
<td>Jacksonville Tourist Development Council (GF)</td>
</tr>
<tr>
<td>City Departments</td>
<td>Recreation &amp; Community Services, Grants Compliance Office (GF)</td>
<td></td>
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<tr>
<td>Constitutional Officers</td>
<td>- (merged with the Grants Management Office 06/15/2011)</td>
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<td></td>
<td>Jacksonville Economic Development Commission (GF)</td>
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<td>Mayor’s Office-Jacksonville Journey Program (GF)</td>
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</tbody>
</table>
Total Grant Funded Positions Citywide
(estimated)

285 FTE
- Civil Service (CS)
- Special Purpose Employee (SPE)

32,181 Part Time Hours
- Part time hours only
Central Operations Department/ Grants Management Office

Organizational Structure (updated 06/15/11)

- Mayor's Office
- Department of Central Operations
- Grants Management and Compliance Office (Grants Administrator)
  - ARRA Grants Coordinator (1 FTE)
  - Human Services Planners (Public Service Grants) (3 FTE's)
  - Juvenile Justice Manager (1 FTE) that manages (10 FTE's)
Who we serve

- All City of Jacksonville Departments and employees working on the application or receipt of grant funding.
- Constitutional Officers (JSO, Supervisor of Elections, Fourth Judicial Circuit, Duval County Health Department)
- Independent Authorities (JEA, JTA, JAA)
- Other municipalities (Town of Baldwin, Jacksonville Beach, City of Atlantic Beach, Neptune Beach)
- Local Universities (EWC, FSCJ, JU)
- Local Businesses (Joytel, RS and H)
- Nonprofit Community (NEFL Nonprofit Center, Fresh Ministries, etc)
Vision and Mission Statement

Vision:
• To provide citywide grant coordination and oversight for the City of Jacksonville

Mission:
• The Grants Management and Compliance Office will maintain and provide information on grant funds, review grant applications, manage grant funding, and ensure contract compliance for the furtherance of public health, welfare and recreation for the City of Jacksonville.
The employees of the Grants Management and Compliance Office will uphold the values of the City of Jacksonville and as individuals conduct business with the highest standards of excellence by adopting the following values:

**INTEGRITY**
We are committed to doing what is right by conducting our work in an ethical manner, displaying transparency in our actions and ensuring honesty is a cornerstone of doing business.

**FISCAL STEWARDSHIP**
We recognize that in lean times, we must provide more due diligence to ensure that current spending on grant programs and policies are sustainable and affordable.

**CUSTOMER SERVICE**
We will provide prompt and courteous customer service to both our internal and external customers at all times.

**CONTINUOUS LEARNING**
We are committed to the concept of continuous learning both formally and informally by staying abreast of recent federal and state policy changes as it relates to grants administration. In addition, we will research the latest trends to foster greater service delivery through collaboration.

**SOCIAL CHANGE**
Where possible the members of the Grants Management and Compliance Office will serve as change agents to ensure grant funded City programs foster a desired benefit that will improve the quality of life for Jacksonville residents.
Goals and Objectives

Goal One: Maintain and provide information on all grant funds.

OBJECTIVES:
• Establish and maintain policies and procedures regarding the approval and administration of grants received and granted by the City of Jacksonville. Provide education and training on policies and procedures in regards to grants.
• Create a comprehensive grants policy and procedures manual to be used for the general government and constitutional officers.
• Develop a training curriculum based on the grants policy and procedures manual.
• Establish, maintain and propagate with information a citywide grant database to include funding information, funding and in-kind matches, deliverables, closeout and status for all grants received and granted by the City of Jacksonville.
• Establish and maintain a clearinghouse of funding sources to create, supplement or enhance city and community programs.
• Develop a quarterly electronic newsletter to provide the general public with grant information, tips and grant opportunities.
• Conduct an annual grant seminar.
Goals and Objectives

Goal Two: Review all grant applications and proposals prior to submission whereas the City of Jacksonville will be the fiscal agent.

OBJECTIVES:
• By October 1, 2011, establish/expand a standardized paperless online submission/approval process for all grant applications received and granted by the City of Jacksonville.
• Expand the GIFTS grant management software to include automated notification of documents awaiting review/approval.
• Develop any necessary electronic forms for the submission/approval process including an Intent to Apply form.
• Establish a Grant Review Committee to be comprised of representatives from the IT and Finance Departments, HR Division, GMO and one other non-associated department representative. The committee’s role will be to review grant applications for completeness and impact on resources.
Goals and Objectives

Goal Three: Manage grant funding throughout the duration of the grant lifecycle.

OBJECTIVES:
• By October 1, 2011, establish, expand and maintain a grant database to provide funding information on all grants received and granted to the City of Jacksonville.
Goals and Objectives

Goal Four: Ensure grant and contract compliance for the City of Jacksonville.

OBJECTIVES:

• Establish a reporting timeline for grant reporting information and an annual calendar of reporting to ensure all deliverables are submitted on time.

• Establish procedures to monitor on a monthly basis, all grants received and granted by the City of Jacksonville to ensure all deliverables are submitted on time.

• Establish audit guidelines and audit one third of the all grants received and granted by the City of Jacksonville annually.

• Ensure compliance to all requirements regarding Federal Stimulus funds.
Roles and Responsibilities

- Research federal, state, and foundation grants
- Grant writing
- Review grant applications, budgets, and provide grant guidance
- Establish community partnerships
- Review external applications
- Draft letters of support and commitment letters for matching funds
- Provide technical assistance on the grant award process and reporting requirements
- Provide training (public service grant applicants, new/revised federal regulations)
Roles and Responsibilities

• System Administrator for GIFTS (grants management system)
• Manage grants pre and post award to grant closeout
• Provide oversight for $30 million in Recovery Act funding
• Conduct grant audits
• Prepare legislation, and grant budget appropriations
• Create RFP’s for the procurement of professional services and technical writing assistance for contracts
• Serve as a hiring manager
• Process invoices and forward to Accounting for payment
Demonstrating Our Value (2.5 years)

Annual Budget: $136,570
Salaries/Benefits
Professional Services
Software

Grant Funds Requested = $46,210,667
Grant Funds Awarded = $22,517,452
Success Rate = 67%

ROI = 165%

*Note* These figures are reflective of the work of the current Grants Administrator, these are not citywide figures nor do they encompass centralization.
## Sample Statement of Work

<table>
<thead>
<tr>
<th>Name of the Grant</th>
<th>Grantor</th>
<th>Grant Award Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recovery Act-Energy Efficiency Conservation Block Grant Discretionary</td>
<td>U.S. Department of Energy</td>
<td>$1,200,00.00</td>
</tr>
<tr>
<td>2011 Targeted Spay and Neuter Program</td>
<td>Petsmart Charities</td>
<td>$199,500.00</td>
</tr>
<tr>
<td>Communities Learning in Partnership</td>
<td>Bill and Melinda Gates Foundation (awarded to FSCJ, worked on team)</td>
<td>$250,000.00</td>
</tr>
<tr>
<td>Second Chance</td>
<td>U.S. Department of Justice (awarded to FL. Dept of Corrections/COJ, worked on the team)</td>
<td>$750,000.00</td>
</tr>
</tbody>
</table>
Strengths, Opportunities, and Challenges

**Strengths:**

- The City has existing Executive Orders (79-12), and ordinances (CH. 113.201, 117, 118) that provide a framework for sound policies and procedures related to grants.
- We can use existing corporate knowledge to shape the delivery of grants (i.e. focus groups).
- We have existing grants management software (GIFTS, 2006).
- We have existing high-level process maps for the application and management of grants.
**Strengths, Opportunities, and Challenges**

**Opportunities:**
- The city should standardize its grant’s management processes.
- The Grants Management and Compliance Office has a draft grants administration manual that needs to be completed.
- We can create an all electronic grant application, and management process. GIFTS tracks both internal and external documentation. It provides real time data to track a grant through the legislative process and all information is located in one area.
- The HR Division, Procurement Division, and Ombudsman Office have created a contract management certification and grants can be incorporated.
- Utilize the HR management span of control study to consolidate staff for a more robust office. *Note* Effective July 15, 2011 some consolidation has occurred.
- Departments will reduce the amount of unexpected costs for grant programs by indentifying resources prior to application submission.
- We can increase the success rate for grant awards.
- We can reduce the amount of errors, or recommendations received for grant compliance.
Strengths, Opportunities, and Challenges

Challenges:

• The City of Jacksonville will receive a new administration and new priorities.
• More emphasis should be placed on grants administration.
• The use of GIFTS or a streamlined process is not mandated.
• Currently, there is no comprehensive list of all pending grant applications and awarded grant awards/contracts. The GMO and/or the Budget Division must call departments to gather the information.
• There are a lack of training opportunities for new and existing employees.
Strengths, Opportunities, and Challenges

FY 2009 Federal Grant Funding

*Note* The figures do not include special districts or independent agencies/authorities.
Grant Funding Forecast 2012
Federal, State, Foundation
Decreases since 2008

Source:
Foundation Center, Chronicle of Philanthropy, IRS
U.S. Office of Management and Budget, FY 2012 Analytical Perspectives
Center on Budget and Policy Priorities, Florida outlook
Need for Public/Private Partnerships

• According to the National Council for Public-Private Partnerships, “A Public-Private Partnership is a contractual agreement between a public agency (federal, state or local) and a private sector entity. Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public. In addition to the sharing of resources, each party shares in the risks and rewards potential in the delivery of the service and/or facility.”

• Keys to Success
  • Political Leadership
  • Public Sector Involvement
  • Well designed plan
  • Dedicated Income Streams
  • Communication with Stakeholders
  • Selecting the right partner
Future Improvements

- Centralization and Consolidation *NOTE* The Grants Management Office and the Grants Compliance Office merged on 06/15/11. Further consolidation should be considered with additional time and resources.
- Proposed performance metrics:
  - Total amount of grant funds requested/year
  - Total grant funds awarded/year
  - # of grant applications declined
  - # of grants requiring no matching funds vs. matching funds
  - Success Rate (awarded vs. declined shown as a %)
- Strategic Plan is under review
- Public/Private Partnerships
- Gain a competitive edge over the competition
- Establish a Grant Review Committee
“We make a living by what we get, we make a life by what we give.” ~Winston Churchill

“Finance is the art of passing money from hand to hand until it finally disappears.” ~Robert W. Sarnoff

Questions?