

# FEDERAL GRANTS

## WEBINAR SERIES



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# Federal Grants

OPR provides technical assistance to state agencies, local governments, institutions of higher learning, and nonprofit organizations, on how to find, apply and manage federal grants.

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Governor's Office of  
**Planning and Research**

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# Building Partnerships for Federal Grant Success



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@AGSTraining

# Learning Objectives

- The participant will:
  - How to identify potential organizations who could make strong collaborative partners
  - How to build initial relationships between organizations
  - The level of involvement of partners in program design
  - The level of involvement of partners in grant proposal creation
  - The level of financial compensation and commitment of partners in grant budgets



# GPCI Competencies and Skills

This training is applicable to GPCI Competency 3 and 4 with emphasis on the skills listed below:



Competency 3: Knowledge of strategies for effective program and project design and development

- Skill 3.1: Identify methods for soliciting and incorporating meaningful substantive input and contributions by stakeholders
- Skill 3.2 Identify methods of building partnerships and facilitating collaborations among co-applicants
- Skill 3.7 Identify existing community resources that aid in developing programs and projects

Competency 4: Knowledge of how to craft, construct, and submit an effective grant application

- Skill 4.3 Identify project management strategic for submitting high-quality and complete proposals on time.
- Skill 4.8. Identify effective practices for developing realistic, accurate line-item and narrative budgets and for expressing the relationship between line-items and project activities in the budget narrative
- Skill 4.9. Identify sources of cash, in-kind, and/or leverage matches for project budgets.

Grant Professional Certification Institute, [www.grantcredential.org](http://www.grantcredential.org)



# Identifying Collaborative Partners

- Nonprofit associations
- United Ways or other local funders/foundations
- Task forces or consortia
- Educational institutions
- Healthcare organizations
- Libraries and cultural organizations
- Government entities
- Chambers of commerce and business associations

# What Makes A Strong Partner

- Experience managing significant financial resources
- Staffing expertise
- Policies and procedures
- Ability to track service information
- Ability to ethically manage grant funding
- Ability to collect participant data
- Community need data
- Strong participant outcomes



# Collaboration Continuum

	Networking	Coordinating	Cooperating	Collaborating
Definitions (cumulative from left to right)	Exchanging Information for mutual benefit	Alter activities for a mutual benefit	Share resources to achieve a common purpose	Enhance the capacity of another to achieve a common purpose
Relationship	Informal	Formal or informal	Formal	Formal
Characteristics	<ul style="list-style-type: none"> <li>Minimal time commitment</li> <li>Limited levels of trust</li> <li>No necessity to share turf</li> <li>Info exchange is minimal</li> </ul>	<ul style="list-style-type: none"> <li>Moderate time commitment</li> <li>Moderate levels of trust</li> <li>No necessity to share turf</li> <li>Primary purpose is making services/ resources more user friendly</li> </ul>	<ul style="list-style-type: none"> <li>Substantial time commitments</li> <li>High levels of trust</li> <li>Significant access to each other's turf</li> <li>Primary focus: Sharing of resources to achieve a common purpose</li> </ul>	<ul style="list-style-type: none"> <li>Extensive time commitments</li> <li>Very high levels of trust</li> <li>Extensive areas of common turf</li> <li>Primary focus: Enhancing each others capacity to achieve a common purpose</li> </ul>
Resources	No sharing of resources necessary	No sharing of resources necessary	<ul style="list-style-type: none"> <li>Moderate to extensive mutual sharing of resources</li> <li>Some shared risk, responsibility and reward</li> </ul>	<ul style="list-style-type: none"> <li>Full sharing of resources</li> <li>Full sharing of risks, responsibilities, and rewards</li> </ul>

# Collective Impact for social change

- Common agenda
- Guiding principles
- Shared measurement
- Mutually reinforcing activities
- Ongoing communication to build trust and relationships
- Has a backbone



“To partner or not to partner...  
That is the question.”



# Why organizations choose NOT to partner:

- “Partners don’t follow through with their commitments.”
- “I don’t want to be held accountable for noncompliance if they don’t follow through with their commitment.”
- “I don’t want to have to run anything through legal like an MOU or letter of commitment, that takes too much time.”
- “We need all that grant money ourselves; I don’t want to have to give any to a partner. There isn’t enough money in the budget for that.”

# Why organizations choose to partner:

- To access more money (as in grants or cooperative agreements).
- As an opportunity to get more clients through referrals or service agreements.
- To add a service or activity that is not available but offered by another agency.
- To access additional resources like volunteers, evaluation capacity, marketing and communications expertise, etc.

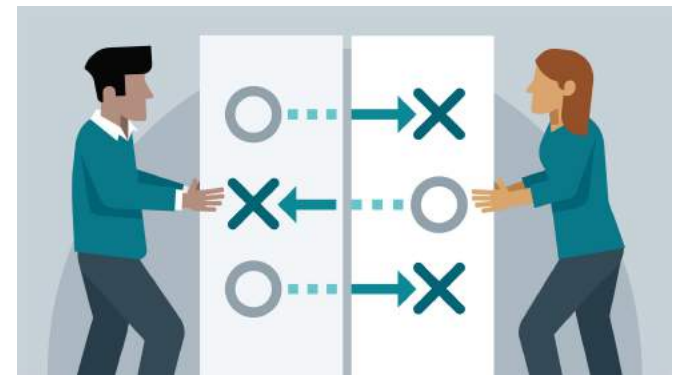
# Involving Partners in Program Design

- Time: Making decisions quicker than design by committee
- Trust: Who is in charge and who is the applicant?
- Resources: How much money do you need versus want?

What is the intention of the funder?

# Treating External Partners like Internal Partners

- Inviting them to proposal development meetings
- Explaining to them what we are trying to accomplish with their partnership in the proposal
- Providing them enough information and time to create a quality letter of support
- Having them read drafts of the proposal



**Table XX: Data Methodology**

*Key persons/organizations:* You can define acronyms and abbreviations here

<b>Performance Measure (tie to grant language)</b>	<b>Data</b>	<b>Data source</b>	<b>How is data collected (how do you get it and who collects it?)</b>	<b>How is data managed (who puts the data where?)</b>	<b>Who does what with the data, and how often?</b>
Output- Attendance/ participation	Example: Meeting participation among coalition members	Example: Meeting minutes Attendance log	Example: Agendas and Call notes are saved by the backbone agency; Attendance is taken at the beginning of each meeting	Example: Backbone agency will collate and distribute <u>minutes</u> , and maintain the cumulative attendance of participating coalition entities.	Example: On a quarterly basis, the administrative assistant from the backbone agency will compute attendance rates of all entities.
Outcome- Increased knowledge of trauma informed systems of care	Example: Participant change in knowledge as a result of a training	Example: Participant responses to post-program surveys	Example: Agency that provided the training administers a paper post-program survey at the end of the multi-agency training	Example: Agency that administered the survey gathers the surveys and enters responses into an excel spreadsheet on the agency computer.	Example: After every training, the agency that delivered the trainings analyzes aggregate results from the surveys and completes a report to the funder and shares it with the coalition.



# Involving Partners in Grant Proposal Creation

- Ask the basic questions up front
- Consider stakeholder capacity
- Consider partner organization resources
- Talk about the data
- Make sure everyone knows their roles & responsibilities



# Preparing the Proposal

- Engage the subject matter experts
- Consider specific sections and information needed
- Gather content from all partners, discuss, and repeat
- Review drafts early



# Financial Compensation and Commitment of Partners in Grant Budgets

- The RFP dictates the allocation percentages
- The RFP limits how much each partner receives
- The RFP may allow increased request with increased partners

# Who Decides How Much Each Partner Gets?

Objective	Need	Activity	Estimated Cost of Activity	Resource	Output	Outcome
Decrease California's dependence on traditional energy sources (oil/gas)	Residents of Orange County have disproportionately high home utility bills.	Community Awareness campaign - benefits of solar energy	Social Media/TV/Radio Campaign - \$5,500 Mailed Flyer x 3,000 pieces estimated at \$0.25/each	Lead applicant - Orange County personnel Vendor TBD based on quotes	Social media ads; website for more information Mailed flyer	Increased awareness of the benefits of solar energy
		Free home estimates - solar panel configuration and potential cost savings	300 Estimates @ \$75/each	Subaward - Solar 4 U	300 home eligibility estimates	
		Rebate check for solar panel installation	\$500 per home at 100 homes	Grant Funds - Participant Support	100 homes will install solar panels	Reduction of oil/gas energy consumption by 5% in Orange County within project period
		Processing rebate check documentation	.25 FTE at \$35,000	Lead applicant - Orange County personnel		
		Data collection and reporting	10% of Award	Named Partner - qualified evaluator	Web survey to homeowners; data collection and analysis; report to county on objectives	



# Budget Preparation with Partner Organizations

	Comprehensive Budget / Narrative	Partner Specific Budget / Narrative	MOU / LOC	Qualifications / Experience	Partner Specific Activity Plan / Objectives
Lead Applicant	Yes	Sometimes	No	Yes	Yes
Vendor	Yes – line item	Describe contributions in appropriate budget category narrative	No	No	No
Subaward	Sometimes	Yes	Almost always	Yes	Yes
Named Partner - Evaluator	Yes	No	Sometimes	Yes	Sometimes
Participant Support	Yes	No	No	Sometimes – eligibility	No

# Justifiable, Allocable, Reasonable

- **Justifiable** – supports one or more required or proposed objectives
- **Allocable** – is an allowable “type” of expenditure based on the funding agency’s specific guidelines and based on the relevant cost principles outlined in the Code of Federal Regulations (CFR)
- **Reasonable** – the cost is in line with similar costs typically paid by the organization and is in line with what a reasonable person would expect to pay



# Partner Contributions to a Grant Budget

- Cash Match
- Level of Effort or Maintenance of Effort
- In-Kind Contributions
- Program Revenue



# Indirect Cost

Award Amount	Indirect Costs					
	5%	8%	10%	20%	25%	50%
\$ 5,000	\$ 250	\$ 400	\$ 500	\$ 1,000	\$ 1,250	\$ 2,500
\$ 10,000	\$ 500	\$ 800	\$ 1,000	\$ 2,000	\$ 2,500	\$ 5,000
\$ 15,000	\$ 1,000	\$ 1,200	\$ 1,500	\$ 3,000	\$ 3,750	\$ 7,500
\$ 20,000	\$ 1,250	\$ 1,600	\$ 2,000	\$ 4,000	\$ 5,000	\$ 10,000
\$ 25,000	\$ 1,250	\$ 2,000	\$ 2,500	\$ 5,000	\$ 6,250	\$ 12,500
\$ 50,000	\$ 5,000	\$ 4,000	\$ 5,000	\$ 10,000	\$ 12,500	\$ 25,000
\$ 100,000	\$ 5,000	\$ 8,000	\$ 10,000	\$ 20,000	\$ 25,000	\$ 50,000
\$ 150,000	\$ 7,500	\$ 12,000	\$ 15,000	\$ 30,000	\$ 37,500	\$ 75,000
\$ 200,000	\$ 10,000	\$ 16,000	\$ 20,000	\$ 40,000	\$ 50,000	\$ 100,000
\$ 250,000	\$ 12,500	\$ 20,000	\$ 25,000	\$ 50,000	\$ 62,500	\$ 125,000
\$ 300,000	\$ 15,000	\$ 24,000	\$ 30,000	\$ 60,000	\$ 75,000	\$ 150,000
\$ 350,000	\$ 17,500	\$ 28,000	\$ 35,000	\$ 70,000	\$ 87,500	\$ 175,000
\$ 400,000	\$ 20,000	\$ 32,000	\$ 40,000	\$ 80,000	\$ 100,000	\$ 200,000
\$ 450,000	\$ 22,500	\$ 36,000	\$ 45,000	\$ 90,000	\$ 112,500	\$ 225,000
\$ 500,000	\$ 25,000	\$ 40,000	\$ 50,000	\$ 100,000	\$ 125,000	\$ 250,000
\$ 1,000,000	\$ 50,000	\$ 80,000	\$ 100,000	\$ 200,000	\$ 250,000	\$ 500,000

## Sliding Scale Key

	100% IDC goes to department receiving grant award
	50% - 50% split of IDC between awarded dept/organization
	60% IDC to organization; 40% IDC to awarded department
	95% IDC to organization; 5% IDC to awarded department

## Examples

IDC Amount	Organization	Department
\$ 7,500	-	\$ 7,500
\$ 17,500	\$ 8,750	\$ 8,750
\$ 45,000	\$ 27,000	\$ 18,000
\$ 500,000	\$ 475,000	\$ 25,000



# Monitoring Grant Expenditures within a Consortium of Partners

- Assurances, terms, and special conditions
- Policies and procedures
  - Internal controls
  - Ethical conduct
  - Generally accepted accounting principles
- Monitoring
  - Capacity
  - Policies and procedures



# Monitoring Grant Expenditures within a Consortium of Partners

## **Lead Applicant**

- Initial risk evaluation
- Works with the partner's staff to mitigate risks
- Sets the data collection and evaluation plan, including reporting timelines
- Monitors financial and programmatic compliance
- Submits all required reports
- Develops policies and procedures
- Comprehensive audit of all grant activities, grant expenditures, and program revenue

## **Subaward**

- Initial risk evaluation & subsequent mitigation plan
- Conducts activities in a timely manner
- Reports activities, progress to outcomes, and relevant supporting data to lead applicant in a timely manner
- Follows agreed-upon procedures for accessing grant funds
- Participates in all formative and summative evaluation activities as appropriate
- Establishes own policies and procedures



Questions?

# Contact Us and Connect

## Next Trainings!

Elements for Quality Project Design (September 28)  
Building a Compelling Federal Budget (October 13)



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