**Grants and Community Programs**

# Grant Management 101

This document is to help Missoula County staff successfully manage grants. It is not all-encompassing. You are strongly encouraged to refer to the guidelines provided by the funding agency to ensure compliance with the grant requirements.

The following steps are general components for managing most grants and include details on how to document, plan, and implement objectives for a successful project.

## Steps to Manage a Grant Award

1. Pre-contract responsibilities:
   - ☐ Read the County Auditor's [Grant Administration Policy] which describes internal controls that ensure adequate compliance with all Federal, State, and County administrative rules and regulations for grants received by Missoula County.
   - ☐ Complete all required start-up conditions for the grant. Some funders may provide a list of start-up conditions that must be met before contracts can be executed and funding released. These start-up conditions can include insurance documentation, banking information, documentation of labor compliance, an environmental review, documentation of match funding, signatory certifications, required trainings, etc.

2. Financial Management:
   - ☐ Reach out to the Missoula County Finance Department at budget@missoulacounty.us to alert them of the grant award. Finance will review the grant budget and match and reporting requirements, will create a new General Ledger (GL) Code(s), and will assist with the necessary budget amendment that will be used for revenue and expenditure requests.
   - ☐ Email the Finance Department at finance@missoulacounty.us to request access to Infinite Visions Accounting (commonly referred to as CSA) in order to log in and run budget/financial reports having to do with the grant for which a GL code was generated. Create a budget spreadsheet to track grant expenditures against the requested amount for each budget category. This provides documentation that may be requested by the funder and assists with internal monitoring of expenditures.
   - ☐ Make sure you know how and when to submit invoices/drawdowns. Funders typically specify their required method, either with a template for submittal or through an online portal. NOTE: Most grants pay on a reimbursement basis.

- ☐ Enroll in the funder's online financial management and drawdown system, if required (may need to collaborate with the County finance department).
- ☐ Send budget/financial reports to Finance for review ahead of submission to funder.
- ☐ Work with Finance to reconcile all financial records with the General Ledger on a monthly basis.

3. Grant Agreement/Contract:
   - ☐ Receive agreement/contract from funding agency. Make sure information in the contract is correct, including timeline of grant award, amount awarded, contact info, and scope of work.
   - ☐ Review document with the appropriate County Attorney and Risk and Benefits personnel to ensure terms are in alignment with Missoula County policies. Take any needed revisions back to the funder for approval.
   - ☐ Once both parties agree to the terms of the agreement/contract, create a Request for Commissioner Action (RCA) form in CivicClerk to have the agreement signed by the Commissioners at an Administrative Public Meeting.
   - ☐ Present RCA at scheduled Board of County Commissioners (BCC) Administrative Meeting and request appropriate signatures.
   - ☐ Keep electronic records of the executed grant agreement/contract, signed RCA, and meeting agenda.
   - ☐ Send the signed RCA to both Finance and to the Auditor's Office (budget@missoulacounty.us and lastevens@missoulacounty.us).
   - ☐ Verify the executed agreement/contract is recorded with the Missoula County Clerk and Recorder. BCC Admin staff sends the contract to be recorded. To find the recorded copy, conduct a Document Search on the Missoula County website.
   - ☐ Send a copy of the signed contract to the funder for their records.
   - ☐ For questions regarding CivicClerk or recording procedure, please contact BCC Admin staff.

4. Sub-Contracts:
   - ☐ Sub-contracts, also referred to as Professional Services or Agreements are used if another agency outside of your department is conducting work funded by the grant. Sub-contracts lay out the purpose, responsibilities, time period, and amount of funds provided to the external agency. Additionally, a sub-contract ensures that both sides have a shared understanding about the use of funds and provides legal recourse if there is any impropriety. For questions about whether you need this type of agreement or what information is important to include, please reach out to your contact at the County Attorney's Office.
   - ☐ Contact the funder to determine if they have a required template for sub-contracts. If they do not have a standard template, go to the County Auditors webpage to access the County's sub-contracting templates.
   - ☐ Choose Independent Contract Agreement or Professional Services Agreement (PSA), based on services provided (if you don't know, ask the County Attorney's or Auditor's Office).
   - ☐ Fill in all required fields on the Independent Contract Agreement or PSA.

- ☐ Send the completed document to your department's assigned County Attorney and to the Director of Risk and Benefits for review. Risk will need certification of insurance showing compliance with insurance requirements.
- ☐ Send the agreement to your sub-contractor for review and signature.
- ☐ Create an RCA and upload the agreement in CivicClerk for BCC signature.
- ☐ BCC Admin staff will record the agreement after signature.
- ☐ Save the recorded version of the agreement in the grant files.
- ☐ After all signatures have been collected and the document has been recorded, send a copy back to the sub-contractor and save a copy in your records.

5. Review Grant Materials and Create Grant Timeline:
   - ☐ Read the grant proposal and other components of the approved project thoroughly.
   - ☐ Assign a program manager/lead that will be responsible for implementation and reporting for the project. This staff member should be familiar with the grant application and the goals and objectives of the grant, as well as have the authority to make decisions (financial and programmatic) throughout the grant period.
   - ☐ Reference the grant application and create a timeline for the project with the specific milestones, objectives, due dates, and a responsible party for each task.

6. Reporting:
   - ☐ Be sure to review and understand the grant reporting requirements and due dates.
   - ☐ Set-up any accounts needed if the funder uses an online reporting portal.
   - ☐ Download reporting templates and gain familiarity with the information required by the funder; develop a process for collecting and maintaining data/reporting information required by the funder.
   - ☐ Around three weeks before the due date of required reporting, start to compile the information needed to submit the report including activities completed, any challenges in completing the objectives of the grant, and data to back up the activities completed.
   - ☐ Two weeks before the due date, start drafting the report into the template the funder provides.
   - ☐ One week before the due date, finalize the report and submit the report on or before the due date. Most funders are happy to answer questions regarding reports; do not hesitate to reach out to your contact with specific questions.

7. Documentation Reminders:
   - ☐ Send copy of the award letters, grant agreements, and grant budgets to the Finance Department and Auditor's Office.
   - ☐ Send all requests for payment and quarterly financial reports submitted to federal and state agencies to Finance Department and Auditor's Office.
   - ☐ Some grants require a match contribution. This can be either a cash match or in-kind. It is the responsibility of the grantee to track and monitor the match requirements. Keeping accurate documentation and records of match makes it easier if requested by the funder. For questions regarding match and required county documentation, email budget@missoulacounty.us.

- If the grant pays for all or a portion of a person's salary, develop a timetracking system based on the funder's requirements that details the number of hours worked per day, week, and pay period under the grant.
- Financial and programmatic records, supporting documents, statistical records, and other grant records should be retained in hard copy (if required by funder) and electronically for the period indicated in the agreement/contract. If the funder does not require a specific retention period, follow the county's policy of retaining grant for the year of the award plus 7 years. See File Management section for more details.
- Create a consistent naming convention for all grant files. This will make it easier to find and manage the grant files. An example format would be FY24_EPA Green Living Grant_EPA GL Contract_4.1.2024.

8. File Management (paper and electronic):
   - Review funder requirements for document retention (e.g., some funders require document retention for at least three years; some require longer file-retention periods). Keep all files organized in preparation for a monitoring or auditing visit. Some examples of documentation to retain include:
     i. Start-up condition documents (e.g., insurance certificates, signatory certifications, etc.)
     ii. Contracts/agreements
     iii. Environmental review (if required)
     iv. Drawdown claims and supporting documentation
     v. Reports
     vi. Correspondence with grantor

9. Close Out:
   - The close out process varies from grant to grant but it usually entails a final progress report and final financial report.
   - Review the contract to make sure that you are aware of when the grant term ends, when reports are due, when requests for final reimbursements can be made, and what documentation is necessary for final reports. It is the grantee's responsibility to be compliant with the Uniform Guidance **2 CFR § 200**.
   - Work with your program contact to obtain guidance on fulfilling closeout requirements.
   - Contact the Finance Department and Auditor's Office when grant is closed out by the funder, so they can assist with final reconciliation.