

HUMBOLDT COUNTY
COMMUNITY GRANT COORDINATION SUMMARY REPORT
PREPARED BY THE CALIFORNIA CENTER FOR RURAL POLICY
CAL POLY HUMBOLDT
JANUARY 2024

Section 1. Introduction

Based on civic engagement and community feedback, in 2023 the Humboldt County Board of Supervisors identified the need to gather input from County staff and community leaders about options to enhance grant coordination county-wide, with the goal of positioning Humboldt County to expand its ability to compete for and manage grants the benefit the community. It was proposed that a full-time Community Grant Coordinator may be effective in addressing these issues. Accordingly, the Board of Supervisors directed staff to work with internal and external partners to evaluate the efficacy of creating such a position.

For this purpose, the County Administrative Office (CAO) and Economic Development Division engaged the California Center for Rural Policy (CCRP) at Cal Poly Humboldt to explore a number of options for the development of a new employment classification for a community grant coordinator position. Work consisted of the following activities: 1) conduct interviews with county department and division heads and/or their designees to evaluate current County of Humboldt grant activity and coordination/collaboration efforts, 2) conduct interviews with key community leaders identified by the County to evaluate community granting needs and the strengths/weaknesses in current county granting services to meet those needs, 3) review existing efforts in other communities to identify best practices and look at if/how this work compares with approaches utilized by other jurisdictions, and 4) create a summary report and analysis for County Administrative Office and Economic Development staff to take back to the Humboldt County Board of Supervisors.

Section 2. Background

On July 13, 2004 (Agenda Item C-8), the County of Humboldt approved a Procedures for Grants Application effective immediately. The preexisting grants manual (1977) was considered null and void on that date, and the new approved procedure became part of the County Administrative Handbook. Seven procedural steps were outlined; of most significance is: 1) for all grants over \$10,000, county departments must submit a pre-grant questionnaire and receive approval from the CAO to proceed, 2) if funding is approved, the grant is accepted either by the department or the Board of Supervisors, dependent on funder requirements, and 3) the Board of Supervisors may receive grant updates or progress reports at any time.

Currently, it appears that grant writing, implementation, management and coordination is decentralized, being done by individual departments based on their priorities, needs, and capacity- which varies throughout the County. Interviews with key community leaders echoed this sentiment- that grant coordination is by and large decentralized and reliant on the capacity, need, and energy of each organization.

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Section 3. Methods

Between August and December of 2023, CCRP conducted **32** total interviews beginning with each county department and division head and/or their designees. CCRP was able to successfully interview representatives from every department/division of the County. Next, CCRP conducted interviews with key community leaders identified by the County.

Most of the interviews lasted approximately 45 to 60 minutes and the conversation was guided by a set list of questions that were expressly created for either County-level department/division head/designee or community representatives. There was a high level of interest from both County staff and community leaders in the conversation; the topic is clearly relevant and important to all of the leaders that were identified and interviewed. Figure 1 illustrates the numbers and types of stakeholders that were interviewed.

Figure 1. Type & Number of Interviewees

Interviewee Type	Number of Interviews
Department Head and/or Designee (s)	14
Local Funders/Foundations	3
Local Fire District Reps/Emergency Services	6
Community Service Districts	2
Others (Community-Based Orgs & Consultants)	7

CCRP would like to thank all of the interviewees who generously gave of their time and shared their perspectives on how grant coordination in Humboldt County can be enhanced to ensure the best possible outcomes for local residents.

Section 4. Results and Analysis

Key Themes and Findings from County Department Interviews

Overview of Key Themes & Findings

Overall, there is a huge depth and breadth of work going on in county departments related to grant coordination. Each department houses specialized expertise and dedicated staff who, for the most part, are doing this work alongside many other responsibilities. Many interviewees underscored the amount of work and complexity of work associated with grant coordination.

The following themes emerged from interviews with County department heads and/or their designees:

- Most county departments learn of grant opportunities through their existing networks; many reported receiving these opportunities through emails.

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- All county departments utilize some form of internal vetting before applying for a grant to determine if it is feasible, if it requires matching funds, if it is aligned with current work and/or vision for the department, and internal grant-writing capacity. Some departments are eligible for grants or entitlements that must be used for a specific purpose.
- Most county departments are using Microsoft Excel to manage and track grant activity. Other than the county enterprise fiscal system, which is a fiscal tool only, there is no standard software used to track and manage grants. The county’s fiscal system may have the capability to add a module for grant tracking. There would be a cost associated with this.
- County departments, in general, do not have positions specifically dedicated to grant coordination. Some use Administrative Analysts in this function, and at least one department utilizes the Program Manager classification for grant coordination work.
- County departments have varying levels of capacity to write and manage grants. As would be expected, smaller county departments have less capacity and personnel to write, track, and manage grants.
- County departments have varying levels of dependence on grant funding to maintain operations and programs. The percentage of budgets made up through grants varied from as low as 10% to one department that is expected to fund itself 100%.
- County departments have varied scopes of work and areas of expertise.

An important point made by several interviewees was that “grant writers” are not the solution, rather it is the full spectrum of grant coordination- from identifying the grant, determining if it is feasible, writing the grant, implementing the grant, and managing/reporting on the grant over time- that is necessary. Due to internal capacity limitations, some department heads were cautious about trying to expand grant-funded efforts, and several wanted to see a strategy for expansion that accounts for existing limits in capacity.

Grant Collaboration

- Some grants require a collaborative approach; for small departments it can be very difficult to assemble a collaborative multi-disciplinary team within the short time-frame required. Many grant announcements often come out with 4-6 weeks’ notice.
- There is already a lot of collaboration happening across departments, and in partnership with community-based organizations, and most agreed that there are more, unrealized opportunities for additional collaboration. Some of the focus areas where collaboration is already happening include:

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- Tourism
- Economic Development
- Community Safety
- Housing & Homelessness

Recommendations

There was not a lot of appetite from county departments for a centralized grant coordination position or office to replace existing structures in place, as the scope of work and areas of expertise vary greatly across departments, and one person or office would be unlikely to have all of the expertise and connections necessary for that function. Departments also value the autonomy to choose which grants they apply for and the flexibility to apply for the grants independently. At least three interviewees suggested that, rather than build a centralized office, to fund grant managers to work at the department level.

However, there were several potential centralized services related to grant coordination identified by county departments:

1. A grant manual and/or boilerplate language that anyone can use.
 - Standard language, i.e. Describe Humboldt County
 - Boilerplate information that all departments can use: statistical data, demographic data
2. A centralized list of active grants across the County, or a grant portfolio summary managed by each department that can be shared with others. A clearinghouse could service the following functions:
 - Reduce redundancies
 - Increase opportunities for collaboration and for leveraging additional funding
 - Track information over time- a central repository of grants
 - Quantify, for the county as a whole, the amount of funding generated through grants
 - A centralized list or repository could also be used to align department-level grant with Board of Supervisors' priorities
 - People can be aware of who is doing what
3. A more streamlined way to track grant deliverables/centralized software that everyone could use
 - Reminder system to alert staff of reporting deadlines
4. Training or coaching for county staff engaged in grant coordination activities
 - How do you use limited resources?
 - Additional support for hiring, contracting

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- How to understand and apply indirect cost rates to projects
 - How to seek, find, and develop funding streams
 - How to build grants with community engagement and/or direct community benefit
5. Create an “opportunity fund”- County to allocate dollars for departments to access for the following: investment opportunities, leveraging opportunities, project study reports, and cost-share reports.

One interviewee said the following: “This is an important discussion, but the focus is too big. How can we develop priorities and articulate a clear strategy to expand grant coordination across the county?” Another interviewee stated that “it would be great to have a forward-thinking approach and strategy around this,” and another stated that the county would benefit from a more robust “vision of collaboration and coordination.” While this visionary, strategic work is requested, it is also important to note that it cannot be implemented without resources/capacity to seek, write, implement and manage the results of that vision. County interviewees also surfaced several key questions for further consideration:

- Can realignment or general funds be available to county departments for match purposes?
 - More clarity on cost match opportunities would be helpful for departments.
- Do grant-funded, term-limited positions make sense for the County?
- How do we fund and staff the preliminary work needed to compete for some grants? See Option 5 above for one suggestion.

Key Themes and Findings from Community Interviews

Overview

Community interview questions were designed in collaboration with the CAO’s Office to provide information about: 1) how grant funding is part of their organization’s overall sustainability strategy, 2) capacity for management of grants, 3) how their organization works and communicates with the County around grant coordination, and 4) their perspective on the value of a Grant Coordinator position housed at the County.

The organizations represented in these interviews have varying levels of dependence on grant funding to maintain operations, programs and equipment. The percentage of budgets made up through grants varied from 0% (local private foundation) to organizations whose sole source for support is dependent on grant funding. Community interviewees also echoed the county interviewees’ sentiments that they lack adequate expertise and staff capacity to write and manage grants. Both County staff and community leaders struggle with the workload associated with the full spectrum of grant coordination. However, despite these challenges, Humboldt County has had many successes competing for and managing grants considering the small population size

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and geographic isolation of the area.

Importance of Sustained, Ongoing Communication Between County & Community

There was strong sentiment that sustained, ongoing, and strategic communication between the county and community is vital for collaborative opportunities to emerge related to grant coordination. Several interviewees praised specific County departments for their community reach, accessibility in information sharing and general communication as well as their commitment to community collaboration particularly when it came to potential for resource sharing.

Importance of Community Collaboration and Networks

All interviewees were unanimous in their feedback regarding the importance of the County providing leadership and/or being actively engaged in collaborative work and established networks where community based organizations and others are present.

Collaboration needs to happen regardless of whether there is funding connected to it. Interviewees were very forthcoming of the need for consistent relationship building and de-siloing. Interviewees consistently cited high value in having County representation available to attend community-led meetings and space for employees to attend these collaborative meetings and engage meaningfully in collaborative efforts. Conversely there was also a concern that there may be a tendency for overlapping funding in multiple sectors and it is critical to be “thoughtful on how to align with existing tables rather than create new groups.”

There was also recognition from many interviewees that the County has been proactive on certain issues and projects, but that is mostly department or issue driven and not necessarily integrated into a comprehensive, cohesive, county-wide strategy.

One interviewee stated that “we have a scarcity mindset and don’t understand that collaboration means you have to share and provide more in the long run. Have heard people discouraged to partner with the county as they worry about the regulations and/or them taking all the money.”

Importance of a Cohesive, Community-Wide Strategic Approach to Enhance Everyone’s Ability to Compete for and Manage Grants that Benefit the Community

Because efforts to find, compete for and manage grants are decentralized in the community as well, some County departments and some community-based organizations are more successful than others. As has been mentioned already, capacity appears to be impacted by 1) the size of the organization or department, and 2) the creativity and innovation of individuals who are tasked with seeking and managing grants, and 3) the necessity of grant funding for some

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organizations to provide any services at all. No one appears to be examining this issue for the county as a whole; it is siloed in individual departments and community-serving organizations and varies widely.

Several interviewees spoke to the idea of working on and developing county-wide plans that strategically prepare the community for potential large grant opportunities in a planned approach for large funding opportunities that everyone can access.

General Reaction to Creation of County Grant Coordinator Position

Across the spectrum of our conversations, there was unanimous support for developing this type of position. Many were excited that the County is even exploring the concept and there was a sense that if someone could help coordinate matches with other grants, that in turn would help to leverage additional resources into the community. Overwhelmingly the idea of a person serving as a “community connector” was resoundingly supported and many felt this is desperately needed.

When asked what County department would be best suited to house such a position, answers were varied but most frequently quoted were the CAO’s Office, Department of Health & Human Services and Planning & Building,

One interviewee stated that “the position should be in a unit that has a culture of wanting to support other departments and the community at large. A department that others feel comfortable going to.”

Recommendations

- There is already a lot of collaboration happening across departments, and in partnership with community-based organizations, and most agreed that there are more, unrealized opportunities for additional collaboration.
- A centralized list of active grants across the County, or a grant portfolio summary managed by each department that can be shared with others and accessed by community partners
- The County would benefit from a more robust “vision of collaboration and coordination” which would then strategically prepare the community for potential large grant opportunities in a planned approach for large funding opportunities that everyone can access.
- Ongoing, sustained communication between the County and community partners was of high value to all of the interviewees. This is already happening and there is still a need and desire for more.

(See Appendix A for Matrix of Key Themes from County Department & Community Interviews)

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Section 5. Summary of Grant Coordination Structures in City and County Municipalities

Overview

Through our research it is clear that other small and large cities and county jurisdictions are identifying this type of position and coordination (i.e. County Grants Administrator/Director of Grant Administration) as critical to their missions. Interestingly there appears to be an exponential growth in this aspect of government structure within the last 5-6 years most likely attributable to large grants grown out of ARPA and COVID-related support.

Below are some examples of how government entities are strategically placing grant seeking and coordination as part of their overall structures.

Sonoma County, CA- Policy, Grants, and Special Projects

The Policy, Grants, and Special Projects (PG&SP) division of the County Administrator's Office was established on January 1, 2021. This division researches and evaluates existing and new policies that are of priority interest to the Board of Supervisors. Staff in the division serve as project managers for priority projects and facilitate cross-departmental coordination and community engagement.

PG&SP oversees the County Strategic Plan, including implementation and reporting, and supports Ad Hoc Committees of the Board. Additionally, as a central point of contact for the Board, the division works with departments, agencies and the legislative team to identify and advocate for funding opportunities for priority initiatives.

Park County, MT -Department of Grants & Special Projects

Park County's Department of Grants & Special Projects (DGSP) is tasked with centralizing and streamlining the County's grant-seeking and application efforts; administration, reporting and reimbursement requests of most grant awards; and providing guidance and oversight to County departments in managing their post-award grant administration and reporting processes. The County Commission also allows DGSP staff time to be spent on applications that assist relevant area nonprofits, unincorporated county communities and water and wastewater districts, etc. These decisions are made during a scheduled public County Commission meeting.

The mission of the DGSP is to increase the County's capacity to compete for federal, state, county, corporate and foundation grants and to effectively assist in the full life-cycle of grant management from application to award through closeout. The aim is to increase grant-related revenue, limit the County's exposure to any grant-related legal liability and improve the efficiency and impact of programs and services funded through grant dollars.

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Grant funds received by Park County support important programs and services that the County provides to our communities. Since 2008, the DGSP has received over \$39.8 million in grant funding that has allowed the County to extend or replace pre-existing services and/or infrastructure, introduce new initiatives, gain technological advances and subsidize programmatic staffing and equipment. Grant funds are allocated throughout the County and impact a variety of efforts, including public safety, roads, bridges, economic development, social services, recreation and infrastructure improvement and maintenance, among many others. Because grant funding allows the County to leverage local public funds in order to extend and enhance the services it offers to the community, the impact of grant funding in Park County is significant.

In a recent interview with Kristen Galbraith, the Grants & Special Projects Director for Park County Montana, she explained that in the 5 years in her role the county has secured over \$52 million in grant funding- 70% federal grants, 25% in state-awarded grants and the remaining in private foundation funding. This has allowed her position to be completely budget neutral with her salary and benefits completely supported by administrative costs attached to those grants awarded.

Berkeley County, SC-Grants Administration

The essential role of Grants Administration is to complement the practical knowledge of Department Directors by advising and assisting with grant activities. Grants Administration actively conducts research, data analysis, reviews funding opportunities and provides administrative oversight for all county grant funded activities ensuring that both the granting agencies and the county fulfill and administer grants according to all requirements of laws, regulations, and formally established policies. Grants Administration acts as a clearinghouse for all county department grant applications, proposals, project reporting, financial reporting, monitoring and grant-closeout. Responsibilities include:

- Ensure Berkeley County's approach to Federal, State, foundation, and corporate funding opportunities are effectively coordinated
- Research and identify grant funding to meet Berkeley County's Strategic Plan
- Track all competitive funding application efforts and awards to measure the County's overall success and to report to County leadership
- Interpret and implement grant management policies and procedures applicable to awarded grants
- Review and submit applications, project, and financial reports on behalf of Project Managers
- Manage grant files to ensure compliance with applicable regulations

Marion County, SC-Grants and Public Relations' Administration

The Grants Coordinator assesses and surveys the needs of the community and helps find funding to make sure the county is better able to address those needs. The grants coordinator's main

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functions are to inform county departments of potential grant opportunities, to assist with the grant application process, and to assist with grant administration. The grants coordinator often leads, oversees, and participates in complex grant projects and performs a variety of technical and administrative tasks in support of assigned grants and special projects.

County of Monterey, CA -Strategic Grant Services Program (SGSP)

The Board of Supervisors created the Strategic Grants Service Program to assist in grant funding efforts on some of the County's high priority projects. The Program works to support the Board's Strategic Initiatives (Economic Development, Administration, Health and Human Services, and Public Safety), and in close collaboration with the Board's Legislative Program to advocate for maximum funding for state and federal programs which translate into local grant funding opportunities. Working with County departments, the Strategic Grant Services Program coordinates, facilitates and provides strategic expertise from the identification of grant funding opportunities through application submittal. Priority projects must align with the Board's Strategic Initiatives and Legislative Program goals and meet all grant requirements to submit a strong and competitive application.

Missoula County, MT -Grants and Community Programs

The Missoula County Grants and Community Programs Division (GCP) works to improve the quality of life for the community. This is accomplished by staff who focus their efforts on grant acquisition and grant management. On behalf of and with other county departments, GCP staff conduct grant searches, write applications, manage grant awards, and ensure compliance with regulations and special conditions associated with grant funding to meet the challenges, needs, and opportunities facing Missoula County. The Division also provides management of County-funded opportunities designated for specific community-oriented programs. GCP staff provide policy guidance, proposal review, and oversight of funds to ensure consistency, efficiency, and accountability of funds and program goals.

This framework provides an integrated and strategic approach to acquiring external funding that assists Missoula County in achieving its mission to be responsible and accountable to its residents and to enhance and protect the health, welfare, and safety of those who live, work, and visit the county.

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Section 6. Options for County to Consider

Option 1. Implement a platform like *eCivis* or engage with *California State Association of Counties' (CSAC) Grant Initiative*

CCRP interviewed representatives from *eCivis* and *CSAC/Ferguson Group* to gather information on each product and evaluate its pros and cons.

eCivis Summary

A comprehensive platform designed to streamline the grant research process, enabling users to swiftly pinpoint and apply for funding opportunities. Simplifies the management of grants, facilitating efficient tracking, reporting, and compliance. Enhances oversight of grants to ensure transparent and effective utilization of funds. Streamlines the oversight of grant funds allocated to subrecipient organizations, simplifying the experience for them. Facilitates seamless tracking, reporting, and compliance management, promoting transparency and responsible grant distribution.

Key Features

- The *eCivis* product assists in grant research, incorporates projects and goals, and tracks projects. System can be setup based on priorities of the county- searches can be setup in advance and saved and will notify users when a grant that aligns with their priorities is available. They summarize grant opportunities into bullet points.
- Once awarded a grant, one can access all the information and let the system know what reporting is required and the frequency of that reporting.
- Manages pass through awards
- Communication can all be done through the system instead of email so it's much easier to track the progress of the grant management, a main feature is this greater level of collaboration. Provides cross departmental collaboration and can create conflict reports if multiple departments are applying for the same grant. "Blinders" can be placed on the software so that departments can see only what's relevant to them.
- *eCivis* portal can be embedded onto County's existing website
- *eCivis* can generate reports for the community, some counties have a transparency page to show the status of various levels of grant funding

Implementation

- A phased approach acknowledging this is a big commitment for departments who may have limited capacity

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- Need policy change at BOS level for adoption; will require all departments to be “on board” in order to maximize its features

Pros

- Provides the breadth of needs identified as challenges like greater collaboration and communication between departments, one place to research and find grant opportunities, tracking and management as well as greater transparency to community of those funds being sought out and potential for greater collaboration with community partners.

Cons

- Will require policy change at the Board of Supervisor level and buy in from county-wide departments in order for it to be effective, this will require a culture shift that may be difficult.
- Cost at outset would be approximately \$52,420 and annual costs would have to be budgeted annually.

CSAC/Ferguson Grants Initiative Partnership Summary

The CSAC Grants Initiative is a partnership between the California State Association of Counties (CSAC) and The Ferguson Group (TFG) that helps connect counties with federal, state, and foundation grants. TFG specializes in securing federal funding for clients and has a track record of capturing federal funding through the competitive grant process. Services include analyzing clients’ priority projects and identifying appropriate grant opportunities for which they can compete; providing strategic advice and consulting services to shape a priority project in accordance with the federal priorities articulated for a particular grant program; working with clients to build and leverage relationships within Federal agencies that can yield valuable information that may provide a competitive advantage; reviewing draft grant proposals and offering insight; and partnering with clients to prepare and submit competitive grant applications.

Key Features

- Overall goal is to offer tools and support counties in incorporating grants as a resource into their daily operations and budgets.
- Ferguson Group helps to strategically plan to ensure they are applying for the funding in the most appropriate way for grants they actually need.
- Retrain get out of the reactive nature of going after grants, and moving towards proactive applications.
- Assisting counties in proactive planning rather than waiting until a 90-day deadline to apply as that’s what’s stressful for staff. Federal grant guidelines don’t change too much so they assist county staff to prepare based on previous years applications and can help support any updates as needed.
- Have a “library” of successful grant applications FSG can provide as reference and make recommendations that work for other counties.
- Will meet individually with each department to understand their needs and

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projects.

- Will help departments that don't have much experience in grant writing/management partner with departments that do have experience. There's often a lack of communication between departments, FSG can help form those connections and communication.
- If they are writing the grants themselves then they can use consultant hours for independent peer review.

Implementation

- CSAC has offered tiered options for accessing FSG contracted services that include: consulting hours for dedicated support, needs assessment for strategic planning. grant tracking for timely information. grant training for added capacity. project planning for funding strategies and grant writing for full applications.

Pros

- Easily implemented consulting services depending on a department's needs with the main focus being on strategic applications to federal funders with support for grant research, writing, and management post grant.
- County can determine cost based upon the tiered categories provided through CSAC membership.
- Would assist with the "capacity" issue that was a recurrent issue expressed by many department staff.

Cons

- Does not provide the breadth of needs identified as challenges like greater collaboration and communication between departments, one place to research and find grant opportunities, tracking and management as well as greater transparency to community of those funds being sought out and potential for greater collaboration with community partners.

Option 2. Create a new position-(i.e. Grants Administrator/Director of Grant Administration)

Position would be responsible for county-wide grant management that could include grant writing support and technical assistance, grant research and serve as a central/point person for and in the community (*example job description (s) can be available upon request*)

There was no general consensus on what department would serve as the best fit for this potential position or coordination of grants. However, the most frequent answers from both county department representatives and community interviewees were: CAO's Office, Economic Development, Department of Health & Human Services, or Planning & Building.

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Option 3. Create a new division (*i.e. Department of Grants & Special Projects*)

Similar to other examples in other jurisdictions mentioned earlier in the report, this new division would align its goals with those of the County’s strategic plan and work across departments to assist in goal setting, coordination, reducing redundancy and duplication. This division would serve as the “hub” for all grant research, writing and management with direct departmental liaisons. A new grant platform would also be administered through this division.

Option 4. Combination of above options

- Create a new position and implement a platform like *eCivis* or engage with *CSAC’s Grant Initiative*.
- Identify a point person who already is employed by the County who could take on this role of Grants Administrator/Director of Grant Administration and Implement a Platform like *eCivis* or engage with *CSAC’s Grant Initiative*.

Option 5. Create a general repository for grants that includes information on grants available, grants that are in process, grants currently being managed that everyone can access using or modifying an existing software or platform.

(See Appendix B for Visual of Prospective Options to Consider)

For Additional Information

Please contact Dawn Arledge, Executive Director of the California Center for Rural Policy at dna2@humboldt.edu or (707) 826-3420 for additional information about this report.

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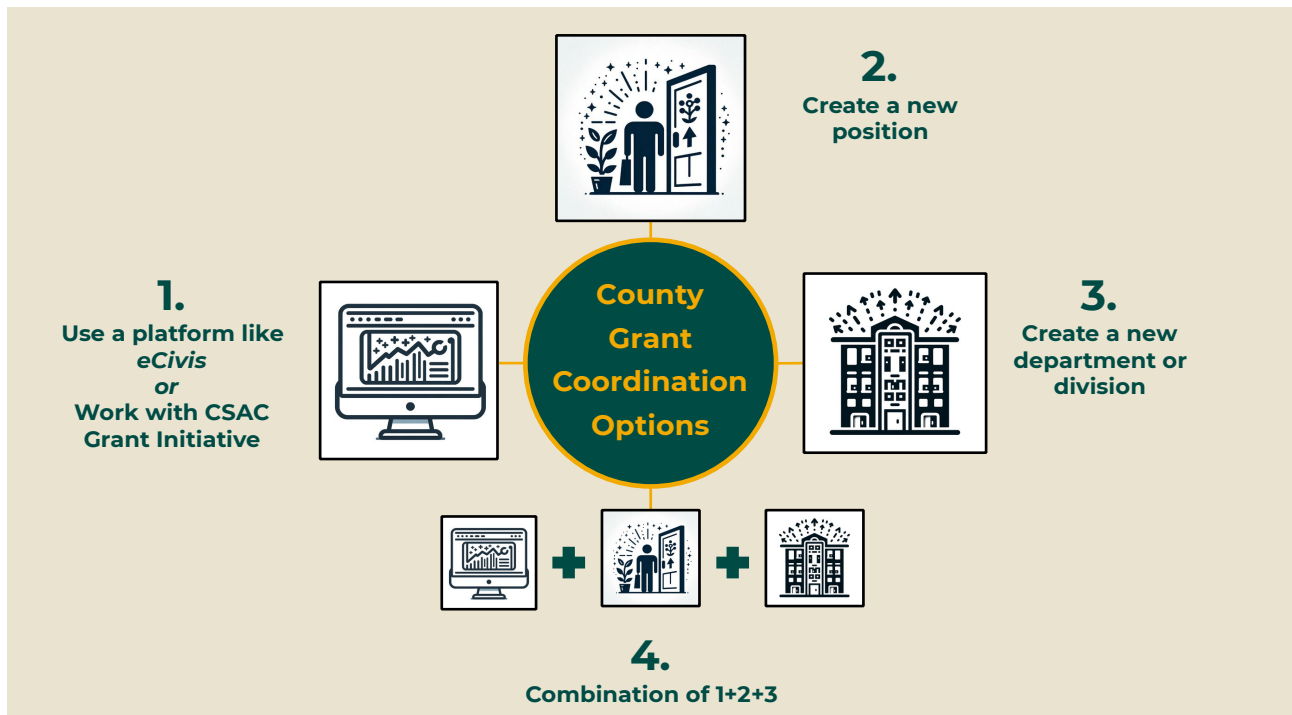
Appendix A
Matrix of Key Themes from County Department & Community Interviews

 **COMMUNITY GRANT
 COORDINATOR SUPPORT**

KEY THEMES	COUNTY DEPT HEADS	COMMUNITY LEADERS	NOTES
CENTRALIZED GRANT COORDINATION POSITION	—	✓	COMMUNITY SUPPORT, COUNTY WOULD SUPPORT MORE WITHIN DEPT. POSITIONS
CENTRALIZED GRANT COORDINATION OFFICE	✗	✓	COMMUNITY SUPPORT, COUNTY VOICED APPREHENSION
NEED FOR MANUAL OF LANGUAGE	✓	—	COUNTY MENTIONED
NEED FOR CENTRAL DATA REPOSITORY	✓	✓	
CENTRALIZED LIST OF ACTIVE GRANTS/GRANT PORTFOLIO SUMMARY	✓	✓	
COACHING AND TRAINING ON GRANT MAINTENANCE	✓	✓	
OVERALL GRANT COORDINATION WORKLOAD	✓	✓	

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Appendix B
Visual of Prospective Options to Consider



Attachment 1:
Park County, MT -Grants & Special Projects Standard Operating Policies & Procedures

Attachment 2:
Park County, MT -Grants & Special Projects Director Job Description

Attachment 3:
County of Monterey, CA -Strategic Grant Services Program 2023 Work Plan



Grants & Special Projects
Standard Operating Policies & Procedures
October 2023

Approved by Resolution # 1401

October 3rd, 2023



Resolution No. 1401

**A RESOLUTION OF THE PARK COUNTY COMMISSIONERS APPROVING
DEPARTMENT OF GRANTS & SPECIAL PROJECTS
STANDARD OPERATING POLICIES AND PROCEDURES MANUAL**

WHEREAS, the Board of Commissioners of Park County, Montana believe it to be in the best interest of the County to adopt the Department of Grants & Special Projects Standard Operating Policies and Procedures Manual for Park County; and

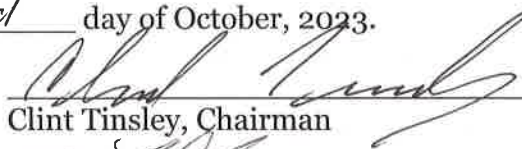
WHEREAS, the said Board of County Commissioners believes that such Policies and Procedures may accomplish the following purposes:

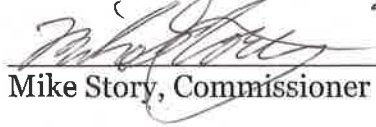
- Ensure that all County grant-related activity (whether through specific departments or elected offices) is consistent with the strategic priorities of the County Commission;
- Ensure the integrity of the County's good standing among grant-making entities, from local foundations to state and federal agencies and everything in between;
- Ensure accountability for financial and programmatic elements of grant management, as well as the detection and mitigation of potential grant-related problems;
- Serve as a resource for all steps of the grants life cycle including grant seeking, contract execution, post-award reporting and management and closeout for all County departments; and,
- Centralize grant seeking and management to promote collaboration and coordination of the grants process between County departments and elected offices.

NOW THEREFORE, BE IT RESOLVED by the Board of the County Commissioners of Park County, Montana, that the attached Policies and Procedures Manual is hereby adopted as the official Grants & Special Projects Standard Operating Policies and Procedures Manual for Park County; that any policies, procedures, rules or resolutions that are contrary to the attached Manual are superseded by the current Manual; if any provision of the Manual or this application of the provisions is deemed invalid or void, the remainder of the policies and procedures shall remain in force to the extent they are not invalid and void; and, the rules may not conflict with state or federal laws or regulations.

Dated this 3rd day of October, 2023.

Signed:


Clint Tinsley, Chairman


Mike Story, Commissioner

Vacant



Maritza Reddington, Clerk & Recorder

Approved as to Form:


Kendra Lassiter, County Attorney



437888 Fee: \$0.00 _____

Park County, MT Filed 10/4/2023 At 11:18 AM
Maritza H Reddington , Clerk & Recorder By MR 

Department of Grants & Special Projects Standard Operating Policies & Procedures



The purpose of the Department of Grants & Special Projects (DGSP) Standard Operating Policies & Procedures (SOPP) is to provide a uniform method of planning for, researching, applying for, contracting, reporting on and managing grants as well as to outline procedures to remain in compliance with local, state and federal regulations.

The DGSP is tasked with planning and implementing grant programs and projects, researching and applying for funding opportunities, executing funder contract documents, monitoring expenditures, identifying support agencies, tracking results, reconciling budgets and project/program expenses and analyzing financial data to ensure compliance and grant reporting is conducted effectively and efficiently.

The policies and procedures outlined in this document are intended to be a basic guideline and are constantly evolving, thus regular updates can be expected.

Department of Grants & Special Projects Staff:

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GRANTS & SPECIAL PROJECTS DEPARTMENT

Park County's DGSP reports directly to the Park County Commission. The Department is tasked with centralizing and streamlining the County's grant-seeking and application efforts; executing all funder contract and amendment documentation; administration, reporting and reimbursement requests of Park County grant funded awards; assistance with County audit and funder audit activities; and, providing guidance and oversight to County departments while managing post-award grant administration and reporting processes. The County Commission also allows DGSP staff time to be spent on applications for relevant area non-profits, unincorporated county communities and county-related water and wastewater districts. Decisions for staff time to be used for these activities are made via a scheduled County Commission meeting with a specific agenda item for discussion and decision.

The mission of the DGSP is to increase the County's capacity to compete for federal, state, county, corporate and foundation grants and to effectively assist in the full life-cycle of grant management from application to award activities to reporting through closeout. The aim is to increase grant-related revenue, limit the County's exposure to any grant-related legal liability and improve the efficiency and impact of beneficial community programs, projects and services funded through grant dollars.

Grant funds received by Park County support important programs, projects and services that the County provides to local communities and citizens. These funds allow the County to extend or replace pre-existing services and/or infrastructure, introduce new initiatives, gain technological advances and assist with programmatic staffing and equipment. Grant funds are allocated throughout the County and impact a variety of efforts, including public safety, public works, economic development, social services, recreation and infrastructure improvement and maintenance, among many others. Because grant funding allows the County to leverage local public funds in order to extend and enhance the services it offers to the community, the impact of grant funding in Park County is significant.

The processes involve documenting all grant awards in which Park County is named grantee; creating and maintaining a comprehensive database of grant award information (for each individual grant); distributing pertinent information to grant coordinators, recipients and sub-recipients; ensuring that grants are compliant based on programmatic, financial and legal authorities; and, serving as a resource to Park County departments.

The DGSP serves three core areas: Grants Management, Special Projects Management and Grants Compliance. Objectives of the Department involve evaluating grant program accountabilities; performing desk evaluations and site visits; maintaining County-wide grant data; assisting departments with grants related documents, questions or concerns; and, serving as a liaison to local, state and federal agencies or independent auditors in the management of grants and/or special projects per the direction of the County Commission.

More specifically, the DGSP:

1. In consultation with the County Commissioners, develops and promotes grant-seeking priorities; ensures that priorities are integrated with the County's strategic planning goals; and, serves as a key member during the County's strategic and budget planning. Grant planning and implementation projects that involve research, planning, preparation and submittal activities to include, but not limited to, the following areas of public service and community development:
 - refuse and solid waste management systems;
 - roads, bridges and transportation;
 - public safety;
 - economic development;
 - housing;
 - public health;
 - cybersecurity;
 - growth and planning;
 - disaster and emergency services;
 - parks, trails and recreation; and,
 - public relations.
2. In consultation with County Commissioners and Department Directors and staff, makes decisions on which grants will be pursued by the County.
3. Provides leadership for, and implements, a thorough grant development agenda for the County.
4. Develops, coordinates and maintains an annual calendar of planned and ad-hoc grant development activities.
5. Facilitates problem-solving processes related to multiple programs selecting and competing for the same grant/funding source.
6. Directs the preparation of complex and varied grant applications that support County goals and fiscal needs. In collaboration with County Commissioners and Department Directors/staff, identifies County needs/problems to be addressed; clarifies grant objectives; and, determines scope of grant project. Grant application preparation and submittal activities generally include (but are not necessarily limited to):
 - Work with County Commissioners, Department Directors and staff to identify projects, prioritize them and create diversified funding strategies to plan and implement
 - Facilitate and build collaborative relationships with funding agencies
7. Develops and maintains systems and procedures for grant administration activities to include (but not necessarily limited to):
 - Prepare concise and thorough applications in accordance with grant guidelines, including after-award activities to include:
 - Grant Application Preparation with all Applicable Documentation
 - Funding Agency Correspondence
 - Contract Documents and Amendments
 - Insurance Documentation (if applicable)
 - Request for Qualifications and Proposals Documentation (if applicable)

- Bid Documentation (if applicable)
 - Development of Adequate Cash Management Procedures
 - Identifying, Approving and Monitoring Match/In-Kind Requirements
 - Reimbursement Request Documentation
 - Progress and Final Reporting Documentation
 - Evidence of Monitoring any Special Grant Terms and Conditions
 - Submittal of Close-out Documentation that Reconciles with Accounting Records
 - Sub-Recipient Communications and Documentation (if applicable).
8. Facilitates community planning and citizen participation activities related to grant applications to include preparation of legal notices for public meetings, facilitation of public meetings and gathering of letters of support.
 9. Develops/maintains systems and procedures to ensure the accuracy, validity and timeliness of grant applications submitted. Responsible for the accuracy, completeness and timeliness of grants submitted to government agencies and foundations, including adherence to relevant federal, state and local regulations.
 10. Serves as lead internal consultant to the County Commissioners, Department Directors and staff regarding grant-seeking and resource development. Monitors changes/trends in the resource development environment (regulatory, political, economic, etc.) and determines resulting implications for the DGSP and the County. Serves as internal resource/expert regarding grant development trends, models and best practices; anticipates grant development needs; and, positions the County to respond.
 11. Develops and maintains external contacts to facilitate funding opportunities.
 12. Coordinates and collaborates with other institutions and entities regarding collaborative resource development efforts, including federal, state and local agencies, non-profit organizations, K-12 schools, etc.
 13. Directs the preparation of reports on the County's grant development activities as required/requested by the County Commissioners.
 14. Directs and reports on special state and federal government relief and/or direct allocations.
 15. As needed, makes presentations at conferences on grant seeking strategies and effective DGSP operations.
 16. Provides technical assistance to Finance Department staff to ensure effective grant administration and adherence to relevant government regulations.
 17. Provides assistance to the Finance Director and staff for classification of grant revenues.
 18. Manages the Park County DGSP to include:
 - Hiring, orienting, supervising and evaluating professional and administrative staff.
 - Establishing priorities for work assignments, monitoring progress, reviewing work products and ensuring products are delivered in a timely manner.
 - Formulating and recommending annual departmental budget.
 - Assessing DGSP services and implementing changes to improve grant development capacity.

SPECIAL OPERATING POLICIES & PROCEDURES INTRODUCTION

This document assists in developing, implementing and maintaining meaningful grant-seeking coordination and post-award oversight across all Park County departments. The policies and procedures contained herein are intended to foster exceptional stewardship of the public trust through a rigorous adherence to ethical standards associated with grant-related activity.

The policies and procedures presented in this SOPP aim to achieve the following:

- Ensure that all County grant-related activity is consistent with the strategic priorities of the County Commission;
- Ensure the integrity of the County’s good standing among grant-making entities, from local foundations to state and federal agencies and everything in between;
- Ensure accountability for financial and programmatic elements of grant management, as well as the detection and mitigation of potential grant-related problems;
- Serve as a resource for all steps of the grants life cycle including grant seeking, contract execution, post-award reporting and management and closeout for all County departments; and,
- Centralize grant seeking and management to promote collaboration and coordination of the grants process between County departments.

GRANTSEEKING

GRANTSEEKING PROCESS OVERVIEW

The DGSP endeavors to help County departments research and apply for grant opportunities, thereby allowing each department to expand its overall capacity without placing greater burden on the County's operating and capital budgets. In order to achieve this, the DGSP must have knowledge of all department needs that can potentially be met through grant funding opportunities. Understanding a department's needs and priorities will allow the DGSP to conduct research to find possible grant opportunities that suit its needs.

The following methods will be used to match departmental needs with grant opportunities:

- I. Annual (or as needed) meetings with Department Directors
As part of the annual formation of the County's operating and capital budgets, the DGSP will meet with Department Directors to identify the current needs and priorities of the department or request needs and priorities through email communications. These identified priorities will inform regular searches of grants databases. Department Directors and/or the designated grants liaisons for each department will be notified throughout the year as promising new grant opportunities are identified.
- II. Ad-hoc grant-seeking
At any time during the year, all County employees are encouraged to bring new ideas or initiatives to the DGSP. In these cases, the DGSP will work to match ideas and initiatives to existing grant opportunities and add the information to the internal department priority lists. Department Directors and/or the designated grant liaisons for each department are encouraged to communicate with the DGSP at any time they are aware of grant opportunities that might be beneficial to their specific department or other departments.

Once a grant opportunity is identified, the DGSP will work with the Department Director and/or designated staff member to complete a high-quality application for submission.

IDENTIFYING A GRANT OPPORTUNITY

Park County's operating and capital budgets are not always realistic sources of funding for new purchases or initiatives. The DGSP generally follows the process below for grant opportunity identification and feasibility:

- I. Departments contact the DGSP with a specific need (i.e. new unfunded program, project, equipment purchase, etc.).
- II. The DGSP will utilize funding expertise to locate the most appropriate grant opportunities (if available).

- III. The DGSP will consider the following before approval by the County Commission for application process to begin:
 - a. Amount of staff time involved in administration of the grant.
 - b. Building or space issues and/or equipment purchases that could be associated with the grant request.
 - c. Special training requirements.
 - d. Conflicts of interest.
 - e. Involvement of sub-awards.
 - f. Consideration that all grant requirements can be met including completing grant requirements during the grant project period, matching requirements, reporting requirements and audit requirements.
 - g. Contribution to overall Park County mission and goals.
- IV. If the DGSP is able to match needs with promising grant opportunities, the Department will work with Department Directors and/or the designated grant liaisons for each department to begin the application process.

HOW GRANT/FUNDING OPPORTUNITIES DIFFER

Foundation Grants: Local, state and national foundations exist to contribute monies from their endowments to programs of specific interest to their founders or board of directors and/or to benefit specific locations or populations. They make decisions following their own by-laws. As such, requests for funding from foundations should reflect the unique priorities of each organization.

Corporate Grants: Corporate philanthropies are private funders who are endowed by corporations, and in some cases even receive a designated percentage of profits each year to contribute. They too make funding decisions based on their own by-laws, which often dovetail with the sector in which the associated corporation operates. Usually, a corporation's website will detail its grant-making priorities and application guidelines.

County Grants: Some counties and their associated agencies offer a limited number of grant opportunities each year which are open to local municipalities. They are often competitive.

State Grants: The State of Montana offers a number of competitive and discretionary grant opportunities for municipalities and jurisdictions through various agencies. These grants cover a wide variety of subject matter including environmental issues, public health, public safety, transportation funding, roads and bridges, communications, cybersecurity, economic development and historic preservation.

Federal Grants: The most time-consuming and competitive opportunities, federal grant applications are substantial undertakings that can require project teams working upwards of three months to successfully complete. These grants often provide very substantial funding for longer-term initiatives, pilot projects, equipment, infrastructure-related projects, etc. that may be too costly to otherwise fund. These opportunities are

often offered through relevant agencies like the Department of Agriculture, Department of Education, Department of Justice, Department of Transportation, etc.

APPLYING FOR A GRANT

Once a grant opportunity has been identified, the DGSP will schedule a meeting with the best-suited department to evaluate the competitiveness of a possible application submittal. During the meeting, the following steps will be completed by DGSP staff and department representatives:

Review the application material in-depth

- Identify minimum and maximum award amounts
- Identify start and end dates
- Identify all content and application components that must be developed for a successful application
- Identify financial implications and determine detailed anticipated project cost
- Identify match requirements and sources
- Identify partner organizations
- Identify staffing requirements (including salary and benefits increases for multi-year grants)
- Prepare documentation of a clear continuation plan*

Identify programmatic implications

- Align with Park County strategic priorities
- Align with Capital Improvement Plans
- Align with the department's goals
- Determine DGSP capacity to administer the programmatic, financial and administrative aspects of the grant

*In evaluating grant opportunities, departments are required to develop continuation (sustainability) plans prior to applying for programmatic grants. The plan should address strategies for sustaining grant funded programs should funding be reduced or terminated. Departments must plan responsibly for either termination or reduction of the program, or, plan to seek alternative sources of funding. Departments must understand that many grants are temporary and additional costs cannot be absorbed by the County's operating budget.

Upon reviewing the factors above, a decision will be made regarding whether or not to pursue the grant opportunity via a specific County Commission meeting agenda discussion item. The process below will be followed to determine the next steps for all grant opportunities:

- Formal approval by the County Commission, during a regular meeting with a grant application specific agenda item, to move forward with grant application activities

- Development of an application timeline, assignment of tasks, and, if necessary, identification of a larger project team to aide in application development
- Scheduling any necessary follow-up meetings

The process of assembling a grant application can vary greatly, as can the time commitment necessary to complete a competitive application. The DGSP generally leads this process and is always available as a resource, but departmental staff must be active contributors to the application to provide the necessary technical and operational expertise and knowledge. The following can be expected from the DGSP during the application process:

- Attendance at regular project team meetings and provision of expertise and feedback
- Grant application development and review of drafts with departments and staff members
- Assistance with securing letters of support, memorandums of understanding, letters of commitment, etc. to be included with the grant application
- Development of executive summaries, budgets, logic models and other commonly required application components

COMMON APPLICATION COMPONENTS

While each grant opportunity will have specific requirements, this section is intended to provide information that can be applied to most grant pursuits in general.

Grantee Information: Park County is the grantee, not the specific department. This means that the County is responsible for meeting all objectives set forth in grant applications – and the proper use of grant funding associated with task implementation. All grant applications must have the approval of the appropriate Department Director and the County Commission.

Executive Summary: The abstract or executive summary is a brief, page-limited overview of what the grant reviewer(s) will find in the full grant application. Brevity is important - this section should be no longer than one page unless the guidelines indicate the need for a two-page summary (or longer). Abstracts or summaries are generally written after the entire grant application narrative has been written. Attention is paid to the funder's guidelines regarding word or line limits, font sizes and margins and the structure of the abstract or executive summary. This section generally contains information about the entity submitting the proposal, the need or problem statement, objectives, methods and costs.

Project Narrative: This section clearly describes the general problem or need to be addressed by the proposed program/project.

Intended Outcomes, Goals and Measurements: This section describes anticipated outcomes of the intended work with respect to the problem or need described previously.

Methodology: This section details activities to be undertaken, describing exactly what steps are planned to reach goals and objectives. Include a timetable/project implementation table/workplan, if appropriate.

Project Staff Capacity & Organization Background: This section establishes the qualifications to carry out the project being proposed, including how the project fits into the context of long-term objectives; and, relevant experience that can enhance the activities planned to carry out with project funding. This section can also provide background information on the County and/or the department (keep in mind that those reviewing a grant application may have no knowledge of the organization or what it does). This section is a good place to share past successes to demonstrate why the County is best suited to complete the outcomes in the proposed project.

Developing a Budget: The budget describes the costs necessary to carry out the activities you have described in the proposal. The grant request budget should contain two parts (1) a budget and (2) a budget narrative (or justification). The budget will include a list of all line items and the specific dollar amounts, as well as a total cost for all expenses. The budget will also divide requests between grant funds, county contributions (in-kind or cash) and/or other funder contributions. The budget narrative is the more detailed, written explanation of how monies will be spent if the project is funded and details the calculations used to arrive at the budget figures.

***In accordance with best practices, all job postings for grant funded positions should clearly state that the position is subject to elimination when grant funding expires.

Coordinating Letters of Commitment or Support: A letter of commitment comes from a partner organization and states that the partner is committed to providing cash, staff time or other assets to the grant funded program or project, if funded. Partner organizations can commit to providing cash, facilities, technical assistance, equipment, supplies and materials or staff hours; make sure the letters provide specifics on what the partner will contribute to the project. It can be helpful to create a draft to send to the partner – be sure and give them enough time to complete a quality letter.

Letters of support should be requested from any community stakeholders who are assisting with the project/program or are in support of the project/program priorities. Letters of support should be requested early in the planning process (the number of support letters required will vary based on page limitations and/or other grant funder guidelines). It can be helpful to create a draft template for the letter writer to use in crafting their letter. Letters of support can also be written by local or state elected officials or organizations with favorable opinion of the projects/programs without specifically committing resources or funding to the proposal. Even if letters are not required, they can add beneficial relevance to the grant proposal.

Sustainability: Another important component of a grant proposal is sustainability. The sustainability section could include the plan to use the information learned from the proposed project to inform future work. Sustainability could also include how you plan to keep the project (or program) viable once all grant funds are expended. Funding agencies generally desire a long term impact and want to know that they are supporting a solid project/program with good strategic planning.

Other Supporting Documentation:

Logic Model: Logic models have become more popular with grantmakers in recent years. The logic model is a visual flowchart-style method of submitting goals and objectives.

Strategic Plan: Because grantmakers want to know that they are supporting a valuable project and solid nonprofit, they may request a copy of a strategic plan. They will use this document to see how the proposed project aligns with the overall goals of the agency/jurisdiction. The strategic plan also demonstrates that there is a long term vision and that the project/program will continue to serve the community/area for many years. The strategic plan is typically written out for 3-5 years at a time and can be included as an attachment with the grant proposal.

APPLICATION SUBMISSION

Prior to grant application submission, the application will be reviewed by the department requesting grant assistance and then placed on a County Commission meeting agenda for final submission approval and/or signatures (often the Commission Chair must sign the application submittal page documentation). The goal is to ensure that program and application materials align with established County priorities, meet the County's document quality standards, have matching funds or resources available (if required) and that the means for continuation of the project or program, after the grant period ends, have been given realistic consideration.

The DGSP is responsible for ensuring that the assessment factors noted above have been evaluated and completed prior to submission.

Departments are not authorized to submit grant applications without the prior review and approval of DGSP and the County Commission.

The process below will be followed prior to submitting a grant application:

- I. Initial County Commission approval to utilize the DGSP and apply for grant funding.
- II. The DGSP will prepare all relevant application materials (with assistance from the affected department) and review all documents with the department requesting grant funding.
- III. The DGSP will post an agenda item for discussion/decision of submittal (and applicable signature pages, resolutions, funding commitments, etc.) of the grant application at an upcoming County Commission meeting.

- IV. The County Commission authorizes application submission and the County Commission Chair and/or the Director of DGSP signs the required (including – but not limited to – signature pages, resolutions, funding commitments, etc.).
- V. The DGSP submits the application following the guidelines required by the funding agency – generally through an electronic portal format.
- VI. The DGSP uploads all application materials to the “Applications in Progress” folder on the Park County DGSP file folder system.
- VII. Upon receipt of notification that a grant will be awarded, the documentation is filed and post-award procedures (below) take place.

Pre-Award Costs: Some funder guidelines state that pre-award costs are not allowed as direct costs or allowed to meet cost share with federal awards (also called “matching requirements”). Pre-award expenditures should be carefully monitored to align with funder guidelines.

POST-AWARD GRANT MANAGEMENT

I. GRANT NOTIFICATION AND ACCEPTANCE

Grants management entails the establishment of standard operating procedures and clear, regular communication by the responsible department with the DGSP staff about the status of the grant funded project and required communication with the grantor.

Once grant funding has been awarded, project implementation and management begins. The DGSP focuses on collaboration with the funded department on the implementation, monitoring and evaluation of the grant funded program/project. The funded department, with limited oversight from the DGSP, ensures that they maintain high standards, achieves stated goals and objectives, meets agreed upon deadlines, stays within budget, expends funds as required and complies with the grantor's terms and conditions. The DGSP, with input from the funded department, will maintain appropriate records, meet financial and programmatic reporting requirements and communicate results. DGSP oversight of this process is critical to ensure that the interests and responsibilities of the County are met. In some cases, grant awards require a quick turnaround to execute grant agreements. The DGSP will work with departments to meet funder deadlines.

The process below will be followed for all grant award acceptance:

- a. The DGSP begins the process to formally accept the funds immediately upon notification of a grant award.
- b. The DGSP includes an agenda item to accept an award at the next upcoming County Commission meeting.
- c. The DGSP notifies the Park County Finance Department of the expected amount and expected receipt date of all funds, unless the grant award is on a reimbursement basis.
- d. Once the County Commission has accepted the grant award, the next stages of the grant award process begin. Grant awards will need to be signed by the Commission Chair in order for them to be accepted by the grantor and become a fully executed agreement. In addition, grants agreements may require additional signatures depending on the funder, which could include the Director of DGSP, the Finance Director, the County Attorney and/or the Clerk & Recorder.
 - o Attention to the deadline to accept a grant award is critical; some grant awards require a quick turnaround.
- e. The DGSP is responsible for sending executed and signed grant documentation to the funding agency. This includes varieties of transmission (paper, electronic and/or both). The final award document (executed award) will be sent from the grantor. When fully executed copies are received, departments, the DGSP will save all executed agreements in the master electronic folder file.
- f. The DGSP will work with the Finance Department to establish unique revenue and expense codes for managing deposits and expenses related to the grant funded project/program. If the grant award is prepaid, funds are deposited and spent out of the department's designated grant revenue account. Most grants are on a

reimbursable basis and require backup documentation of expenses and proof of payments of those expenses before grant funding is released to the County.

Partner Organizations: There may be circumstances in which Park County will partner with an outside organization. For example, the County is often approached by local non-profits, water or sewer district authorities and/or other agencies to serve as the lead applicant for grant opportunities that are only open to specific municipalities. As the lead applicant, the County assumes all the responsibilities for the grant, and must contract with the secondary organization. In the case of all partnerships, a Cooperation Agreement between partner organizations is required.

A Cooperation Agreement is a document which outlines each organization's roles and responsibilities in fulfilling the grant requirements. The DGSP will be instrumental in writing the agreement which will be approved by the County Attorney's Office, and then be included into the process of accepting the grant award.

Sub-Recipients: If the County acts as a pass-through entity and provides sub-awards to other entities/non-profits, the County must meet the requirements of 2 CFR 200.331 and 200.343:

- 200.331 Requirement for Pass-Through Entities
 - Include the audit responsibilities in the award that they must have single audit according to 2 CFR 200.500-521.
 - Provide the sub-award information regarding the CFDA # of the grant.
 - Provide an indirect cost rate, if applicable.
 - Perform a risk assessment for sub-recipient monitoring.
 - Verify compliance to audit requirements, which include monitoring and single audit findings.
 - Report the sub-award in accordance with FFATA (Federal Funding Accountability and Transparency Act).
- 200.343 Closeout
 - The sub-recipient has 30 days after the period of performance to submit reports and one year to close out the grant, if the grant award is over \$25,000.

II. MANAGING GRANTS

Once grant funding is awarded, accepted and contracted, departments assume responsibility for accurately expending grant funds in accordance with the budget as well as implementing the scope of work for the project. There are unique financial and implementation requirements for every grant. The DGSP is available to assist with any questions about these requirements.

Grant Implementation Plan: All departments that receive grant funding must work with the DGSP to develop a Grant Implementation Plan that identifies the goals and objectives to be achieved, the project timeline, milestone events, an anticipated expenditure schedule, roles and responsibilities and grantor terms and conditions. The purpose of this

plan is to ensure that all grant funded programs or projects are managed according to the terms set forth in the grant agreement and the DGSP SOPP.

Procurement: All procurement activity associated with grant funds must be consistent with the County's established procurement policies and procedures, as well as the approved grant budget and overall requirements of the grantor (see Section VII).

Requests for Payment/Expenditures: The DGSP will request payment from the funder if funding is on a reimbursement basis. The specific payment method will be disclosed in the executed agreement. All copies of payment transactions will be kept as project/program documentation by the DGSP. Requests for payment documentation is required for federal and state grants and necessary in order to avoid audit findings. The DGSP will periodically meet with departments throughout the life cycle of the grant to reconcile grant expenditures based on the grant award budget. Expenditures and claims go through the County's regular approval process.

Grant Funded Positions: In accordance with best practices, all job postings for grant funded positions must clearly state that the position is subject to elimination when grant funding expires.

Progress Reports: Most funders require progress reports, which can vary greatly in required narrative. Departments must submit narrative for progress reports (if required) on time to the DGSP for timely submission of the formal report. Timely submission is necessary to avoid audit findings and/or hold up payments for Park. Progress report deadlines will be sent via email to the associated Department from the DGSP. If the DGSP is not completing and submitting the progress reports, the associated department is required to send required report information to the DGSP for submittal and filing.

Interim Reports: Funders may require additional reports in addition to progress reports. One example would be a semi-annual financial report required by most federal grants. As with the other reports, departments must submit interim reports on time and forward all copies to the DGSP for electronic filing.

Budget or Programmatic Changes to the Grant: Funders must approve any significant budget or programmatic changes through a written request. For example, if an item costs significantly more or less than what was proposed in the grant application budget, if there is a change of staff, or a change in project scope, departments will need funder permission to implement changes. If a modification request is not submitted, it is likely that grant funds will need to be returned (to the Grantor) or they will not be reimbursed, etc. Departments that anticipate significant changes in budget or scope of work/project goals should immediately contact the DGSP to discuss an action plan. Note: Budgetary and program discrepancies are often revisited even years after a grant has closed when the grant is undergoing an audit.

Award Extension Requests: If a project is taking longer to complete than originally anticipated, the DGSP will work with the impacted department to send messaging to the funder to request an extension, within 60-90 days prior to the end of the grant period.

III. ONGOING PROJECT ADMINISTRATION TIPS

- Keep in touch with the funding agency and program managers, as needed.
- Meet with Grants Department staff regularly.
- Keep on track with process objectives and performance measures.
- Collect necessary data and complete required evaluation processes.
- Maintain communication with any contractors and other partner agencies.
- Share all necessary information to assist DGSP with reporting and reimbursements. (usually quarterly and/or annually).
- Review expenditures on a monthly basis.
- Use a box folder or binder to maintain paper records of grant activities and budget expenditures (or do that with file cabinets or an electronic system) that will be needed by the DGSP. The DGSP is responsible for creating a record keeping system to track the documents for each particular grant, tracking documents using an electronic system or use some combined approach using these methods. The DGSP will work closely with the grant-funded department to make sure all records are compiled for proper reporting and reimbursement requests.

IV. CLOSE-OUT PROCEDURES

As grant awards comes to an end, final documentation is required to be submitted for final close-out. This documentation will usually include a final financial statement and a final programmatic report.

Some federal and state grants allow a 90-day period for closeout procedures, which may include completing grant reports and completing evaluation activities to verify grant impacts and adherence to measurable outcome objectives. Many funders allow this time spent closing out the grant to be billed to the grant, although all other project costs are no longer allocable. It is customary that funders allow 30 days for invoicing and paying costs that occurred during the grant period. However, each funder is different so verifying requirements with them, before making any assumptions is essential.

The following process will be followed for grant award closeout:

- The DGSP will meet with departments one to three months prior to the end of grant close-out period to discuss any procedures and/or developments and to ensure submission of final paperwork.
- If a Cooperation Agreement was included in the grant paperwork, the DGSP will also ensure that all paperwork from the partner organization is submitted.
- The DGSP will request a formal close-out letter or other documentation signifying the finality of the grant funding.
- The DGSP will upload final documentation to the electronic file folder.

V. AUDITS

An independent review of the Park County grant-related records in the form of an audit can take place at any time. The goal of an audit is to ensure that the County has fully

complied with all requirements of a given grant agreement and to verify the accuracy of all associated financial records. Some audits are predictable and take place on a regular basis, while other audits are performed by funders on an ad-hoc basis.

Certain types of grants that are automatically audited on a yearly basis include the following:

- The Single Audit is a yearly review overseen by the Finance Department and conducted by an outside entity. During the process, auditors review all federal grants as well as any grants in which the source of funds originated from the federal government (called federal flow-through grants). The audit includes all expenditures and receipt of payments for all relevant grants.
- The State of Montana and their various departments regularly audit grant funds awarded to the County.
- Federal agencies and their various departments regularly audit grant funds awarded to the County.

The possibility for a grant audit always exists, which underscores the importance of records retention (see Document Retention section below for details). Departments should contact the DGSP immediately in the instance that a grant is being audited.

VI. DOCUMENT RETENTION

Grant documentation must be kept a minimum of five years (but sometimes longer) past the official close of the grant. If the grant is re-opened due to an audit, the five years starts from the end of the audit. All records must be retained including receipts, any spreadsheets, grant award documentation, required forms, etc.

VII. OTHER PROJECT RELATED REQUIREMENTS

Required Procurement Actions

As per Resolution 1198, the Park County Commission approved a Park County Procurement Policy, to ensure uniform, transparent and equitable rules regarding the purchase and procurement of goods and/or services with public funds.

The table below summarizes required actions in the purchase of goods and/or services at specified monetary levels. Quotes may be verbal with a note indicating who the quote was taken from and the amount quoted.

Amount	Required Actions
\$0 to \$4,999	Documented competitive pricing is not required, however due diligence shall be given to the County's goal of maximizing the purchasing value of public funds.
\$5,000 - \$24,999	Minimum of 2, preferable 3, a notation of telephone/written quotes should be attached to the purchase order (PO).
\$25,000 +	PO required. Minimum of 2, preferably 3 quotes (with notation of telephone/written quotes attached to the PO).
\$20,000 +	For professional services of architects, engineers and land surveyors, a Request for Qualifications (RFQ) is required.
\$80,000 +	Competitive sealed proposals or invitations to bid are required.

Park County's Bid Tabulation form should be used to document competitive pricing for purchases less than \$80,000.

If through the exercise of properly documented due diligence, the minimum number of quotes cannot be obtained, then the purchase may proceed with a written explanation attached to the claim or the PO.

There is nothing stated in the Park County Purchasing Policy that prohibits the use of formal competitive practices for the procurement of goods and/or services for any threshold. The decision to use formal practices should be made by the Department Director/elected official based on such criteria as market competitiveness, time constraints and complexity of specification to be used.

Procurement

All purchases exceeding \$25,000 must be pre-approved by the County Commission. The use of a PO is how the pre-approval is documented. Department Directors and/or elected officials are responsible for filling out the PO form with all proper information, in addition to obtaining Commissioner written approval prior to ordering materials, equipment or services of \$25,000 or more. In the case of competitive bidding, the purchase order will refer to a contract. The Finance Department has procedures for maintaining and distributing POs.

On occasion, exigent circumstances will require emergency purchases. If not commissioner is available to approve a purchase over \$25,000, the Department Director/elected official shall notify the County Commissioners as soon as possible about the purchase that was made and the conditions that existed to warrant a purchase without a PO. However, an emergency allowing for purchase without a PO does not relieve the County from the competitive bidding requirements.

Competitive Bidding

Formal bid solicitation is required by Section 7-5-2301, Montana Code Annotated (MCA), for the purchase of any vehicle, road machinery or other machinery, apparatus, appliances, equipment or materials or supplies or for construction, repair or maintenance in excess of \$80,000. Through the adoption of the Montana Procurement Act, the County must solicit competitive sealed bids (awarded to the lowest responsible bidder) or may solicit competitive sealed proposals (awarded based on the published solicitation review criteria). The County must additionally solicit for the professional services of architects, engineers and land surveyors if the services will be in excess of \$20,000.

Whenever using the competitive sealed bid proposal or qualification process, specifications must be appropriate, accurate, reasonable and fair. "Specification means any description of the physical or functional characteristics or of the nature of a supply or service. It may include a description of any requirement for inspecting, testing or preparing a supply or service for delivery. All specifications shall promote overall economy for the purposes intended and encourage competition...and may not be unduly

restrictive.” MCA 18-4-231; 18-4-234. Specifications should be for the purpose of generating competitive bids, proposals and/or qualifications so that the County may obtain the best value and vendors are provided a fair opportunity to consider the project or procurement requirements.

When using a competitive bid process, a selection committee may be formed to review the bids, proposals and/or qualifications. The selection committee must be evenly divided by members of the office, department or board seeking the procurement and members of other County offices or departments. County Commissioners should not be members of the selection committee because Commissioners act on the recommendation of the committee.

All bid, proposal and qualifications procedures must be done in compliance with the law, including but not limited to, legal procedures for advertising, proposal specifications, opening and awarding. All formal procedures must be coordinated between the County Commission and the County Attorney’s Office.

County elected officials, Department Directors and applicable board members must be aware and follow all labor laws, including but not limited to, those in relation to hiring of independent contractors, the requirements of public works contract over \$25,000 to contain prevailing wage language (MCA 18-2-422) and Contractors Gross Receipts Tax for public works contracts (MCA 15-5-205).

Emergency Exception to Competitive Bidding

There are times when competitive bidding is not possible because of emergency, disaster or other exigencies. Poor planning is not an emergency. Per MCA 7-5-2304, the emergency exception to competitive bidding requirements applies when a situation is “made necessary by fire, flood, explosion, storm, earthquake, other elements, epidemic or riot or insurrection; for the immediate preservation of order of the public health; for the restoration of a condition of usefulness that has been destroyed by accident, wear, tear or mischief; or, for relief of a stricken community overtaken by calamity.” However, such procurement shall be made with such competition as is practicable under the circumstances to receive the lowest price and best value. A written determination of the emergency and for the selection of the particular contractor shall be maintained in the public record.

The County seeks to obtain the best value at the best price to optimize the use of public funds and resources. The County reserves the right to negotiate with vendors and will make every reasonable effort to acquire the best value and quality through competition. In some cases, the best value may not be the lowest purchase price outside the formal bidding/proposal/qualification process. Consideration should be given to quality, reputation, serviceability, maintenance, costs of operation and ownership, warranty, suitability for particular purpose and other considerations.

The County Attorney’s Office will review all contracts for goods and/or services made pursuant to these rules prior to contract finalization. In addition, all formal

bidding/proposal/qualification processes shall be conducted through the County Attorney's Office.



POSITION DESCRIPTION

May 2023

I. POSITION IDENTIFICATION

Work Unit: Commission

Supervisor: Park County Commissioners

Current Classification:

Pay Grade: 20 (\$35.34 – \$54.40)

Non –Exempt

Title: Director of Grants & Special Projects

Permanent Part-Time (0.9 FTE)

II. ASSIGNED DUTIES AND TASKS

Position Overview: The Director of Grants & Special Projects plans, organizes and manages the grant development functions for Park County including grant application opportunity research, preparation, administration and management. This position also assists the Park County Commission in directing special projects and serving on special committees as assigned. Oversees all grant-seeking at the County to prevent duplication of effort, ensure adherence to County policies and goals, and maximizes revenue through external sources. In consultation with County Commissioners and Department Directors, makes decisions about which grants the County will pursue and sets an ambitious grant-seeking agenda designed to meet the County's strategic goals. Serves as lead internal consultant to County Commissioners, Directors and staff on grant development. Manages the Grants Office staff, directs the preparation of complex and varied grants, and develops and implements systems and procedures to ensure successful grant-seeking efforts at the County. Responsible for working closely with Directors to ensure County the grant approval process is followed. The Director works with a broad range of constituents (internal and external) to identify and respond to resource development needs. Work results impact County, program and department-level decisions, budgets and operations.

All duties below are essential functions unless otherwise indicated.

A. GRANT RESEARCH, APPLICATION & ADMINISTRATION

1. Manages the Park County Grants Office. Hires, orients, supervises and evaluates professional and administrative staff. Establishes priorities for work assignments, monitors progress, reviews work products and ensures products are delivered in a timely manner. Formulates and recommends annual departmental budget. Assesses Grants Office services and implements changes to improve grant development capacity.
2. In consultation with the County Commissioners, develops and promotes district grant-seeking priorities; ensures that priorities are integrated with the County's strategic planning goals; serves as a key member during the County's strategic and budget planning. Grant planning and implementation projects that involve research, planning, preparation and submittal activities to include, but no limited to, the following areas of public service and community development:
 - refuse and solid waste management systems;
 - public safety;

- economic development;
 - housing;
 - public health;
 - growth and planning;
 - disaster and emergency services;
 - parks, trails and recreation;
 - roads, bridges and transportation; and,
 - public relations.
3. In consultation with County Commissioners and Department Directors, makes decisions on which grants will be pursued by the County; provides leadership for and implements an aggressive grant development agenda for the County; develops, coordinates and maintains an annual calendar of planned and ad-hoc grant development activities. Facilitates problem-solving processes relating to multiple programs selecting and competing for the same grant/funding source.
 4. Directs the preparation of complex and varied grants that support County goals and fiscal needs. In collaboration with County Commissioners and Department Directors, identifies County needs/problems to be addressed; clarifies grant objectives; and determines scope of grant project. Grant application preparation and submittal activities to include (but not necessarily limited to):
 - To work with County Commissioners, administrators and staff to identify projects, prioritize them and create diversified funding strategies to plan and implement;
 - To facilitate and build collaborative relationships with funding agencies;
 - To prepare concise and thorough applications in accordance with grant guidelines; and,
 - To facilitate community planning and citizen participation activities related to grant applications to include preparation of legal notices for public meetings, facilitation of public meetings and gathering of letters of support.
 5. Develops/maintains systems and procedures to ensure the accuracy, validity and timeliness of grants submitted through the Grants Office. Edits grant proposals for clarity, accuracy and strategic approach. Responsible for the accuracy, completeness and timeliness of grants submitted to government agencies and foundations, including adherence to relevant federal, state and local regulations.
 6. Develops/maintains system and procedures to ensure County Commissioners and Department Directors are familiar with and approve grant development activity. Ensures all aspects of the County's grant approval process are followed, including review of grants by other Departments; obtaining appropriate signatures; and, incorporating maximum possible indirect cost recovery.
 7. Serves as lead internal consultant to the County Commissioners, Department Directors and staff regarding grant-seeking and resource development. Monitors changes/trends in the resource development environment (regulatory, political, economic, etc.) and determines resulting implications for the Grants Office and the County. Serves as internal resource/expert regarding grant development trends, models and best practices; anticipates grant development needs; and, positions the County to respond.
 8. Develops and maintains systems and procedures for grant administration activities to include (but not necessarily limited to):
 - To assist in project management related to grant application project goals and activities;
 - To assist in the administration of grant funds received to include preparation of requests for qualifications and / or proposals and project implementation;
 - To perform public relations services on behalf of the County for grant-related projects.
 - To prepare quarterly narrative and programmatic reporting and quarterly reimbursement requests; and,

- To prepare grant closeout documentation which may include final narrative and programmatic reporting and final reimbursement requests.
9. Develops and maintains external contacts to facilitate funding opportunities. Coordinates and collaborates with other institutions and entities regarding collaborative resource development efforts, including federal, state and local agencies, non-profit organizations, K-12 schools, etc.
 10. Develops/maintains systems and procedures to ensure the County is aware of grant opportunities, processes and awards. Designs and implements opportunities for County staff to develop grant seeking and grant writing skills.
 11. Directs the preparation of reports on the County's grant development activities as required/requested by the County Commissioners.
 12. Makes presentations at conferences on grant seeking strategies and effective County Grants Office operation.
 13. Provides technical assistance to grant project directors and Finance Department staff to ensure effective grant administration and adherence to relevant government regulations.
 14. Performs other related duties as assigned.

B. SPECIAL PROJECTS

- i. Special project participation and leadership activities as assigned. To coordinate with department heads and elected officials in the administration of departmental and Commission sponsored projects, as requested by the County Commissioners.
- ii. Special projects may include:
 - Windrider Transit Coordination
 - Community Recreation Facility Planning
 - Other projects to be assigned

iii. OTHER DUTIES AS ASSIGNED

Performs a variety of other duties as assigned by the Commission. This includes participating in internal county board meetings and participating in ongoing training

III. KNOWLEDGE

This work requires knowledge of state and county laws, rules and procedures; reading and interpreting legal descriptions and documentation; electronic records management; research methods; customer service techniques; skill in the use of various computer software and systems; the ability to communicate effectively and positively, both verbally and in writing; and a working knowledge of significant county projects, programs, and all activities. Expertise with State of Montana and national grant funding trends, cycles and opportunities is preferred. Exceptional writing skills, attention to detail, organization skills, active listening skills, as well as the ability to work effectively as part of a dynamic team, is required. The applicant must have excellent communication and computer skills, be able to respect the sensitivity and/or confidentiality of some records, and have experience with personnel policies and human resources. The applicant for this position should be a self-starter, motivated and passionate about public service. This successful employee will have/gain a comprehensive level of understanding of the services provided to the citizens of Park County on a local and statewide basis to be most effective utilizing the strategic plan we have to provide services to the public. This position must also have the knowledge and ability to handle sensitive and confidential information on a daily basis.

IV. EDUCATION AND EXPERIENCE

This position requires a minimum of a bachelor's degree in marketing, accounting, political science, public administration, journalism, business administration or a related field. A minimum of five years of experience in successful grant proposal writing and grants management, preferably within a government setting. At least two years experience in supervising staff. Highly effective communication and interpersonal skills are required, including writing, speaking, listening and presentation skills. Must have the ability to communicate effectively with the Commission, Department Directors, all levels of management and staff and other external individuals and groups. Experience with GIS, Microsoft Office (Word, Excel, PowerPoint, Publisher), copiers, scanners, calculator, record keeping and administrative duties are required.

Certifications, License, etc.: Preferred Grants Professional Certification (GPC) through Grants Professional Association. A valid Montana driver's license to travel to various offices and for meetings and trainings throughout the state.

V. ACCOUNTABILITY

This position makes independent decisions regarding the overall grants prospects for the County departments which in turn service the public. They have a wide view of the County operations as a whole. This position is empowered to exercise judgment in making recommendations to the Commission who has final approval of the work product. Actions and services provided may have a direct impact on Park County as a whole.

This position must use standardized application practices and procedures, guidelines and methods to ensure compliance with statutes, rules, requirements and laws governing the any grant awards. When applicable, specific laws, regulations and processes must be followed.

VI. CONFIDENTIALITY

The position requires daily handling non-public confidential information. The person in the position acknowledges the confidential nature of non-public information regarding county employees and elected officials. Consistent with applicable policies and guidelines, this position will respect and safeguard the privacy of employees, elected officials and Park County and the confidential nature of information in accordance with Montana state law, without limiting the general nature of this commitment. This position will not access or seek to gain access to confidential information regarding any past or present employees, elected officials and Park County in the course of fulfilling job responsibilities. The person in the position hereby acknowledges that the person understands that in this context, confidential information is considered all non-public information that can be personally associated with an individual.

If in the course of executing job responsibilities, the person in the position accidentally accesses information that others might consider inappropriate for this position to access, the person in the position will notify the person's supervisors of the date and time of the access. If a question arises at a later time, it will be understood that the access was accidental. The person in the position will not disseminate any such information.

By signing this Position Description, the undersigned hereby acknowledges reading and understanding this section regarding confidentiality and agrees to abide by the terms and conditions set forth herein. Violation of confidentiality may warrant disciplinary action, up to and including, suspension, demotion or termination of employment

VII. INDEPENDENCE OF ACTION

The position works within established office structure and grant guidelines. The County Commission is available to provide assistance as needed. This position carries out most assignments independently, and uses judgment and initiative to solve problems. This position provides assistance directly to other County departments and offices. Work objectives and priorities are defined by Park County Commission. The Position is responsible for various grant quarterly reports as well as grant application submissions in a timely manner. The person in this position prioritizes their own daily work and chooses applicable procedures and requirements for each work activity.

VIII. PERSONAL CONTACTS

This position has a high level of contact with other county employees to exchange information, coordinate grant activities, resolve minor problems and understanding of grant requirements. The position also interacts daily with other agencies, internal elected officials, external state, federal and local officials, etc.

IX. WORK ENVIRONMENT/PHYSICAL DEMANDS

Work is primarily performed in a normal office environment, involving physical demands associated with working on a computer, communicating over the phone and in person and light lifting. This position may require the ability to sit for extended periods of time to meet Grant deadlines and requires some occasional travel out of town to attend meetings.

The employee must occasionally lift and/or move up to 10 pounds and the position requires close vision.

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is usually moderate.

X. APPROVAL AND DATE

Commission:

Signature: _____ Date: _____

Name: _____

Signature: _____ Date: _____

Name: _____

Signature: _____

Date: _____

Name: _____

Human Resource Manager:

Signature: _____

Date: _____

Name: _____

Employee:

Signature: _____

Date: _____

Name: _____

MONTEREY COUNTY

STRATEGIC GRANT SERVICES PROGRAM



2023

Adopted by the Board of Supervisors January 17, 2023

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STRATEGIC GRANT SERVICES PROGRAM

The Board of Supervisors created the Strategic Grants Service Program to assist in grant funding efforts on some of the County's high priority projects. The Program works to support the Board's Strategic Initiatives (Economic Development, Administration, Health and Human Services, and Public Safety), and in close collaboration with the Board's Legislative Program to advocate for maximum funding for state and federal programs which translate into local grant funding opportunities.

The Strategic Grant Services Program is resourced to work on a small number (10-15) of grants each year, varying depending on their complexity. Therefore, by design, the Program can only work on a small number of the County's grant applications each year and should not be construed to represent the County's overall grant funding efforts, priorities, or needs. Several County departments have staff with extensive grant expertise and therefore do not request assistance or guidance from the Program.

Purpose

Working with County departments, the Strategic Grant Services Program coordinates, facilitates and provides strategic expertise from the identification of grant funding opportunities through application submittal. Priority projects must align with the Board's Strategic Initiatives and Legislative Program goals and meet all grant requirements to submit a strong and competitive application.

Typical Activities

The level of service provided for each application is dependent upon the needs of the department, complexity of the application, level of coordination required, available department expertise and resources, and Program capacity. To facilitate priority project grant applications, Program staff engages in activities such as: continuously updating the Grant Needs Inventory; research to identify and analyze grant opportunities to meet priority needs; notify departments of funding opportunities; consultation with departments and grantor agencies to determine project eligibility and competitiveness; partners with departments on the application process, including the development of an agreement outlining roles, responsibilities and timeline for application development and submittal; partner with outside organizations on projects critical to the County (e.g. partner with the Transportation Agency for Monterey County on road, rail, and transit projects); provide strategic expertise throughout the application development process aimed at putting forth a complete, compelling, and competitive application; offer strategic advice related to framing the application in a way that minimizes administrative resources required for post-award grant management; provide strategic advice during the development of the grant application package – including project narrative, scope, schedule, budget, and exhibits; provide and coordinates internal review of the draft application, including review with the grantor agency if allowable; aid with post-application adjustments as requested by the grantor agency; monitor grant award announcements; and announce grant awards in partnership with the lead department.

Program Guidance and Administration

The Strategic Grant Services Program has a limited workload capacity which is directed by the Board of Supervisors through an annually adopted Program. Following adoption, the Board of Supervisors Legislative Committee provides routine Program guidance and direction. The County Administrative Office – Intergovernmental & Legislative Affairs (CAO-IGLA) Division administers the Program, which receives assistance and expert advice from the County's grant consultant at Nossaman LLP. The Program includes a Work Plan and a Grant Needs Inventory.

2023 Work Plan

A result of collaboration with County departments, the Work Plan strategically identifies priority projects and funding sources to guide Program efforts during 2023. The Work Plan is designed to be flexible to adjust to the County's changing priorities and leaves approximately 20% of Program capacity unallocated in order to take advantage of new or unanticipated funding opportunities. The Work Plan presents a timeline of grant applications which the Program will assist departments during calendar year 2023.

2023 Grant Needs Inventory

In coordination with the Board of Supervisors and department heads, a Grant Needs Inventory has been compiled, organized by Board Strategic Initiative, to provide a listing of County projects which require a source of grant funding. The Program also relies upon project information included in the Monterey County 5-year [Capital Improvement Program](#). The Grant Needs Inventory guides the research of the Strategic Grant Program staff and the County's grant consultant in identifying funding opportunities.

Grant Writing Pilot Project

As part of the FY 2022-23 budget, the Board of Supervisors approved a \$50,000 grant writing and technical assistance pilot project geared toward assisting County departments in providing grant writing, technical assistance, cost benefit analysis, economic benefit analysis, or other needed services to complete infrastructure project grant applications. In July 2022, the County contracted with Harris & Associates, a firm that specializes in providing these services. The project is an expansion of the work of the Strategic Grant Services Program.

Policies Governing Program Activities

The CAO-IGLA Division executes the Strategic Grant Services Program with the assistance of the County's grant consultants at Nossaman LLP, and with a high level of collaboration with County departments. The Policies Governing Program Activities outlines the roles of the Board of Supervisors, CAO-IGLA staff, the County's grant consultants, and County departments in the execution of the Program. These policies can be found at this link: [Policies - Strategic Grant Services Program](#)

California Grants Portal – Grants.ca.gov

The California Grants Portal (a project by the California State Library) is a one-stop destination to find all grants and loans offered on a competitive or first-come basis by California State agencies. The Grant Information Act requires state agencies to provide summaries of each of their grant or loan opportunities, including information about how to apply and links that grant seekers can follow for more details. Visit [Grants.ca.gov](#).



Federal Grants Portal - Grants.gov



Grants.gov provides a centralized location for grant seekers to find and apply for federal funding opportunities. The Grants.gov system houses information on over 1,000 grant programs and vets grant applications for federal grant-making agencies. It provides a common website for federal agencies to post discretionary funding opportunities and for grantees to find and apply to them. Using the Grants.gov system makes it faster, easier and more cost effective for grant applicants to electronically interact with federal grant-making agencies. Visit [Grants.gov](#).

PROGRAM CONTACTS

COUNTY ADMINISTRATIVE OFFICE – INTERGOVERNMENTAL & LEGISLATIVE AFFAIRS DIVISION	
<p>Nicholas E. Chiulos Assistant County Administrative Officer 831-755-5145 · chiulosn@co.monterey.ca.us</p>	<p>Annette D’Adamo Strategic Grant Services Program/Legislative Program 831-796-3045 · dadamo@co.monterey.ca.us</p>
NOSSAMAN LLP · GRANT CONSULTANTS	
<p>Ashley Walker · Senior Policy Advisor 916-442-8888 · awalker@nossaman.com</p>	

STRATEGIC GRANT SERVICES PROGRAM 2023 WORK PLAN

This Work Plan was developed in a consultation and collaboration with the County departments. It identifies priority projects and potential grant programs the County will likely focus on in 2023. Due to the fluctuating nature of grant funding availability and County project modifications, this Work Plan is considered a “living document” that will be updated throughout the year.

DEPARTMENT	PRIORITY PROJECT / GRANT PROGRAM OR FUNDING SOURCE
Housing & Community Development (planning) Public Works, Facilities and Parks (construction)	<p>Carmel Lagoon Adaptive Management – Scenic Road Protective Structure, Ecosystem Protective Barrier, Sandbar Management Plan</p> <p><i>Multiple Sources for Planning and Construction Funding</i></p>
Housing & Community Development (planning/regulatory) Public Works, Facilities and Parks (construction)	<p>San Lucas Sustainable Drinking Water Supply Project</p> <p><i>State Water Resources Control Board and other sources</i></p>
Housing & Community Development (planning & funding) Public Works, Facilities and Parks (construction)	<p>Carmel River Flood Reduction and Environmental Enhancement (CRFREE) Project</p> <p><i>Multiple Sources for Construction Funding</i></p>

DEPARTMENT	PRIORITY PROJECT / GRANT PROGRAM OR FUNDING SOURCE
Sustainability Program Health/Environmental Health Public Works, Facilities and Parks	<p align="center">Drought Related Projects</p> <p align="center"><i>Urban and Multi-benefit Drought Relief Grant Program and Small Community Drought Relief Program</i></p>
Public Works, Facilities and Parks	<p align="center">Habitat Management in County Parks</p> <p align="center"><i>Habitat Conservation Fund</i></p>
Public Works, Facilities and Parks	<p align="center">Old Jail Rehabilitation Project</p> <p align="center"><i>TBD</i></p>
Public Works, Facilities and Parks	<p align="center">Road, Bicycle and Pedestrian Infrastructure Improvements</p> <p align="center"><i>Caltrans Active Transportation Program (ATP)</i></p>
Public Works, Facilities and Parks	<p align="center">County Park Facilities: Toro Park, Fort Ord, San Lorenzo Park, Lake San Antonio and 855 East Laurel, Salinas</p> <p align="center"><i>California Department of Parks and Recreation Funding Programs</i></p>
Sustainability Program	<p align="center">Electric Vehicle Readiness Project</p> <p align="center"><i>Strategic Growth Council or TBD</i></p>
Sustainability Program	<p align="center">Project to Implement SB 1383 Food Waste Recovery Goal of 20%</p> <p align="center"><i>CalRecycle Food Waste Prevention and Rescue Grant Program</i></p>
Sustainability Program	<p align="center">Workforce Training for Electrification and Energy Efficiency in Buildings</p> <p align="center"><i>Federal Economic Development Agency (EDA) and Central Coast Community Energy (3CE)</i></p>
Water Resources Agency	<p align="center">Interlake Tunnel & Fish Screens</p> <p align="center"><i>California Department of Fish & Wildlife, I-Bank</i></p>
Water Resources Agency	<p align="center">Lake San Antonio and Lake Nacimiento Dams and Reservoirs Infrastructure Projects</p> <p align="center"><i>State Budget \$100 Million Grant Program and other sources</i></p>
Water Resources Agency	<p align="center">Salinas River Management Program and Habitat Conservation Plan</p> <p align="center"><i>Federal Section 6 Grant</i></p>

**STRATEGIC GRANT SERVICES PROGRAM
2023 GRANT NEEDS INVENTORY**

DEPARTMENT	PROJECT	DESCRIPTION
Economic Development		
Agricultural Commissioner	Fumigation Notification Pilot Project	Continuation of Fumigation Notification Pilot Project. Funding by the California Department of Pesticide Regulation ended 6/30/20.
Agricultural Commissioner	Invasive Species and Invasive Weeds Management	Projects for plant quarantine, export certification, invasive species detection and removal, nursery and seed inspection, and animal damage control management.
Agricultural Commissioner	Farmers Markets	Funding for farmers market programs.
Agricultural Commissioner	Agricultural Education	Funding for agricultural education programs.
Economic Development	Affordable Housing	Affordable housing for veterans, seniors, farm workers, disabled, mental health housing, etc.
CAO - Economic Development	Coastal Visitor Service Improvements	Improve visitor services in County coastal areas including additional restrooms and safety improvements for pull out areas along Highway 1.
Administration		
Assessor-County Clerk-Recorder	Core Assessor Tasks	General funding to expedite assessment of property taxes and replace funding associated with the reduction of State assessor funding through the SCAPAP grant program.
Civil Rights Office Health	Language Access Services	Improve services to Limited English Proficiency (LEP) persons, develop a staff interpreter training program, and expand County abilities in document translation and in-person interpretation, including indigenous languages.
Civil Rights Office Health	Community Engagement for Underrepresented Communities	Increase organizational capacity to develop relationships with and solicit input from traditionally underrepresented communities.
Civil Rights Office	Equitable Access to Government for Persons with Different Abilities	Increase the County's capacity to accommodate individuals with disabilities using adaptive or assistive technologies to promote equitable access to County government.

DEPARTMENT	PROJECT	DESCRIPTION
Civil Rights Office	Conflict Management and Alternative Dispute Resolution	Improve the County's ability to conduct conflict management and/or alternative dispute resolution methods for our residents and workforce by developing a peer-to-peer conflict management program by training existing County staff to manage workforce and community disputes.
Civil Rights Office CAO – IGLA Health	Diversity, Equity, Inclusion, and Discrimination Education	Collaborate with local school districts to develop and provide an educational program for middle and high school students regarding the importance of diversity, equity and inclusion in society and the negative effects of discrimination.
Civil Rights Office Probation	Diversity, Equity, Inclusion, and Discrimination Education	Support efforts to collaborate with the Probation Department to develop and provide educational programs for youth involved in the justice system regarding the importance of diversity, equity, and inclusion in society and the negative effects of discrimination.
Civil Rights Office	Diversity, Equity, Inclusion, and Discrimination Training Partnerships	Collaborate with local agencies and non-profits to develop and provide training in the area of implicit biases, cultural competency and cultural humility, and governing or providing services in an equitable manner.
Civil Rights Office Human Resources	Equitable Access to Government	Support and improve the County's efforts to recruit and retain a workforce that demographically represents Monterey County residents to provide better government services.
Clerk of the Board	Historic Records Preservation	Preserve and digitize up to 5,000 Monterey County ordinances that are in hard copy only, dating back to 1853. Preserve documents, and scan into searchable database.
Elections	Voting System and Technology Update	Support the continued update of voting technology to effectively manage elections, outreach efforts, and improve service to voters.
Elections	Wayfinding Signage	Wayfinding signage to Government Center at Schilling Place from major streets and highways (artistic and traditional).
Elections	Voter Outreach and Education	Support outreach and education of voters, via funding for outreach materials, PSAs, and staffing.

DEPARTMENT	PROJECT	DESCRIPTION
Elections	Alternative Voting Locations	Support new, flexible, voting locations to ensure equitable access to voting and voter information. Funding to support the operation of the Elections mobile voting unit, cradle point technology, and outreach efforts in addition to the potential implementation of alternative pop-up satellite voting locations.
Human Resources	Improved HR Systems	Feasibility study of alternative online HR hiring systems, expansion of hiring for diverse populations, innovative employment environments to attract a wider variety of employees, and development of anti-bullying policies.
Tax Collector	Tax and Collections Improvements	Improvement of property tax collection, fine/fee collections, banking, and investment services through software and staffing improvements.
Health and Human Services		
Child Support Services	Improved Outreach	Provide funding that will allow the program, as part of the social safety net, to reach unserved families and grow the program.
Health Social Services	Early Childhood Development	Programming for early childhood development and anti-bullying for pre-kindergarten and kindergarten students. Bright Beginnings Early Childhood Development Initiative priority strategies.
Health	Facility Expansion and Access Improvement	Expansion of existing facilities and construction of new integrated clinics to better serve disadvantaged communities.
Health	Mental Health Rehabilitation Facility	Conversion of the old jail to a 110-bed locked facility providing mental health rehabilitation services, with a focus on bringing individuals home from locked Institutes of Mental Disease (IMD), a wing focused on serving Transition Aged Youth (18+ years), misdemeanor restoration of competency.
Health	Marina Health Clinic	New clinic to better meet physical health needs of Marina residents. Construction of 5,000 sq ft to support the Medi-Cal and uninsured population in this community, double number of exam rooms and providers and expand services to include OB/GYN.

DEPARTMENT	PROJECT	DESCRIPTION
Health Natividad	Caring for the Uninsured	Programming to provide preventive care for the uninsured.
Health	Animal Services	Expand animal shelter and adoption services, paid volunteer coordinators, technology improvements, behavioral health/therapy animals.
Health	Animal Services	Tenant Improvements for the expansion of kennel capacity at Hitchcock Road Animal Services to better meet the needs of residents and their pets.
Health	Public Guardian	Programming to assist adult conservatorship patients and help place them.
Health	Public Guardian / Behavioral Health	Expansion of bed capacity for LPS conservatees across the State.
Health	Behavioral Health	Construction of Residential Placement facilities for youth with behavioral health conditions.
Health	Health Integration	Integration of primary care, mental health, and substance use disorder prevention and treatment services.
Health	Transportation	Changes to built environment to promote active lifestyles.
Health	Community Engagement	Develop a community engagement program with specialist and generalist community health workers to engage with underrepresented communities (VIDA or similar programs).
Health	Laboratory	Expand public health laboratory capacity to provide testing in response to outbreaks, epidemics, and pandemics.
Health	Case Management	Expansion of case management services for individuals with multiple chronic diseases who struggle with homelessness, substance use and mental illness.
Health	Data Sharing	Develop data sharing mechanisms across service providers in order to proactively support clients with social determinants of health needs.
Health	Communicable Disease Prevention	Expand capacity among public health system partners including schools and health care providers to conduct case investigation and contact tracing.

DEPARTMENT	PROJECT	DESCRIPTION
Health	Chronic Disease Prevention	Improve access to affordable health food and nutrition education services.
Health	Chronic Disease Prevention	Support legislative bodies, regulators, and businesses in developing and implementing policies to reduce tobacco use, secondhand smoke exposure, and cannabis use among those at risk of harm.
Health	Farmworker Resource Center	Establish Farmworker Resource Centers to provide services and programs designed to address the needs of farmworkers and their families.
Health	Workforce Development	Paid professional internships in public health and mental health services, loan forgiveness, funding for positions, hiring bonuses, and other financial stipends.
Health	Behavioral Health	Construction of residential placement facilities for adults with serious mental illness.
Health	Behavioral Health	Expand Mobile Crisis Services offerings by partnering with City of Salinas Police Department (SPD) to start a co-responder program where a Behavioral Health Clinician embedded at SPD will partner with officers to provide joint responses.
Health	Behavioral Health	Expand and enhance programs and services under Sober Living Environments, Primary Substance Use Disorder Prevention services and expansion of Friday Night Live (FNL) Services in Monterey County.
Health Sheriff/Coroner	Behavioral Health	Expand upon existing programming for First Episode Psychosis (FEP), Medication Assisted Treatment (MAT) in the County jail, and Early Intervention.
Health	Behavioral Health	Expand the current mobile crisis services offerings in the County by developing a centralized Mobile Crisis Call Center to take Crisis calls from the community 24/7.
Health	Behavioral Health	Create a 4-bed Crisis Stabilization Unit (CSU) co-located with a 4-bed Crisis Residential Treatment (CRT) program for children and youth under 18 years of age.

DEPARTMENT	PROJECT	DESCRIPTION
Health	Healthy Lifestyles	Support leveraging of case management and health education/lifestyle change programs to improve community conditions.
Health	Injury Prevention	Strategies to support healthy aging in place including coordination of services, education, and infrastructure improvements to prevent injuries and falls amongst in our elderly population.
Health	Injury Prevention	Vehicle, pedestrian, bicyclist injury prevention programming and infrastructure improvements (lights, bike lanes, sidewalks, etc.).
Health	Behavioral Health	Expansion of outpatient behavioral health services in the city of Salinas.
Health	Clinic Services/Primary Care	Establishment of an urgent care clinic in Salinas.
Health Social Services	Integrated Services	Co-location of Health and Social Services operations on the Natividad/Laurel Campus. Construction of new facility to provide access for North Salinas and Alisal residents.
Natividad	Demolition	Demolition of old hospital wing.
Public Works, Facilities and Parks Natividad Health	Master Plan	Development of a County Master Facility Plan for maximizing utilization of Natividad/Laurel/Creekbridge County Property.
Health	Violence Prevention	Teen dating, youth violence, and domestic violence prevention strategies including funding for infrastructure projects.
Health CAO	Crisis Response Team	Crisis response team to better respond to crimes affecting the community. Crisis support and debriefing, service referrals, and staffing.
Library	Archival Preservation	Scanning, storing, digitizing, and archiving materials of County historical and archival importance. Upgrade addition, expansion, and maintenance of appropriate physical storage locations for physical materials.
Library	Automated Service Points	Material vending machines, service kiosks, hold lockers, and other automated service delivery options installed in communities not near a branch library facility.

DEPARTMENT	PROJECT	DESCRIPTION
Library	Libraries as Disaster and Emergency Community Hubs	Infrastructure upgrade, equipment, and training for Branch Libraries and Library staff to serve as community hubs and service points in a disaster or emergency including utility disruption, natural disaster evacuation, information delivery points, and recovery centers.
Library	Library Facility Remodel and Modernization	Remodels, upgrades, and modernization of Library facilities including furniture, shelving, utilities, accessibility, flexibility, energy efficiency, and expansion.
Library	Books and Supplies	New books, supplies, and technology.
Library	Educational Programming	Expand programming for science, technology, reading, English, art, and math (STREAM). Staff to run, coordinate and expand programming.
Military & Veterans Affairs	Outreach Events	Outreach events to benefit veterans and families.
Military & Veterans Affairs	Veteran Treatment Court	Funding to enhance veteran treatment court and the mentorship program.
Military & Veterans Affairs	Improved Veterans Services	Improve and expand health, mental health, homelessness, veterans' treatment court support, and benefit services for veterans and their families.
Military & Veterans Affairs Public Works, Facilities and Parks	Veterans Home	Assistance and County support TBD to establish a new CalVet Veterans' Home in Monterey County.
Natividad	Workforce Development: Nurse Education Support	Increase number of nurses with bachelor's degrees. Get Advance Cardio Life Support (ACLS) certification for all ICU, pharmacy, and cardiopulmonary staff. Improve training for all nurses, technicians, and doctors.
Natividad	Workforce Development: Family Medicine	Improve Family Medical Residency program. Improve training and equipment. Potentially expand program.
Natividad	Medical Facility Needs and Capital Improvements	Equipment upgrades and facility expansions at emergency department, imaging department, clinics, main hospital, and other medical facilities. Capital funding for new construction to expand these facilities.

DEPARTMENT	PROJECT	DESCRIPTION
Natividad	Level II Trauma Center Improvements	Programming to support NMC's Level II Trauma Center including trauma prevention outreach, education, impaired driver prevention education, bicycling and pedestrian safety, proper use of protective equipment, and distracted driving education.
Natividad	Violence Prevention	Expansion of hospital-linked violence prevention to serve victims of violent crimes, patients with gang-related injuries, and families.
Natividad	Behavioral Health, Psychiatric Crisis Services and Outreach Improvements	Improve behavioral health services including community outreach, family support, psychiatric emergency services, and provision of additional services to the jail population.
Natividad	Patient Communication and Education Improvements	Natividad needs methods to communicate effectively with patients with limited English proficiency to better communicate treatment related information. Needs include translators, a health information exchange, and innovative approaches such as video forms.
Natividad	Insuring the Uninsured	Expand coverage of the uninsurable, uninsured, or underinsured.
Natividad	Building Clinics	Construct additional clinics to serve low-income and underserved areas, especially in Salinas.
Natividad	Midwifery	Funding to provide midwifery services to pregnant and birthing women.
Natividad	Family Centered Care	Funding to provide services after an inpatient stay or emergency room visit that assists patients with social needs, chaplain services, end of life assistance, transportation, medical care not covered by insurance.
Social Services	Aging & Adult Services	Funding for Adult Protective Services, In-Home Supportive Services, the Monterey County Aging and Disability Resource Connection, affordable housing and eviction protection resources, expand adult daycare, transportation, and build upon Area Agency on Aging programs.

DEPARTMENT	PROJECT	DESCRIPTION
Social Services	Children's Services	Expansion of a consistent and thorough mandated report training, expansion of prevention and family safety efforts. Expansion of intensive, individualized services for children, youth, and families, especially those of poverty and/or high risk. Building a families first prevention infrastructure and extending foster care eligibility redeterminations.
Social Services	Community Action Programs	Expansion of community needs driven non-profit services to achieve the overall goal of moving individuals and families out of poverty and into self-sufficiency.
Social Services	Seaside Social Services Center	Maximize the County-Owned property on the corner of Broadway and Noche Buena in Seaside as a one-stop service center for social services and employment services serving the entire Monterey Peninsula - and assess opportunity to expand multi-unit affordable housing, library facilities, and Women Infant and Children's (WIC) programing in addition to preserving the Casa De Noche Buena homeless program.
Social Services Housing and Community Development CAO – Homeless Services	Housing and Homelessness Issues	Projects benefitting the homeless, disabled, long-term illness sufferers, emancipating foster youth, and transitional aged youths (aged 18-24). Farm worker housing, rapid re-housing, supportive housing, permanent supportive housing, workforce housing, homeless shelters, homeless youth housing campus, safe parking programs, transitional housing, prevention programs and outreach services.
Public Works, Facilities and Parks Water Resources Agency Social Services CAO – Homeless Services	Homeless Encampment Cleanup	Funding to address public health, safety, and environmental hazards related to homeless encampment cleanup and related services to homeless individuals.
Social Services	CalWORKs	Expansion of the CalWORKs program to provide better opportunities to enter the workforce.

DEPARTMENT	PROJECT	DESCRIPTION
Infrastructure		
Agricultural Commissioner	South County Access (Greenfield, King City, San Ardo, San Lucas)	Construction of a new office and warehouse to provide the southern region of Monterey County with a modern, secure, full-service facility. The facility will provide expanded pesticide use compliance and enforcement, and plant protection services through increased capacity.
Information Technology, Library, Economic Development, Health, Social Services	Broadband	Infrastructure to build out broadband technology to address the County's digital divide especially in unserved and underserved areas.
Sustainability Program Public Works, Facilities and Parks	Decarbonization of County facilities	Upgrades to building infrastructure and HVAC systems, energy efficiency projects, renewable energy generation and asset management software.
Sustainability Program	Net Zero Facilities Energy Plan	Funding for a fellow or organization to create a net zero facilities energy plan.
Sustainability Program Public Works, Facilities and Parks	Charging Stations or Electric Vehicles for County Fleet and Employees	Installation or hardware for Electric Vehicle charging stations and electric vehicles.
Sustainability Program	Civic Spark Fellow	Graduate level fellowship to work on Climate Action Plan.
Sustainability Program	Equity index Tool	Funding to assess climate action and environmental justice through an equity index tool, funding for the CBOs to attend Climate Action engagements.
Sustainability Program	Healthy Soils Grants and Carbon Farm Plans	Funding for the development of incentives and tools to sequester carbon in the soils on farms and ranches in the County.
Sustainability Program	On Farm Compost Program	Funding for the development of on-farm composting programs to reduce the burden of organic wastes on farms and assist in carbon sequestration activities.
Sustainability Program	Zero Emissions Shared Mobility Study	Funded for 2023, but funding for 2024 and beyond is needed.

DEPARTMENT	PROJECT	DESCRIPTION
Sustainability Program Public Works, Facilities, and Parks	Electrification Rebate Program	Rebates for retrofits or new construction with all electric infrastructure.
Sustainability Program	Electrification Reach Code Development	Funding for a fellow or organization to assess the feasibility of an electrification reach code.
Sustainability Program Fleet Management Program	Fleet Electrification Study	Funding for a fellow or organization to create a fleet electrification plan.
Sustainability Program Department of Emergency Management	Prescribed Burns	Funding to assist in research and assessment for prescribed burns to reduce wildfire intensity and contain carbon in forests.
Sustainability Program	Electric Rideshare	Funding to research mobility and create an electric rideshare program for disadvantaged communities.
Sustainability Program Public Works, Facilities and Parks	Bike Lanes	Funding for creating and making safe County bike lanes.
Sustainability Program	Electric bikes	Incentive for the purchase and installation of electric bikes in Monterey County.
Sustainability Program Social Services	Food recovery research	Funding for recovering edible food waste from the waste stream or for improving food supply chains.
Sustainability Program	Solar Power Generation	Solar power generating infrastructure at County facilities (e.g., Agricultural Commissioner's Office).
Housing and Community Development	Fire Fuel Mitigation	MOU with Monterey County Resource Conservation District (RCD) to act on behalf of the County as Fire Mitigation Officer to pursue projects that reduce fire fuel loads in high fire hazard areas.

DEPARTMENT	PROJECT	DESCRIPTION
Housing and Community Development	General Plan Implementation/Updates	Implementation of the Long-Range Planning and General Plan (Inland/Coastal) Implementation 5-Year Work Program (2021-2027) and begin work on forthcoming updates both required by new State Law (Environmental Justice Element, Safety Element) and as needed due to the age of the existing General Plans.
Housing and Community Development Public Works, Facilities and Parks	Carmel Lagoon Flood Protection / Ecological Restoration	Suite of projects to protect infrastructure, public facilities, and private homes. Projects to improve water quality and restore ecological functions of the Carmel Lagoon as well as reduce flood risk of structures.
Housing and Community Development Public Works, Facilities and Parks	Carmel River Floodplain Restoration and Environmental Enhancement (CRFREE)	Project to reduce flooding hazards, restore the floodplain, provide habitat restoration, and other improvements. Includes Cooperative Agreement with Caltrans for State Route 1 improvements.
Housing & Community Development Public Works, Facilities and Parks	San Lucas Clean Drinking Water	Design, environmental assessment, engineering, and construction work on a pipeline from or consolidation with King City to the disadvantaged community of San Lucas to provide a clean, long-term, reliable source of drinking water to meet current and future needs.
Public Works, Facilities and Parks	Computerized Maintenance Management System (CMMS) and Asset Management Plan	Modern work order and time tracking tools for use by staff for better time and resource management. Asset prioritization from the master plans to help focus the County on funding and project priorities. <i>* Note: From the Citygate Associates report on the recommendations for the former Resource Management Agency.</i>
Public Works, Facilities and Parks	Former Ft Ord Lands Management	Funding and resources to develop long-term plan/strategy and maintain several thousand acres of trails, habitat restoration, and fuel management at the former U.S. Army lands/base dedicated to the County.
Public Works, Facilities and Parks	Pajaro Park Maintenance	Funding for ongoing maintenance for Pajaro Park, a park maintained by the Pajaro Sunny-Mesa Community Services District but lacks adequate funding for maintenance.

DEPARTMENT	PROJECT	DESCRIPTION
Public Works, Facilities and Parks	Davis Road Bridge & Lane Expansion	Replace existing bridge on Davis Road near City of Salinas and convert a segment of Davis Road from Reservation Road to Blanco Road to four lanes. Project will improve traffic flow, traffic safety, and stop seasonal closures due to flooding.
Public Works, Facilities and Parks	Rossi St Extension	Funding for a new road that serves as additional access into and out of the unincorporated community of Boronda, an economically disadvantaged and underserved community. With the move of the solid waste authority to Madison Lane in the community, the need for another access has become pronounced. Though some property owners and public agencies express willingness to contribute, there needs to be funding for project approval, design, environmental documents/CEQA review, and construction
Housing and Community Development Public Works, Facilities and Parks CAO - Homeless Services	Homeless Navigation Shelters and Innovative Housing Solutions	Construct regional homeless navigation shelters and housing solutions that will expand services to the homeless population, address emergency shelter needs, and provide navigation services to move people into permanent housing. Identify regional innovative solutions to expand housing opportunities for those experiencing homelessness with a focus on areas in the Count that are lacking these resources (e.g., South County).
Social Services Housing and Community Development CAO – Homeless Services	Safe Parking and Navigation Services	Identify and prepare designated area(s) for safe parking countywide to address emergency homeless needs and provide navigation services to move people into permanent housing.
Social Services Housing and Community Development Public Works, Facilities and Parks CAO – Homeless Services	Homeless Youth Housing Campus & Resource Center	Identify and acquire a designated location(s) for a homeless youth housing campus and resources center to meet the unique needs of the youth population transitioning out of the foster care system.

DEPARTMENT	PROJECT	DESCRIPTION
Housing and Community Development	Affordable Housing	Identify sites to provide (or improve/expand existing) additional affordable housing throughout the County. Prepare environmental analysis documents (CEQA) for identified sites. Supporting infrastructure, facilities, and programs as needed (e.g., East Garrison, East Laurel Drive in Salinas, Kents Court in Pajaro). Apply for funding solutions to create a Housing Trust Fund to ensure funding resources are readily available to expedite tax credit applications. Collaborate with the Housing Authority to ensure project-based vouchers are available for housing developments.
Housing and Community Development Social Services Health CAO – Homeless Services	Permanent Supportive Housing	Identify opportunities to partner and develop permanent supportive housing for those most vulnerable countywide to end homelessness.
Public Works, Facilities and Parks	South County Court Access (Greenfield, King City)	Construction of a new courthouse to provide the southern region of Monterey County with a modern, secure, full-service facility. The facility will provide expanded court services through increased judicial-proceedings capacity, returning needed civil and small claims case processing.
Public Works, Facilities and Parks	State Route 1 Corridor Improvements, Marina to Moss Landing	Work with Caltrans on safety improvements to intersections on Highway 1 (SR 1) between Marina, north to the County line, including Moss Landing.
Public Works, Facilities and Parks	G-12 Pajaro to Prunedale Corridor Study	Safety Improvements along the G-12 corridor from US 101 to the Santa Cruz County border, in the North County. Roads consist of San Miguel Canyon, Hall Road, Elkhorn Road, Salinas Road, and Porter Drive.
Public Works, Facilities and Parks	Fuel Management	Fuel management on undeveloped County parcels to reduce fire fuel loads in high fire hazard areas.
Public Works, Facilities and Parks	US 101 South of Salinas Corridor Study	Work with TAMC on safety improvements along the US 101 corridor from the southerly border of the City of Salinas to the City of Gonzales and beyond. Possible solutions include new interchanges, new intersection controls, and new frontage roads.

DEPARTMENT	PROJECT	DESCRIPTION
Public Works, Facilities and Parks	Elkhorn Road/Werner Road/Salinas Road Roundabout	Evaluate the intersection of Elkhorn Road, Werner Road, and Salinas Road to identify alternatives to improve traffic operations and safety in the area. Note that this is also part of the G-12 Pajaro to Prunedale Corridor Study.
Public Works, Facilities and Parks	Highway 68 Improvements	Coordinate with Caltrans to evaluate roundabouts that could allow better movement and improve safety along Highway 68.
Public Works, Facilities and Parks	Jolon Road	County road that is frequently used by the military for maneuvers at Fort Hunter Liggett, possibly eligible for Defense Access Roads (DAR) grant. Scope is safety upgrades and road repairs.
Public Works, Facilities and Parks	Palo Colorado Road MP 4.0-7.4	County road that travels from SR 1 through USFS land, past a State Park, to a Boy Scout Camp. Only access road to area. Road was severely damaged by 2017 Winter Storms and qualified for FEMA reimbursement, but a funding gap remains of \$13 million. Scope is to perform debris removal, slide repairs, soil nail wall construction, retaining wall construction, and culvert rehabilitation.
Public Works, Facilities and Parks	Nacimiento-Fergusson Road	Repair and repave Nacimiento-Fergusson Road. Caltrans SR 1 was damaged by the 2017 Winter Storms and made impassable. While Caltrans repaired the road, traffic was diverted down the U.S. Forestry Service (USFS) owned and County maintained road, Nacimiento-Fergusson Road, for over 1.5 years. The USFS road was impacted and further damaged by the additional traffic. This road was damaged by the 2020 Dolan Fire, along most of its length and the January 2021 Winter Storms caused extensive storm damages, landslides, and compromised areas along the road. Despite County crews making an emergency access path through the area and restoring local traffic service, the road remains closed to through traffic and its tenuous condition is a concern for local residents who feel they will be landlocked if another storm precipitates. County staff estimate of repairs is approximately \$25 million, and the USFS is working with FHWA on design and funding. Construction is tentatively 2023.

DEPARTMENT	PROJECT	DESCRIPTION
Public Works, Facilities and Parks	Carmel Valley Village Utility Undergrounding	Replace existing overhead electric facilities with underground electric facilities along public streets and roads, Carmel Valley Road: Garland Regional Park to Pilot Road.
Public Works, Facilities and Parks	Old Monterey County Jail	Seek funding for preservation and reuse of the historic Old Monterey County Jail.
Public Works, Facilities and Parks	Salinas Soccer Complex	Support City of Salinas construction of regional indoor and outdoor soccer facilities with supporting amenities.
Public Works, Facilities and Parks	BMX pump track/skate park	Funding for a BMX pump track, skate park, and trail enhancements on East Laurel Drive in Salinas.
Public Works, Facilities and Parks	San Lucas / San Ardo Neighborhood Parks	Construct neighborhood parks in communities where recreational amenities are currently lacking. Seek landowners willing to donate land for the purpose of constructing parks.
Public Works, Facilities and Parks	De Anza Trail	Funding for historic De Anza Trail project.
Public Works, Facilities and Parks	Monterey Bay Sanctuary Scenic Trail (Moss Landing Segment)	Construct a .85-mile path and 386' bridge for pedestrians and bicyclists – the MBSST Moss Landing Segment.
Public Works, Facilities and Parks	Playground Safety Compliance	Funding for projects to meet mandated requirements for playground safety at County parks.
Public Works, Facilities and Parks	Blight Removal	Regional approach to address abandoned structures that need toxic remediation and removal in former Fort Ord.
Public Works, Facilities and Parks	Vehicle Replacement: Public Works and Parks	Replace (purchase or lease) old heavy equipment (e.g., stripers and patch trucks) with vehicles which meet air quality standards. New light duty equipment replacement due to age and usage. Continue pursuit of new technologies/methods. New septic vacuum truck for sewer maintenance at Parks (reservoir) facilities.
Public Works, Facilities and Parks (construction) Sustainability Program & OES (planning)	Elkhorn Slough Flood Protection / Ecological Restoration	Projects to improve the ecosystem of the slough, improve Elkhorn Road from flood risk, remove the rail line from flooding, and reduce risk of rail-line spills in the slough.

DEPARTMENT	PROJECT	DESCRIPTION
Public Works, Facilities and Parks	Flood Prevention – Countywide Drainage Maintenance	Proactively complete maintenance work along drainage areas within Monterey County which are prone to higher-than-normal flood risk. Work may include locating underground services, permitting, traffic management, on-site biology monitoring, vegetation management, debris removal, flushing culverts, excavation of sediment, bank stabilization, hauling, and reporting. Includes permitting/environmental plus implementation costs. May want to consider a Countywide flood/drainage maintenance program permitting.
Public Works, Facilities and Parks	Litter Abatement	Supplemental funding and resources for removing illegal litter dumping in the County Road Right-of-Way.
Public Works, Facilities and Parks	Lockwood-San Lucas Bridge	Replacement of an aged truss bridge crossing the Salinas River. Project will enhance traffic safety.
Public Works, Facilities and Parks	Road and Bridge Maintenance	Projects to improve road and bridge maintenance, especially the 70% of County roads which do not meet State maintenance standards.
Public Works, Facilities and Parks	Laguna Seca Recreation Area Facility Improvements	A \$60M suite of projects at Laguna Seca Recreation area and Raceway (racetrack overlay project; start/finish bridge; hardwire track video cameras; radio upgrade; pavilion/downtown area; lakebed expansion of asphalt and turf; public address system; drinking water distribution system; restrooms; campground improvements).
Public Works, Facilities and Parks	Improved Park Access	Road, parking, restroom and trailhead improvements to improve access to Pinnacles National Park, Fort Ord National Monument, Toro Park, and Lake San Antonio.
Public Works, Facilities and Parks	Sustainable Park Maintenance	See funding for funding the ongoing parks and lakes maintenance, through grants, assessment districts or County Service Areas, sales tax initiative, etc.
Public Works, Facilities and Parks	Mobile Technology for Park Ranger Patrol Vehicles	Mobile computers in 12 park ranger patrol vehicles to link to the Sheriff's Department dispatch for accurate response mapping, hazardous chemical response, and critical enforcement data. Increased officer efficiency, safety, and customer service.

DEPARTMENT	PROJECT	DESCRIPTION
Public Works, Facilities and Parks	Road Resurfacing, Parking Lot, and Drainage Repair	Lake San Antonio North Shore road resurfacing, parking lot improvements, and drainage system repairs.
Public Works, Facilities and Parks	Drinking Water, Storage, and Sanitation Upgrades	Water and sewer upgrades at multiple Parks locations, especially Laguna Seca, Toro Park, and Lake Nacimiento.
Public Works, Facilities and Parks	ADA Transition Plan Implementation	Implement ADA upgrades per the completed ADA Transition Plan at multiple Parks facilities.
Public Works, Facilities and Parks Water Resources Agency	Quagga & Zebra Mussel Prevention	Quagga and Zebra Mussel prevention activities to prevent infestation of Lakes Nacimiento & San Antonio. Enforcement, education, outreach, and facility improvements. Update quagga and zebra mussel prevention plan.
Water Resources Agency	Interlake Tunnel and Spillway Modification Project	Construction of a tunnel and associated components (e.g., fish screens) to connect existing reservoir facilities, increase storage, and provide environmental and water conservation release efficiencies.
Water Resources Agency	San Antonio & Nacimiento Dams: High Priority Capital Projects	San Antonio and Nacimiento capital asset projects included in the WRA Capital Asset Management Plan (CAMP). \$160M.
Water Resources Agency	Nacimiento Lake Drive Repairs	Road repairs and partial replacement to ensure vehicle traffic does not jeopardize dam safety, security, and stability.
Water Resources Agency Pajaro Regional Flood Management Agency	Pajaro River Flood Risk Management Project	A combination of structural measures along the lower Pajaro River, Salsipuedes Creek and Corralitos Creek to reduce flood Risk in Pajaro and Watsonville.
Water Resources Agency	Salinas River Management Program	Improve watershed management, water delivery scenarios, and maintenance of the Salinas River to reduce flooding and restore habitat.
Water Resources Agency	Salinas River Habitat Conservation Plan	Develop a habitat conservation plan for facility operations and maintenance for compliance with the Endangered Species Act.
Water Resources Agency	Salinas Valley Water Project Phase II	Develop non-groundwater sources to offset groundwater pumping, reduce seawater intrusion into the Salinas River Groundwater Basin, and improve water supply (Permit 11043).

DEPARTMENT	PROJECT	DESCRIPTION
Water Resources Agency	Destruction of Abandoned Wells	With implementation of a recycled water source, wells in seawater intruded areas need to be destroyed so the well casings do not become conduits for seawater to move from upper to lower aquifers.
Water Resources Agency	Expansion of Recycled Water Project	Expand recycled water facilities in the coastal portion of the Salinas Valley.
Water Resources Agency	Flood Reduction Projects	Improve the Moss Landing tide gates, reduce Santa Rita Creek flooding, and reduce flood risks at waste treatment plant near Soledad.
Water Resources Agency	Castroville Seawater Intrusion Project	Expand CSIP footprint to increase water supply from new sources and reduce groundwater pumping in the seawater intruded area.
Water Resources Agency	Planning and Environmental Assessment Funding	Planning and environmental assessment for nearly all projects to make them eligible for construction grant funding.
Water Resources Agency	Rebuild/Replace Pump Stations	Rebuild/replace pump stations (e.g., Santa Rita, upper and lower Merritt, Gonzales, and Hebron) for flood control, safety, environmental, and energy efficiency.
Water Resources Agency	Nacimiento Hydroelectric Plant Upgrade	Upgrade existing hydroelectric plant to enable power production through a greater range of reservoir releases.
Public Safety		
CAO Health	Crisis Response Team	Crisis response team to better respond to crimes affecting the community. Crisis support and debriefing, service referrals, and staffing.
CAO	Social Marketing Campaign for Literacy	Social marketing programs to improve literacy, especially third grade reading proficiency, and promote violence prevention.
CAO	Victim Services	Expansion of Sexual Assault Response Team and Advocacy Center to South Monterey County for forensic examinations, law enforcement interviews with victims and witnesses of sexual assault and domestic violence.
CAO	Youth Diversion	Youth diversion programs that provide youth who commit first low-level crimes the opportunity to address the root causes of their actions and prevent juvenile justice involvement.

DEPARTMENT	PROJECT	DESCRIPTION
CAO	Youth Employment and Mentorship	Funding that will create youth employment opportunities paired with mentorship support designed for gang and system impacted youth.
CAO	Violence Interrupters	Programming to assist gang members seeking a way out and intervention to reduce the incidence of gang member families joining and participating in gangs.
CAO	Training and Professional Development	Training and professional development for providers of gang and system impacted youth to increase cultural competency, implement healing and trauma informed approaches to services and programs.
District Attorney Social Services	Family Justice Center	Funding to establish a Family Justice Center to provide a one-place justice and services center for victims and their families.
District Attorney	Cold Case Task Force DNA Testing	Funding to underwrite DNA genealogy testing for investigations in the Cold Case Homicide Unit (\$50,000 annually).
District Attorney	Case Management System Interface	Update case management system to interface with the systems of other local law enforcement agencies.
District Attorney	Digital Handheld Radios	Investigators require new handheld radios with dual bank capacity.
District Attorney	Staffing for Truancy and Victims Programs	Victim's Advocate position to provide services to additional victims of crime, Legal Assistant for the truancy program to improve outreach to schools around the County.
Emergency Communications 911	Technology for Computer Aided Dispatch	Replace existing CAD system that allows for improved functionality, interoperability, and economies of scale. As technology improves, cloud based dispatching solutions are needed.
Emergency Communications 911	Public Safety Communications Center	Construct a new, or remodel the current, Public Safety Communications Center to increase the size, capacity of the facility to accommodate full staffing during emergencies.

DEPARTMENT	PROJECT	DESCRIPTION
Emergency Communications (911)	911 Continuity of Operations	Expand dispatch center to allow 911 services set up at alternative location and/or assistance with maintaining a 911 dispatch center backup location to include emergency phone lines, Computer Aided Dispatch (CAD) and Radio Communication. Create more remote options for Next Generation 911 access to emergency phone lines, CAD and Radio (NGEN). The COVID-19 Pandemic has demonstrated the need for more physical distance between workstations, improved filtration, and when needed remote access.
Emergency Communications (911) Information Technology	NGEN Public Safety Radio	NGEN radio tower and NGEN system upgrades to improve public safety communications and interoperability.
Department of Emergency Management	Enhance Emergency Response to Schools, Public Buildings, and Businesses	Provide on-site personnel at schools, public buildings, and business with alerting capability to notify 911 and send localized alerts during emergency situations. School safety/anti-terrorism technology.
Department of Emergency Management	Resiliency, Planning, Emergency Preparation, Recovery	Programming for community and regional resiliency building, planning for hazards, disasters (i.e., drought, wildfire, flood, etc.), terrorism, emergency preparation, and post-disaster recovery.
Department of Emergency Management	State Homeland Security Grant	Funding to protect against, mitigate, respond to, and recover from acts of terrorism and other catastrophic events.
Department of Emergency Management	Emergency Management Program Grant	Funding for preparing for all hazards to protect life and property. This grant must go through the Operational Area identified by the state.
Department of Emergency Management	UASI Grant - Urban Area Strategic Initiative	To build, enhance, and sustain capability to prevent and protect against acts of terrorism.
Department of Emergency Management	Emergency Management Activities	Funding for emergency management activities involving preparedness, prevention, mitigation, and recovery (e.g., PSPS or hazard mitigation).
Department of Emergency Management	Post Ranch Public Radio Site	Replace aging radio and antenna equipment to provide critical radio communications for first responders.

DEPARTMENT	PROJECT	DESCRIPTION
Probation	Silver Star Resource Center	Improve youth/family services, truancy programs, behavioral health services, mentoring programs, Partners for Peace, fund nonprofit providers. Expand service to other County locations.
Probation	Rancho Cielo	Funding to expand/enhance vocational programs.
Probation	Infrastructure, Facilities, and Equipment	Improve office facilities, infrastructure, equipment (computers/software for client tracking between partner departments to improve case management).
Probation	Improved Programming for Probation Population, Improved Client Services	Programs for in-custody/reentry adults/juveniles. Deputy probation officer for First 5. Expand Child Advocate Program into a Family Advocate Program.
Probation	Training	Additional training for probation staff.
Public Defender	Improved Public Defender Services	Funding for attorneys, investigators, social workers, and legal support staff to process post sentence relief, AB 1810 evaluations, Franklin hearings, social reports for serious felony matters, perform community outreach, address dramatic increase in misdemeanor filings related to Prop 47, and provide other services. Funding for equipment to transition to a paperless office.
Sheriff	Corrections Improvement Funding	Upgrades to the jail to improve energy efficiency, improve ADA accessibility, improve security cameras, add mental health beds, expand eligibility worker staffing, and staff for jail programming.
Sheriff	Anti-Drug Trafficking Boat	Interdiction boat needed for new SWAT dive team to combat drug trafficking
Sheriff	Dash Cams, Body Cams, and Bullet Proof Vests	Dashboard cameras, body cameras, data storage equipment to support cameras, bullet proof vests.
Sheriff	Fleet Replacement	Fleet replacement vehicles.
Sheriff	Cannabis Cultivation Related Enforcement	Increase enforcement of cannabis laws with additional staffing.
Sheriff	Staffing Expansion	Staffing: Deputies for program escorts, staff for record keeping, and crime scene lab technicians.
Sheriff District Attorney Probation	Case Management System Interface	Improve information sharing between justice related departments and the Courts system for sharing client information and better case management. Improvement should include better analytics and statistical tracking.

DEPARTMENT	PROJECT	DESCRIPTION
CAO with public safety, health, social services departments	JAG Grant - Board of State and Community Corrections (BSCC)	Staffing for Sheriff, District Attorney, and Probation focused on prevention, education, and law enforcement related truancy, gang related crimes, and substance abuse.