



City of Eustis

Grant Management & the Importance of Strategic Planning

Presented by:

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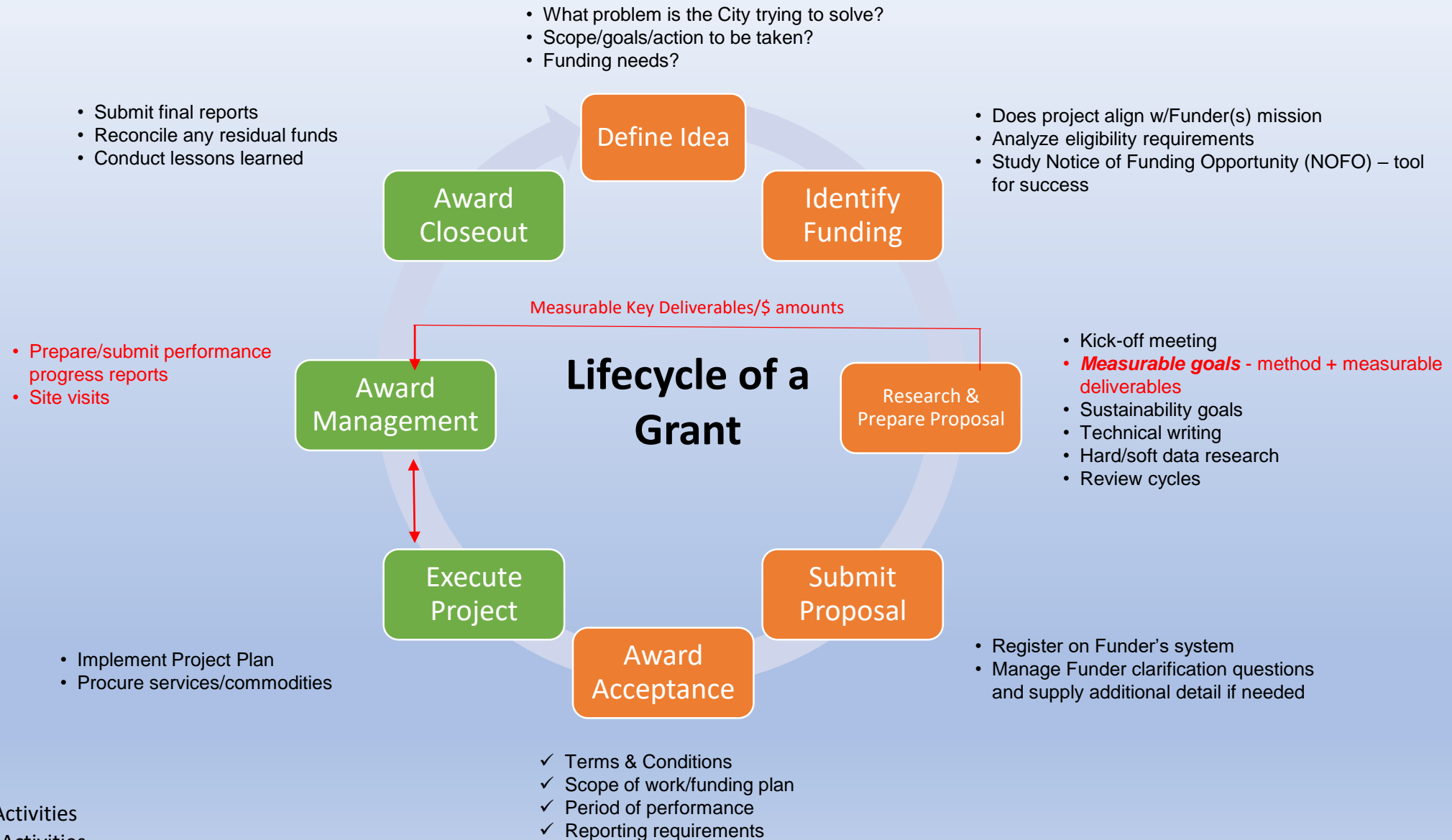
Introduction

The City of Eustis has limited funding for its projects and many competing priorities. Applying for grant opportunities is a way to augment funding and close any potential funding gaps. There are 1,000s of private and public grants available.

Today we will cover 7 key points:

1. Grant Management Lifecycle
2. Grant Management Framework
3. 6 Key Elements for Strategic Planning
4. Grant Application Statistics
5. City Departments' and Business Units' High Priority Projects/Grant Funding Goals
6. Examples of Potential Grant Funding Opportunities
7. Roadmap to Success – Next Steps?
8. Questions?

Grant Management Lifecycle – Activities & Key Tasks (Element #1)

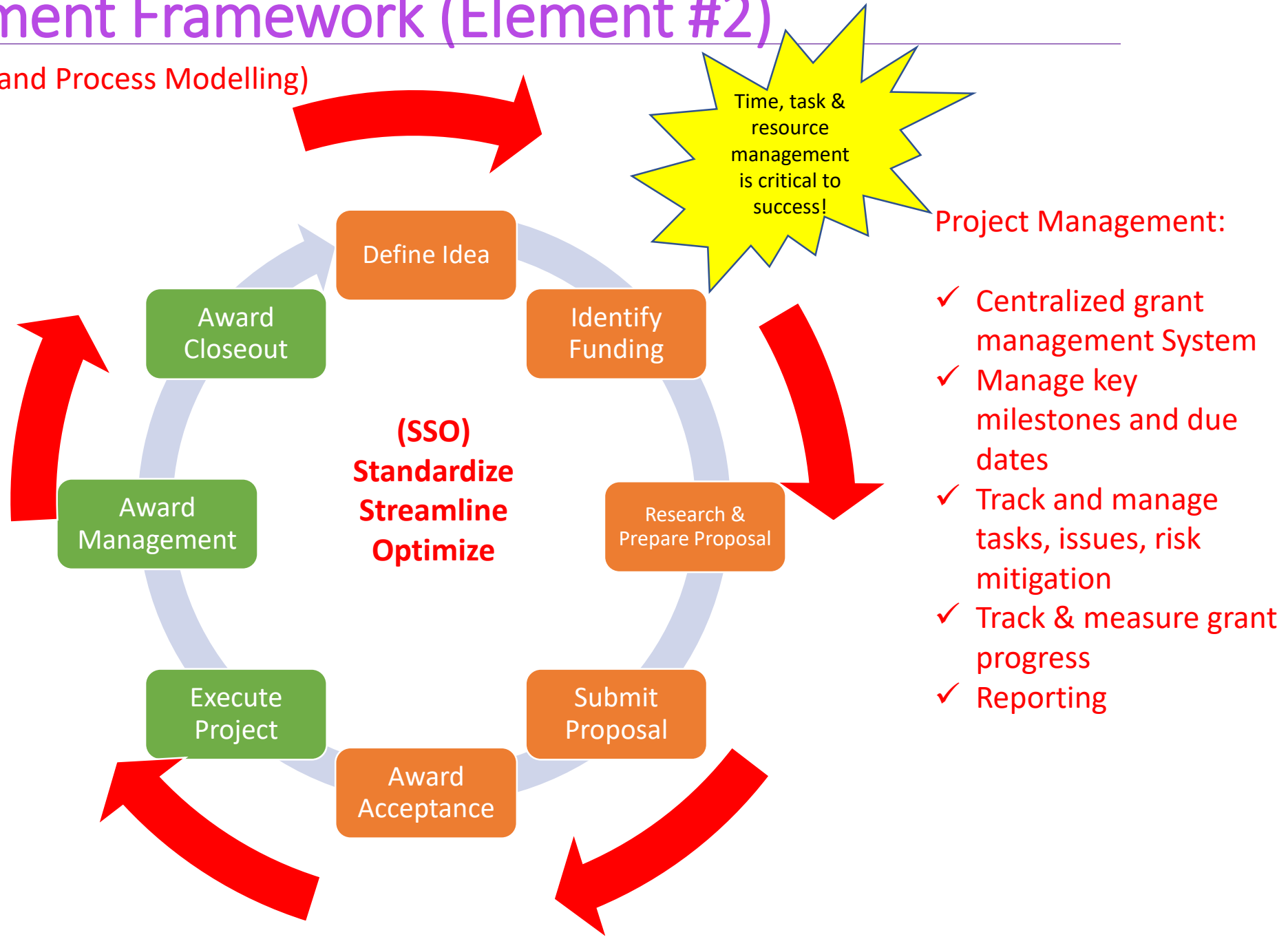


Grant Management Framework (Element #2)

(Integrate Project Management and Process Modelling)

Create a Scalable Process & Procedures Model:

- ✓ Create end to end process flows
- ✓ Define procedures/work instructions
- ✓ Create document templates
- ✓ Create “boiler plate” narrative library
- ✓ Standardized document/artifact storage and naming conventions



Key Resources & Grant Framework Matrix

Phase	Activity	Role	Responsibilities	Grant Management Framework/Standardization
Pre-Award	Define Idea/ Review Project	Grant Writer Project Owner (Director) Subject Matter Expert	<ul style="list-style-type: none"> Drill down on idea/project to define all pertinent details for grant research Create detailed summary and obtain sign-off 	<ul style="list-style-type: none"> Define end to end process and procedures Create document template(s) Create document storage procedures Create centralized system to manage/track grant activities (project plans, WBS/tracking deliverables, reports/dashboards) Measurable goal template Hard/soft data storage Document storage for all completed application forms, documents, letters of support, artifacts etc. Generic forms storage
Pre-Award	Identify Funding	Grant Writer SME SAM Co-Ordinator	<ul style="list-style-type: none"> Research grant funding opportunities Review grant options and decide upon best fit Understand Funder System Access requirements 	
Pre-Award	Prepare Proposal	City Commission City Manager Project Owner Grant Writer Subject Matter Expert Key Stakeholders Procurement Resource Public Relations	<ul style="list-style-type: none"> Participate in kick-off meeting Technical writing (persuasive/ competitive) Data Research Measurable Goals Reporting requirements Review and edit cycles (SMEs, fresh eyes) Letters of support and other soft data 	
Pre-Award	Submit Proposal	Grant Writer SAM Co-Ordinator (Finance Department)	<ul style="list-style-type: none"> Register on Funder's system (ex. FEMA GO) Work with SAM Co-Ordinator to associate login registration Populate forms on Funder system Submit Proposal 	<ul style="list-style-type: none"> Define procedures to manage clarification questions Define hand-off procedures to SAM Co-Ordinator Create Q&A template

Key Resources & Grant Framework Matrix (Cont'd)

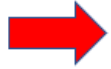
Phase	Activity	Resource	Responsibilities	Grant Management Framework
Pre-Award	Award Acceptance	City Commission City Manager Grant Writer Project Owner Project Manager Procurement Finance Public Relations	<ul style="list-style-type: none"> • Notice of Award • Award Briefing w/Key Stakeholders <ul style="list-style-type: none"> ✓ Terms & Conditions that will govern the Project ✓ Scope of Work (does it require modification) ✓ Period of Performance ✓ Reporting Requirements • Review \$ funding plan 	<ul style="list-style-type: none"> • Define procedures for award and non-award communication(s) and grant acceptance • Create templates for grant award internal/external announcements • Create procedures to manage issues • Define procedures for storage of contracts, signed documents etc.
Post-Award	Execute Project	Project Manager Procurement	<ul style="list-style-type: none"> • RFP Process to procure Service Provider(s) • Implement Project Plan 	<ul style="list-style-type: none"> • Define hand-off requirements to procurement for RFP process
Post-Award	Award Management	Project Manager Finance Grant Writer	<ul style="list-style-type: none"> • Prepare financial reports • Report on project key deliverables • Manage any non-compliance issues 	<ul style="list-style-type: none"> • Define reporting process/procedures • Define hand-off requirements for project deliverables reporting
Post-Award	Award Close Out	Grant Writer Finance Project Owner SME Procurement	<ul style="list-style-type: none"> • Submit Final Reports • Reconcile any residual funds • Conduct Lessons Learned • Store Grant Data 	<ul style="list-style-type: none"> • Lessons Learned Template

Framework Examples

Process Workflow Example

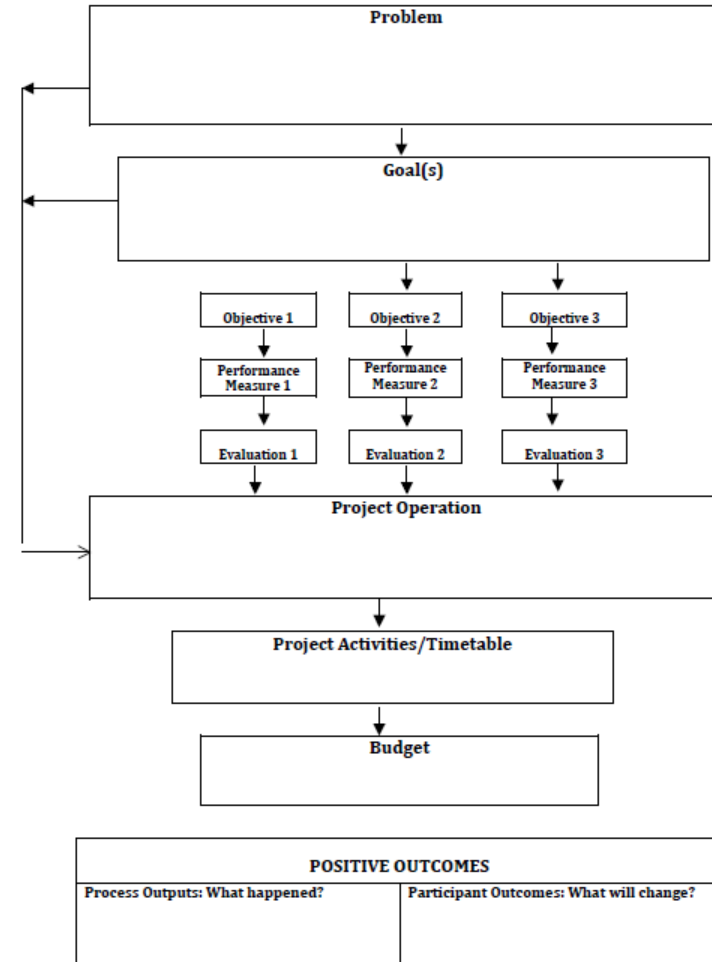
Define Idea

Project Idea is Formed/Grant Funding Required



Document Template

Grant Proposal Writing Logic Model



Strategic Planning Overview

To position the City for grant application success, we plan to develop a *Grant Funding Strategic Plan*

Align strategic plan with
resource capacity limitations

Vision/Mission
and build priorities

Establish long and
short-term goals

**6 key elements to build a
Strong Grant Funding
Strategic Plan**


Build grant
funding
pipeline

Plan for process modelling
and grant management
integration

Align projects to
priorities

Grant Application Statistics

- A foundation grant may take between 15-20 hours to complete
- Typical federal grants might run up to or over 120 hours to complete.
- Funders accept approx. 1 in 10 grant proposals on average
 - Organization not well prepared
 - Project was not a good fit
 - Application was poorly put together
- Most grants take approximately 1-6 months from proposal submission to award decision. More specifically:
 - $\frac{1}{3}$ of grant cycles run between 1-3 months
 - $\frac{1}{3}$ of grant cycles run between 4-6 months.
- The top three challenges to grant seeking are:
 - 1) Lack of time and/or staff
 - 2) Difficulty finding grant opportunities
 - 3) Competition



Grant writing
is extremely
competitive?

Strategic Planning Overview

Applying for grant funding opportunities takes more than an idea and a funding source. Grant writing and management is not a one member band, it's a team collaboration!



A successful grant program requires:

- ✓ an organization to identify its long and short-term grant funding goals
- ✓ establish the priorities of competing funding goals and develop a strategic plan
- ✓ build a strong framework to efficiently and effectively execute the plan
- ✓ recognize the strengths and capacity limitations of its staff and their procedures

City Departments and Business Units

- Police Department
- Fire Department
- Economic Development
- Eustis Memorial Library
- Parks & Recreation
- Public Works
- Events & Tourism

Review Pending:

Development Services, Finance, IT, Procurement, Human Resources

CITY OF EUSTIS – PROJECT PRIORITIES

Department	Project Name	Description	Est. Project Duration	Desired Comp. Date	Est. Cost	Grant Funding Goals
Eustis Police Department	Drone Program	Deploy at least 2 drones to help Police gain a critical edge for rapid field/tactical deployment. Drone and data management training would also be required.	6 months	EOY 2023	\$35,000-\$50,000	100%
	Automated License Plate Reader (LPR)	Strengthen policing capabilities to keep the City’s neighborhoods safe using LPRs. <i>Deploy using phased approach.</i>	6 months	EOY 2023	\$100,000 Total Cost	100%
Eustis Fire Department	Burn Building Training Facility	Purchase and construct a National Fire Protection Association (NFPA) certified, bolt-in ready burn building. (Note: additional costs for heat-proof foundation, water connectivity/Hydrants TBD)	12 months	EOY 2024	\$400,000	100%
	Fire Extinguisher Training	Purchase a digital fire extinguisher training system as a training prop to for the Department to provide realistic hands-on fire extinguisher training to businesses and the community.	1 month	EOY 2023	\$27,000	100%
Eustis Memorial Library	AWE Literacy Stations	Purchase 2 <i>AWE Literacy stations</i> to increase the number of children having access to advanced learning tools which help with learning science, technology, reading, engineering, arts and math (STREAM).	1 month	9/1/23	\$7,000	100% \$ match possible
	Library Study Pods	Purchase up to 3 new <i>study pods</i> to keep the library current with innovative ways to provide private space conducive to study and concentration.	1 month	9/1/23	\$8,000-\$10,000	100% \$ match possible
Parks & Recreation	Basketball Court Roof	Install a roof over the basketball court to offer activity programs all year round for the community.	1 month	EOY 2023	\$300,000	\$200,000
	Kayak Launch Dock	Install a kayak/boat floating dock to give the community and visitors access to water activities on lake Eustis.	3-6 months	7/31/23	\$80,000	\$50,000
Public Works	Bates Avenue	Waste water treatment facility is currently running in excess of 80% of its design capacity of 2.4MGD. An expansion of 800,000 gallons per day is proposed to meet the City’s expansion demands.	18-24 months	EOY 2025	\$13.1M	\$2M \$ match TBD
	Coolidge Expansion (Phase 1)	Improve utility services by installing a larger diameter water main. Sanitary manholes will be located at each intersection with stubbed/capped gravity sewer pipes at cross streets for future connections.	12-18 months	EOY 2024	\$4M (design & construct)	\$2M \$ match TBD
	Coolidge Expansion (Phase 2)	Reconstruct roadways and include stormwater improvements to Coolidge’s 7 blocks of cross streets.	18 months	EOY 2024	\$4.418M (design & construct)	\$4.070M \$ match TBD

CITY OF EUSTIS – PROJECT PRIORITIES (Cont'd)

Department	Project Name	Description	Est. Project Duration	Desired Comp. Date	Est. Cost	Grant Funding Goals
Economic Development	City of Eustis Public General Business Incubator	Conduct a business incubator feasibility study to examine the entrepreneurial start-up/early stage business market and trends and identify the needs of each business demand to be addressed by a business incubator, and the best fit model.	9 months	3/31/24	\$38,500	\$19,250
	Target Industry Smart Growth Study	Conduct an asset based economic growth study for a bottom-up, community driven approach to explore community asset opportunities which are leverageable as local resources, examine asset categories and create alignment for sustainable economic growth opportunities.	3-6 months	EOY 2023	\$110,000	100%
Events & Tourism	Georgefest (February 14, 2024)	Explore and implement ways to bring a George Washington theme to this historical yearly event.	12 months	2/17/24 (Complete EOY 23)	\$10,000	100%
	Salute to Veterans (November 9, 2024)	Explore and implement ways to enhance the meaningfulness at the 2024 event to celebrate Veterans.	18-24 months	11/9/24 (book by Nov 23)	\$10,000	100% (\$ match possible)
City Commissions' Projects of Interest						
Police & Fire Department	Public Safety Building	The City's population is growing fast, to prepare for future growth build a Public Safety Building to house Police, Fire, 911 and other emergency operations.	TBD	TBD	TBD	TBD
Public Works	Beautifying the City of Eustis	Pursue opportunities to add plants and flowers to streets, creating pollination pathways to parks and open areas, planting trees to enhance urban forestry, plus many other opportunities for greater visual appeal. (America in Bloom, Arbor Day)	TBD	TBD	TBD	\$100,000
Public Works	Beautifying the City of Eustis	Telegraph poles which are no longer in use with old wiring compromising the aesthetics goals for the City to become more beautiful and vibrant.	TBD	TBD	TBD	TBD

Roadmap to Success - Next Steps

- 1) We would like to recommend a City Commission Workshop?
- 2) What would be Accomplished?
 - All 17 projects would be prioritized to align with the City's mission/goals
 - Identify 2-3 projects targeted for 2023
 - Remainder 14-15 – identify projects targeted for 2024 through to end of plan duration
 - Any potential projects not targeted in the strategic plan, determine best approach to move forward
- 3) When would the City Commission like to hold the meeting?

Questions?

We appreciate your time today, thank you!

Are there any additional questions?

