



Getting Grant Management Right

Note: This is a useful guide to grant management principles, not a listing of all regulations contained within the Uniform Guidance (2 CFR, Part 200).



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Kimberly Hays de Muga, GPC Amanda Day, GPC

- Co-Owners of HayDay Services – speaking, coaching, and training
- Co-Creators & Co-hosts of Fundraising HayDay, a podcast about grants & such
- Combined 50+ years of grant & fundraising experience
- Grant Professional Certified (GPC)
- International Grant Trainers – more than 20,000 students
- Leadership at board levels: Grant Professionals Association (GPA), Grant Professionals Certification Institute (GPCI), Grant Professionals Foundation (GPF), and Georgia GPA chapter



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HOUSE RULES

- Use chat for connecting with your fellow attendees
- Use Q & A for questions you'd like Kimberly and Amanda to answer
- GMA will make all slides and handouts available to attendees
- This is being recording, and you will receive access to the recording via GMA

Number one priority is to **keep the grants you've already won**. Grant management should come before writing new proposals.



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5 MAIN STEPS OF GRANT MANAGEMENT

1. Keeping Track of It All
2. Reimbursement Requests
3. Project/Program Implementation (Tracking Outcomes/Evaluation)
4. Reporting
5. Closeout



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KEEPING TRACK OF IT ALL... IMMEDIATE STEPS AFTER GRANT AWARD ANNOUNCED

- READ the grant award agreement and execute by deadlines.
- SET UP timelines/deadlines for all required activities with understanding of reporting requirements and other deadlines.
- REVIEW awarded budgets. Are amendments necessary? Are project scope adjustments needed?
- UNDERSTAND how funder pays you.
- SET UP your working files.
- DOCUMENT, DOCUMENT, DOCUMENT!



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GRANT MANAGEMENT RESPONSIBILITIES

STEP	TYPICAL RESPONSIBLE PARTY
Collect signatures for award agreement	Grants Administrator and/or Program Manager
Set up grant account(s), including match	Grants Administrator & Budget Manager
Purchase items & implement project	Program Manager (Department Representative)
Complete & submit required reports	Grants Administrator with input from Program Manager
Submit reimbursement requests and track received payments	Grants Administrator & Grant Accountant
Prepare for & participate in site visit(s)	Grants Administrator, Program Manager & Grant Accountant
Complete project and grant closeout	Grants Administrator & Program Manager
Prepare for audit (internal and external)	Grants Administrator & Grant Accountant



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What are you tracking?

- Reports (monthly, quarterly, or bi-annual updates to funder)
- Timesheets (if grant is funding a position or in-kind donation)
- Expenditures – receipts, invoices, quotes/bids, etc. (documenting procurement process was followed)
- Data – what were your grant application goals and objectives; what did you say you'd do in the evaluation section of the grant
- Other funder requirements, including:
 - Davis-Bacon Wage Act
 - Buy American
 - Disadvantaged Business Enterprise
 - Veteran Preference
 - Federal Funding Accountability and Transparency Act
 - Suspended and Debarred Check for Contractors
 - Services provided to eligible recipients
 - And more...

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WAYS A FUNDER WILL PAY YOU

- Payment up front
- Drawdowns as necessary
- Reimbursement requests – the most common with federal grants

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REIMBURSEMENT REQUESTS TYPICALLY REQUIRE

- Invoice outlining expenses and charges for each – often entered in an online portal, but some state agencies still request paperwork
- Backup documentation for each expense, to include:
 - Receipts
 - Invoices
 - Cleared check
 - Proof procurement protocols were followed



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PEOPLE WILL SAY, “THIS IS A GRANT; IT’S SPECIAL; I DON’T HAVE TO FOLLOW NORMAL PROCUREMENT.”

TRUST US, IT’S EVEN MORE VITAL YOU FOLLOW YOUR PROCUREMENT POLICY WHEN FEDERAL FUNDING IS INVOLVED!!



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PROJECT IMPLEMENTATION - IS THE GRANT TEAM?

- Serving the right number of people? The appropriate segment of the population?
- Implementing all the grant activities – ex: hiring staff, offering education, building a park, etc.
- Are you meeting your project milestones?
- On track to meet your objectives?
- Collecting the right data to provide objectives met?
- Documenting successes and failures?
- Engaging your stakeholders to ensure project is on track to meet expectations or to pivot if necessary?

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EXAMPLES OF POOR GRANT MANAGEMENT

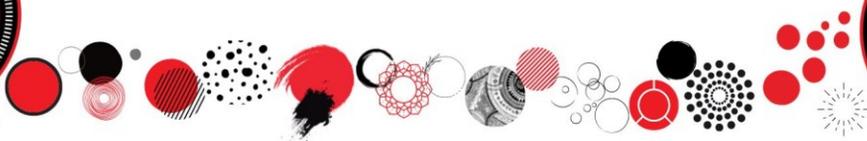
- Misuse of grant funds
- Not spending the money in a timely manner
- Spending money before the grant starts or after the deadline
- Not meeting objectives
- Violating law, regulations, and grant terms
- Failure to submit required reports
- Not completing grant activities during the grant period
- No documentation
- Not communicating with grant team regularly



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REPORTING – FIGURE IT OUT EARLY

- Your grant award agreement should:
 - Tell you when reports are due (deadlines and frequency)
 - Tell you where to submit reports (often in funder portal)
 - Tell you what the report must include (questions to answer)
- You need to determine:
 - Who is responsible for gathering necessary information
 - Who is responsible for compiling the report(s)
 - Who is responsible for submitting the report(s)



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TYPES OF REPORTS

- Narrative, to include SF-PPR (Performance Progress Report)
- Financial, to include SF-425 (Federal Financial Report) and SF-425a (Attachment to FFR)
- SF-270 – Advanced Payment Request
- Federal Funding Accountability and Transparency Act Sub-recipient Reporting System – www.fsrs.gov
- Disadvantaged Business Enterprise (DBE) Monthly Reports
- Davis-Bacon Wage Act monthly wage sheets

*NOTE: SF = Standard Form



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REMEMBER, HONESTY IS ALWAYS THE BEST POLICY



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CLOSEOUT – YOU NEED TO COMPLETE:

- All reporting documents, including the FINAL ones of each report
- Procurement documentation for every penny spent – both for grant funds and matching funds
- Documentation of everything – evaluation content, timesheets, submitted reports, submitted reimbursement requests, proof of grant funds received, etc.



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ONCE YOU COMPLETE CLOSEOUT, REMEMBER:

- Grant is still “open” until the funder provides you with a closeout letter/email – sometimes you must ask for it
- Even when grant is closed, you must follow federal rules about the retention and disposal of equipment and property purchased with federal funds
- Retain records – OMB requirement is 3 years, but some funders (or your own agency) may require 5+ years
- Once retention period is over, time to remove all files from physical and electronic storage



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Fundraising HayDay Podcast Episodes

- S1, E4 – Internal Controls & Grant Management
- S1, E9 – Site Visits
- S1, E1 – The Joys of Reporting
- S2, E10 – I Survived an OIG Audit & Lived to Tell the Tale
- S2, E11 – OG Productivity Tools
- S2, E14 – Keeping You Out of Jail One Procurement Discussion at a Time
- S3, E5 – What’s the Difference? Sub-recipients vs. Contractors
- S5, E18 – Top Ten Tech Tools for Grant Pros
- S5, E4 – Grant Productivity: Managing Your Workload

Find episodes on Apple Podcasts, Spotify, or our website: www.haydayservices.com/podcast/



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Fundraising HayDay Podcast Ripped From the Headlines Episodes

- S2, E12 – Ripped from the Headlines: Grants Gone Bad
- S3, E12 – Ripped from the Headlines: Scary Bad Stories to Tell Round the Grant Cubicle
- S4, E7 – Ripped from the Headlines: Grant Fraud Ain’t No April Fool’s Prank
- S5, E7 – Grants Gone Wrong
- S6, E7 – Ripped from the Headlines: CARES Act Funding, the IRS, and other Grant Management Woes

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QUESTIONS & RESOURCE GUIDE



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Where to find us!

HAYDAY SERVICES

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