

Prince George's County
Planning Department

Municipal Grant Writing Workshop Series

*Workshop #4
Grant Implementation*

April 1, 2026



Municipal Grant Writing Workshop

This workshop is brought to you by the Prince George's County Planning Department's Planning Assistance to Municipalities and Communities (PAMC) Program, which provides free technical assistance funding for municipalities and communities who are interested in revitalizing and enhancing the appearance and function of their communities.

PAMC



Elizabeth Mekonnen

Planner II

Neighborhood Revitalization Section,
Community Planning Division

Elizabeth.Mekonnen@ppd.mncppc.org

301-952-4363



Josephine Selvakumar

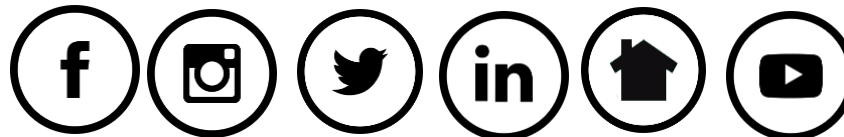
Planning Supervisor

Neighborhood Revitalization Section,
Community Planning Division

Josephine.Selvakumar@ppd.mncppc.org

(301) 952-3551

Follow us @PGPlanningMD



pgplanning.org planpgc2035.org



Review of Session Three

- Creating a clear and compelling narrative
- Responding effectively to grant questions and prompts
- Relationship between grant application and grant agreement



Source: PowerPoint Stock



Grant Implementation



Source: PowerPoint Stock



Source: PowerPoint Stock



Source: PowerPoint Stock

Creating a Project Budget

- Budget research
- Key terms in budget development
- Budget components

Creating a Project Schedule

- Level of detail
- Period of performance
- Building in flexibility

Grant Compliance

- Reviews and approvals
- Cost compliance
- Procurement compliance

RISK IDENTIFICATION AND MANAGEMENT

Relationship between Grant Application & Grant Agreement

What you promise in the application becomes legally binding in the grant agreement

Your narrative becomes part of:

- Scope of work
- Reporting requirements
- Performance metrics
- Audit review

If application, agreement, and implementation do not align, risks include:

- Scope Reductions: You may be forced to scale back or renegotiate
- Funding Return: Funds may be withheld or recaptured
- Compliance Findings: Audits may cite discrepancies between proposal and execution



Source: PowerPoint Stock

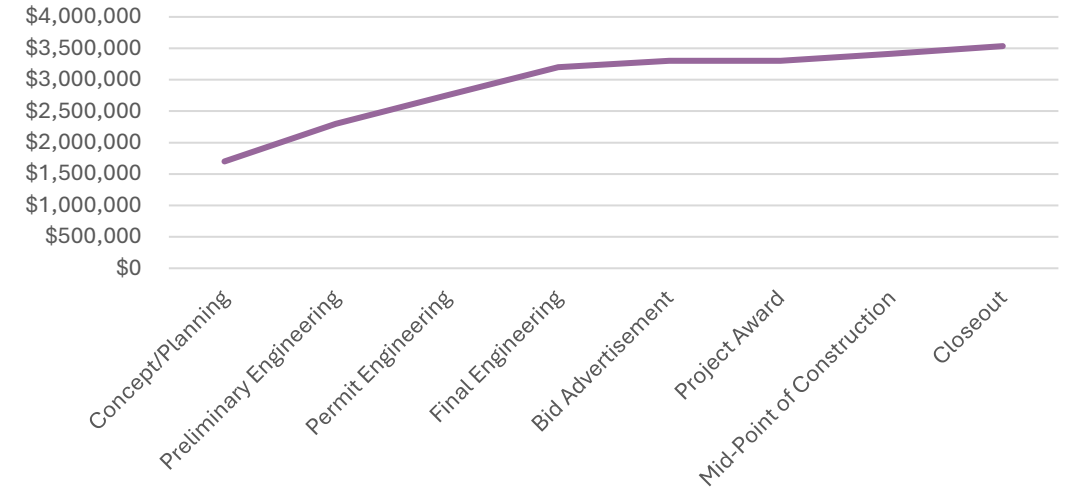
Creating a Project Budget



Developing a Project Budget

- Research typical award amounts
- Scalability
- Capital vs. operating costs
- Take note of ineligible/non-reimbursable costs
- Prepare the full cost of the project
 - Planning
 - Engineering
 - Construction
 - Right of Way, Permitting, Environmental Mitigation
 - Construction Management and Inspection
 - Contingency
 - Indirect (Administration & Overhead)
- Tie back to narrative
- Document your assumptions
- Remember inflation

Cost Estimation



Matching Funds

- Range from 20% to 50%, read the NOFO
- Cannot match federal with federal
- Show over-match where you can
- In-kind and volunteer services are often eligible with proper documentation
- Understand when matching funds are needed
- Document source of funds and services and identify where funds are secured or committed vs. already in-hand

Source	Amount
Federal (80%)	\$200,000
Non-Federal (20%)	\$50,000
Total Project Cost	\$250,000

Non-Federal Share

Source	Amount
Indirect Allocation	\$20,000
Volunteer Services	\$8,000
Cash	\$22,000
Total Non-Federal Sources	\$50,000

Indirect Costs (Overhead & Administration)

- Costs that are not easily assigned to a particular project, but which are necessary to the operation of the grantee and the performance of the project
- Larger agencies may have an approved indirect cost rate from a “cognizant federal agency”
- “De minimis” rate is 10% of total project costs

Typical indirect costs include:

- Salaries or wages of administrative staff
- Building maintenance and utilities
- Basic office supplies that can't be counted toward a program



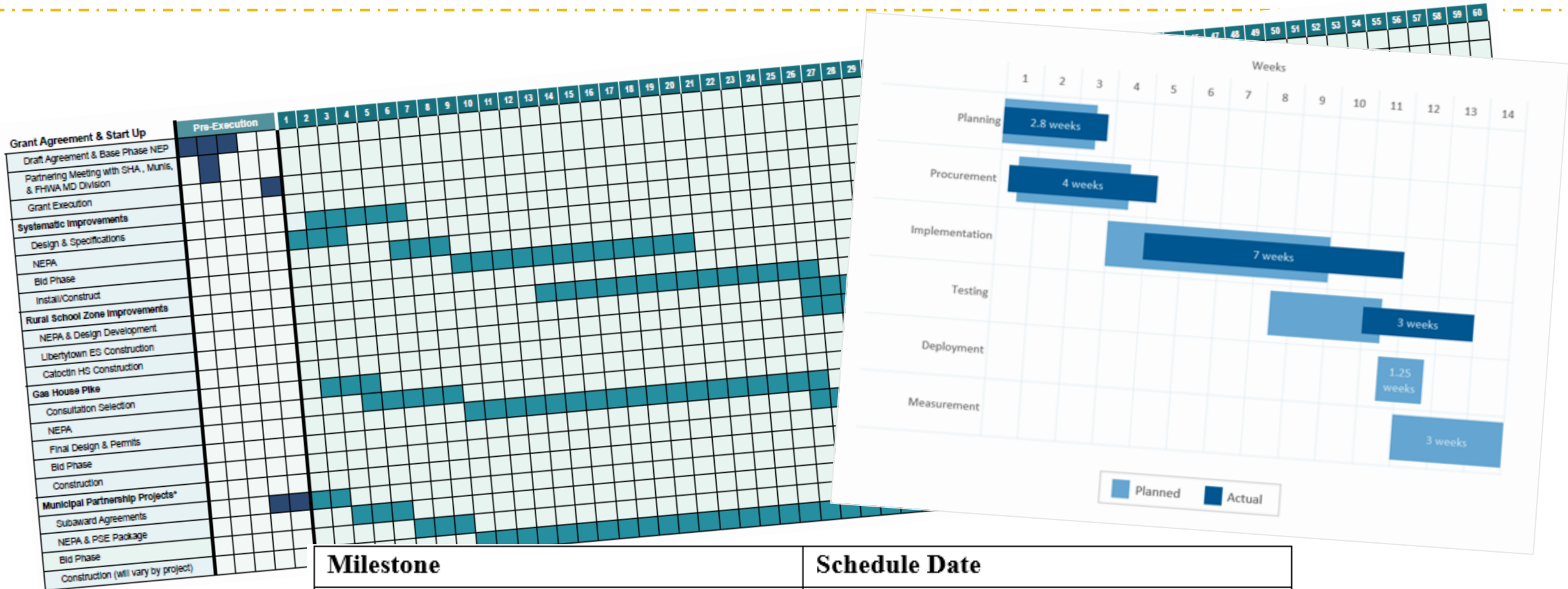
Source: PowerPoint Stock

Creating a Project Schedule

Source: PowerPoint Stock



Sharing Your Project Schedule



Milestone	Schedule Date
Planned NEPA Completion Date:	Same Date Agreement is Signed
Planned Construction Substantial Completion and Open to Public Use Date:	June 1, 2029
Planned SS4A Final Report Date:	May 30, 2031

Developing a Project Schedule

- If possible, use Grant Award + 1 month, 1 quarter, etc. rather than specific dates
- If dates are required, remember that it will take time from grant award announcement to grant award
- Where possible, show what you have done to prepare
- Show a reasonable amount of detail
- Show logical sequence, concurrent or dependent activities; approvals by others
- Document assumptions
- Be realistic



Source: PowerPoint Stock

Project/Grant Risks



Port Deposit Marina Park Rehabilitation and Resilience Project

The Vision

- Extend promenade to Marina Park
- Include a two-bay boat ramp, trailer parking, fishing pier, living shoreline, scenic overlook and picnic area
- Northernmost boat launch along the Susquehanna and NPS Capital John A. Smith National Water Trail
- Endangered Northern Map Turtle and Great Blue Heron nesting



- Estimated budget of \$9.5M inclusive of all construction and related costs
- Opportunities for breakout projects exist but core infrastructure is \$6 - \$7M

Explaining Project Risks/Solutions

- Unless otherwise stated, grantors want to fund projects that are ready and likely to succeed
- Risk is neither good nor bad; it just needs to be addressed and mitigated
- Risk has budget, scope, and schedule implications
- Do not be afraid to share the potential challenges, doing so shows maturity of the grant applicant and supports your readiness arguments
- Risk relates to internal and external factors and shift as the project progresses



Source: PowerPoint Stock

Examples of Project Risks/Solutions

Risk	Mitigation
Environmental permits may take longer than expected	<ul style="list-style-type: none">• Permit matrix developed• Initial discussions have occurred with permitting agency• Project designed to avoid permitting requirements
Community support for project may erode	<ul style="list-style-type: none">• Town Council adopted resolution in support of project• Frequent community and stakeholder meetings held prior to application• Post-award public engagement plan
Costs may increase beyond available funds	<ul style="list-style-type: none">• Contingency included in project budget• Trade-offs have been identified• Procurement method allows for flexibility



Source: PowerPoint Stock

Grant Administration



Uniform Guidance (2 CFR 200)

Reporting

- Every grant award must include requirements related to performance measurement and financial management
- Typically, all agencies require a quarterly report on a standard form
- Reporting is financial and programmatic
- Closeout
 - 90 days after agreement ends, the recipient submits all eligible incurred costs; performance and financial reports; other project records
 - Agency fully closes project after 1 year



Source: PowerPoint Stock

Uniform Guidance (2 CFR 200)

Costs must be:

- Necessary, reasonable, and allocable;
- Consistent with cost principles of federal award;
- Consistent with policies and procedures;
- Consistently treated as direct or indirect costs;
- In accordance with GAAP;
- Not included as cost sharing requirements of any other federally financed program;
- Adequately documented; and,
- Incurred during the approved budget period

*What would a reasonable person do?
What is the context that affects the cost?*



Source: PowerPoint Stock

Procurement

- Grantee must have written procurement procedures – or make specific reference to higher level of government’s procedures
- May need agency approval before procuring large items above the Simplified Acquisition Threshold
- Must maintain sufficient detail on the history of each procurement
- Consider small, woman, veteran, and minority owned-businesses
- Consider procurement strategies with flexible approaches:
 - Piggyback or cooperative purchasing
 - On-call or indefinite delivery/indefinite quantity contracts



Source: PowerPoint Stock

Procurement Types

Type	Use/Comments
Micropurchase (up to \$15,000)	<ul style="list-style-type: none">• May be awarded without soliciting competitive price or rate quotations• The recipient or subrecipient must consider the price reasonable based on research, experience, purchase history, or other information
Simplified Acquisition Threshold (\$350,000)	<ul style="list-style-type: none">• May use a request for quotation• Recommended to consider at least three sources• May also use blanket purchase agreements
All Others	<ul style="list-style-type: none">• Sealed bids (price only)• Requests for Proposals (technical plus price)
Noncompetitive procurement	<ul style="list-style-type: none">• Can only be filled by a single source• Public emergency• After solicitation, competition is determined inadequate



Source: PowerPoint Stock

Wrap Up



Session 4 Wrap Up

- **Budget**
 - Pay attention to the details
 - Account for all different kinds of costs
 - Document your assumptions
- **Schedule**
 - Use the grant award +1 format if possible
 - Document assumptions and be realistic
- **Compliance**
 - Document risk and mitigation – it shows project maturity to understand and plan for the risks
 - Cost and procurement compliance require accurate documentation



Source: PowerPoint Stock

Workshop Wrap-Up



Session 4 Wrap Up

- **Please complete the evaluation when sent later this week**
- **Post-workshop training package**
 - Matrix for evaluating grant opportunities
 - Templates for budgets and schedules
 - Links to compliance resources
 - *What else would you like?*
- **Coaching/consultation**



Source: PowerPoint Stock