

Prince George's County
Planning Department

Municipal Grant Writing Workshop Series

*Workshop #1: Grant
Program Planning*

February 18, 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



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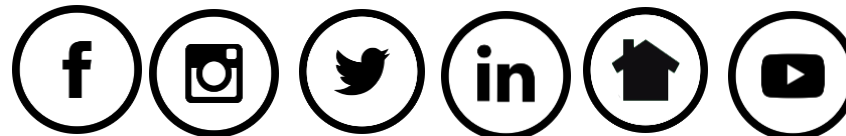
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Roll Call

- Berwyn Heights
- Bladensburg
- Bowie
- Brentwood
- Capitol Heights
- Cheverly
- College Park
- Colmar Manor
- Cottage City
- District Heights
- Eagle Harbor
- Edmonston
- Fairmount Heights
- Forest Heights
- Glenarden
- Greenbelt
- Hyattsville
- Landover Hills
- Morningside
- Mount Rainier
- New Carrollton
- North Brentwood
- Riverdale Park
- Seat Pleasant
- University Park
- Upper Marlboro



Source: Riverdale Park

Meet Your Presenters



Jamie Kendrick, AICP

- Public agency, non-profit, and private sector planning and consulting experience
- Transportation, land use and community development focused
- Grant program planning and execution



Sandra Chaney

- Non-profit strategist, certified empowerment coach, and author with more than 20 years of experience
- Health and human services
- Grant review and compliance



Jaime Phillips

- Public agency and private sector planning experience
- Transportation, aviation, and sustainability focus
- Specialist in visuals, communication, and public engagement

Participant Interviews – What We Heard

Survey Summary

- **12 municipalities responded by phone or in writing**
- **Respondents included**
 - Dedicated grant writers
 - Councilmembers
 - Other professional staff
- **Most common requests**
 - Long-term grant planning and tracking
 - Grant research and identification
 - Role of grant writer vs. project manager

Key Funding Needs

- 1 Stormwater & Green Infrastructure**
- 2 Sidewalks & Trails**
- 3 Arts & Culture**
- 4 Parks, Recreation & Playgrounds**



Source: Jaime Phillips



Source: PowerPoint Stock



Source: PowerPoint Stock

Session Descriptions



Source: PowerPoint Stock

Grant Program Planning

- Needs & opportunities
- Capacity to deliver
- Assessing grant opportunities

Post-Workshop Session

MD Department of Transportation



Source: PowerPoint Stock

Project Definition & Grant Alignment

- Purpose & need
- Expected outcomes
- Project delivery
- Grant requirements and evaluation

Post-Workshop Session

MD Department of Housing & Community Development



Source: PowerPoint Stock

Writing & Responding

- Compelling narrative
- Respond to prompts
- Common grant writing mistakes
- Budgets and schedules

Post-Workshop Session

MD Department of Natural Resources



Source: PowerPoint Stock

Implementation & Compliance

- Post-award responsibilities
- Compliance and legal requirements

Post-Workshop Session

TBD based on participant feedback

This Week's Case Study

Port Deposit Marina Park



Port Deposit Marina Park Rehabilitation and Resilience Project

Site Legacy

In the early 1980s, Marina Park was part of the launch area for the steel tube sections that made up Baltimore's Fort McHenry Tunnel. The south end of Marina Park was home to the Town's Wastewater Treatment Plant.



Port Deposit Marina Park Rehabilitation and Resilience Project

Current Use

The former Wastewater Treatment Plant site was never restored and is today used informally for boat trailer parking, fishing, and on occasion, illegal dumping.



Port Deposit Marina Park Rehabilitation and Resilience Project

Site Conditions

Today, the site is a hard packed gravel lot with three boat ramps and a picnic table. Access is via MD 222 by crossing an active Norfolk Southern rail, and on foot or by bike the Town promenade extends only to the north end of the park. The stormwater culvert is failing; seawall is falling into the river; and the site frequently floods from storm surge and when the Conowingo Dam opens during heavy rains. **Nevertheless**, there are stunning views of the Susquehanna River and quadruple bridges to the south, abundant fish and wildlife, and 20-minute access to key sites on the Chesapeake Bay.



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

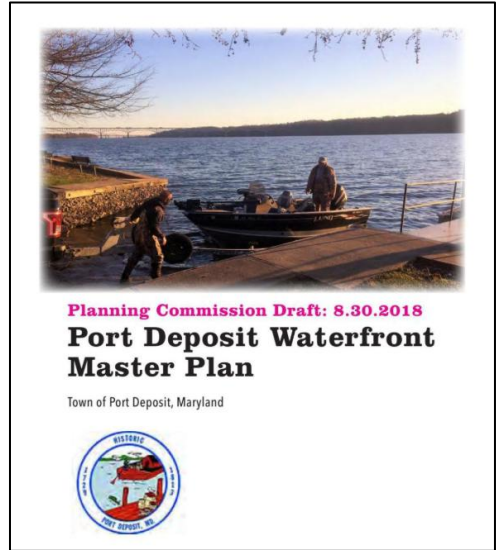


- Estimated budget of \$9.5M inclusive of all construction and related costs
- Opportunities for breakout projects exist but core infrastructure is \$6 - \$7M

Port Deposit Marina Park Rehabilitation and Resilience Project

Planning & Design

- **2018:** Funding from NOAA and DNR allowed creation of a *Working Waterfront Master Plan* which initially conceived the vision for a new Marina Park
- **Sept 2024:** The Town was awarded \$750,000 from the SHA/ FHWA Transportation Alternatives Program to fully fund design, permitting and construction documents
- **Mid-2025:** A project advisory committee began to meet and site planning began
- **Dec 2025:** Representatives from MDE, Critical Areas Commission, DNR, USACE, FWS, and others attended a pre-application meeting to begin the permitting process
- **Jan 2026:** 30% design plans submitted to SHA



Grant Program Planning

- *The Lifecycle of a Grant*
- *Your Role as a Grant Writer*
- *Opportunity Costs*





Source: PowerPoint Stock

We need a grant to...

and we need the money in July!

Because the roof is going to cave in!

and it's really important to the Mayor!

Oh, and it's due next Friday!

What are some of the consequences of applying for a grant?

RAISE YOUR HAND OR TYPE INTO CHAT BOX



Grant Planning and Award Consequences

- **Happy community and stakeholders!** (except for the people that don't like the project)
- **Meeting a community need** (but not that community need)
- **Time and effort to prepare and apply** (for this grant and 12 others)
- **Grant programs operate on their own schedule** (not necessarily yours!)
- **May need matching funds** (yes, cash)
- **Someone needs to do the work** (not the grant writer)
- **Project maintenance** (also not the grant writer)
- **Paperwork and compliance** (or you don't get your money)

Opportunity Cost

The benefit or gain you give up by choosing one option over another.

Grants Have a Full Life-Cycle

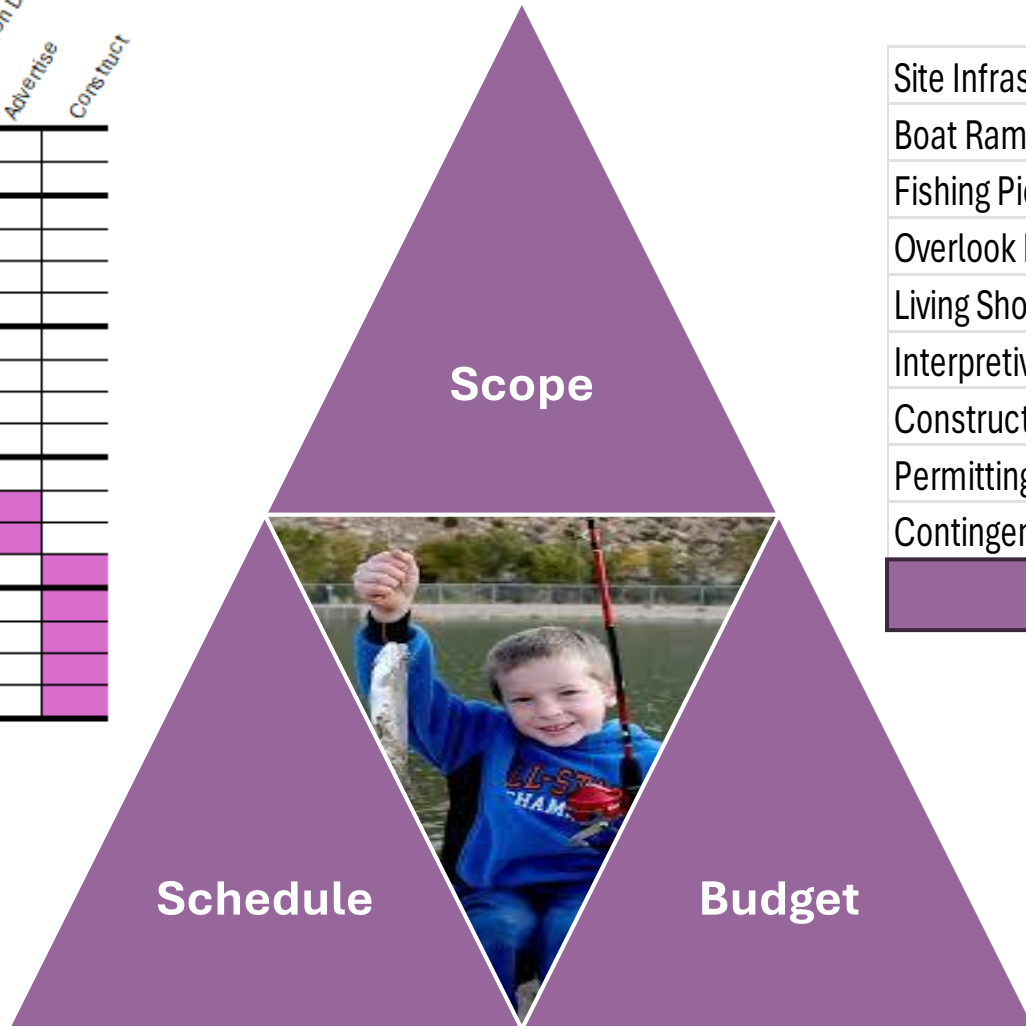
The grant writer must:

- Know the project(s) scope, schedule, and budget
- Help prioritize needs and wants
- Know the funder(s) and eligible use(s) of grant funds
- Assess organizational capacity to deliver at all phases
- Create a plan that matches organizational goals with fund sources and uses



Know The Project

		Concept Plan	30% Plans	NEPA	60% Plans	Permitting	90% Plans	Construction Docs	Advertise	Construct
2025	Q3									
	Q4	☑								
2026	Q1		☑							
	Q2									
	Q3									
	Q4									
2027	Q1									
	Q2					SSS				
	Q3									
	Q4									
2028	Q1									
	Q2									
	Q3									
	Q4									
2029	Q1									
	Q2									
	Q3									
	Q4									



Site Infrastructure (Parking Lot, Utilities, etc.)	\$ 3,500,000
Boat Ramp	\$ 1,200,000
Fishing Pier	\$ 1,200,000
Overlook Pier	\$ 800,000
Living Shoreline	\$ 700,000
Interpretive Exhibits & Public Art	\$ 150,000
Construction Management & Inspections	\$ 700,000
Permitting/Mitigation	\$ 200,000
Contingency	\$ 1,000,000
Total = \$9.5 Million	

Help Prioritize Needs vs. Wants



Know Your Funders

1 Federal agencies

2 State agencies

3 County/regional agencies

4 Private foundations

Each has a different set of expectations and ability to work with you at each phase in terms of...

- Application preparation or pre-review
- Grant agreement (or debrief, if unsuccessful)
- Scope changes
- Regulatory flexibility
- Compliance processes
- Budget and schedule



National Capital Region
Transportation Planning Board



Assess Organizational Capacity To Deliver

- Where does this fit in your comprehensive or strategic plan?
- Is the leadership (staff and/or elected officials) on board?
- Have you performed a project like this before?
- Who will manage the grant?
- Who will perform the work?
- Do you have the matching funds available? Financial stability? What about cost overruns?
- Do you have the systems in place for compliance?



Source: PowerPoint Stock

Your Turn

Let's get to work



Individual Exercise

Identify a project for which your organization might seek a grant.

- **What is the purpose of the project?**
- **Is it a need or a want?**
- **How much does it cost?**
- **Can the project be phased or segmented?**
- **Who is in charge of the project?**
- **When do you need the money?**
- **Who are the potential funders?**



Source: PowerPoint Stock

Exercise Form #1

GRANT PROGRAM PLANNING Exercise #1 – Defining the Project	
Project description	
Need or want?	
Phases/Segments/Elements?	
Who is in charge of the project?	
Total Project Cost	
When do you want to get started in the project?	
Who are the potential funders?	

Group Exercise

(We will be broken into 4 group to ask questions)

- **Where did this project originate?**
- **Where is your leadership on the project?**
- **What is the status of planning/design?**
- **Who is in charge of the project?**
- **Have we managed a project like this before?**
- **How much money can your organization contribute vs. how much do you need to raise through grants and contributions?**



Source: PowerPoint Stock

Assessing Grant Opportunities

Matching Sources, Uses, and Schedules





Source: PowerPoint Stock

I found this grant that...

It's easy to apply for...

And we have plenty of time!

And I know the funder...

But it can only be used for...

Matching Uses & Sources

Uses

Site Infrastructure (Parking Lot, Utilities, etc.)	\$ 3,500,000
Boat Ramp	\$ 1,200,000
Fishing Pier	\$ 1,200,000
Overlook Pier	\$ 800,000
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Contingency	\$ 1,000,000
Subtotal	\$ 9,450,000

Needs

Wants

Cost of Doing
Business

Matching Uses & Sources

Uses

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Permitting/Mitigation	\$ 200,000
Contingency	\$ 1,000,000
Subtotal	\$ 9,450,000

Sources

Transpo Alternatives Construction	\$ 5,000,000
Maryland State Arts Council	\$ 50,000
Congressional Earmark	\$ 750,000
State Bond Bill	\$ 250,000
DNR Waterways	\$ 700,000
FHWA Fed Lands Access	\$ 500,000
DNR Shoreline	\$ 500,000
DNR Program Open Space	\$ 750,000
County Contribution	\$ 200,000
Heritage Areas	\$ 50,000
Exelon/Conowingo Settlement	\$ 250,000
Subtotal	\$ 9,000,000

Private/Other Public

Foundations/Corporate	\$ 500,000
Town Capital Budget	\$ 500,000
Sweat Equity/Town Staff	\$ 100,000
Launch Fees/Permits	\$ 25,000
Buy A Brick	\$ 20,000
Subtotal	\$ 1,145,000

Needs

Wants

Cost of Doing
Business

Most
Flexible

Matching Uses & Sources

Uses

Site Infrastructure (Parking Lot, Utilities, etc.)	\$ 3,500,000
Boat Ramp	\$ 1,200,000
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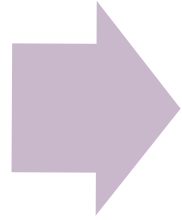
Matching Uses, Sources, and Schedules

The most prudent approach is to have all funds in hand at the time of advertisement.

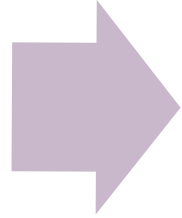
The application is submitted!

We won the grant!

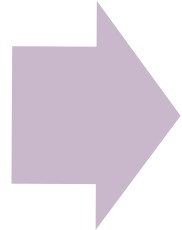
Why haven't we started yet?



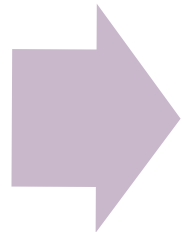
The more practical approach is to have a project delivery strategy that is flexible.



The review process is at least 90 days.



You still must process a grant agreement, get permits and approvals, and competitively bid the project! It takes time.



Manage expectations. Were you candid about capacity to deliver and readiness?

Typical Grant Cycle

2026										2027					
Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Research			NOFO												
			Prep												
						Due									
							Evaluate								
											Agreement				
														Start	

Who is involved?

Research/Prep	Grant Writer, Project Manager, Leadership
Agreement	Grant Writer, Attorney, Grant Writer, Project Manager, Fiscal Manager, Leadership
Delivery	Project Manager, Fiscal Manager, Leadership, Grant Writer, Compliance Manager

Master Grant Calendar

2026

2027

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	
Transpo Alts Construction	Research	NOFO	Prep	Due	Evaluate			Award	Agreement				Approvals				Start			\$					
Maryland State Arts Council								Research	NOFO		Due	Evaluate	Award	Agreement	Start						\$				
Congressional Earmark	Prep	Due	Evaluate									Award	Approvals	Agreement					\$						
State Bond Bill									Prep	Due	Evaluate		Award	Agreement			Approvals				Start				
DNR Waterways					Research	NOFO	Prep	Due	Evaluate			Award	Agreement			Approvals			Start						
FHWA Fed Lands Access	submitted December 2025																								
DNR Shoreline							Research	NOFO	Prep	Due	Evaluate		Award	Agreement			Approvals				Start				
DNR Program Open Space							Research	NOFO	Prep	Due	Evaluate		Award	Agreement			Approvals				Start				
County Contribution							Prep		Due	Evaluate				Award	Agreement			Start					\$		
Heritage Areas						Research	NOFO		Due	Evaluate	Award	Agreement	Start						\$						
Exelon/Conowingo Settlement	no specific timeline																								



Your Turn

Let's get to work



Grant Opportunities for Your Project

- What grant sources are you considering?
- How useful is each grant opportunity?
- How competitive will your project be and why?
- Do you have the time and support to produce a quality application?



Source: PowerPoint Stock

Exercise Form #3

GRANT PROGRAM PLANNING Exercise #3 – Identifying Grant Opportunities	
Grant Program/Agency	
What will we use the funds for?	
Are we eligible to receive the grant?	
When is the grant due?	
How much funding is available?	
How much will we request?	
Is our leadership on board?	
Do we have previous or current grants with the agency?	
What is the project's status?	
How many hours of staff time to prepare the grant?	
Who can provide or needs input into the grant?	

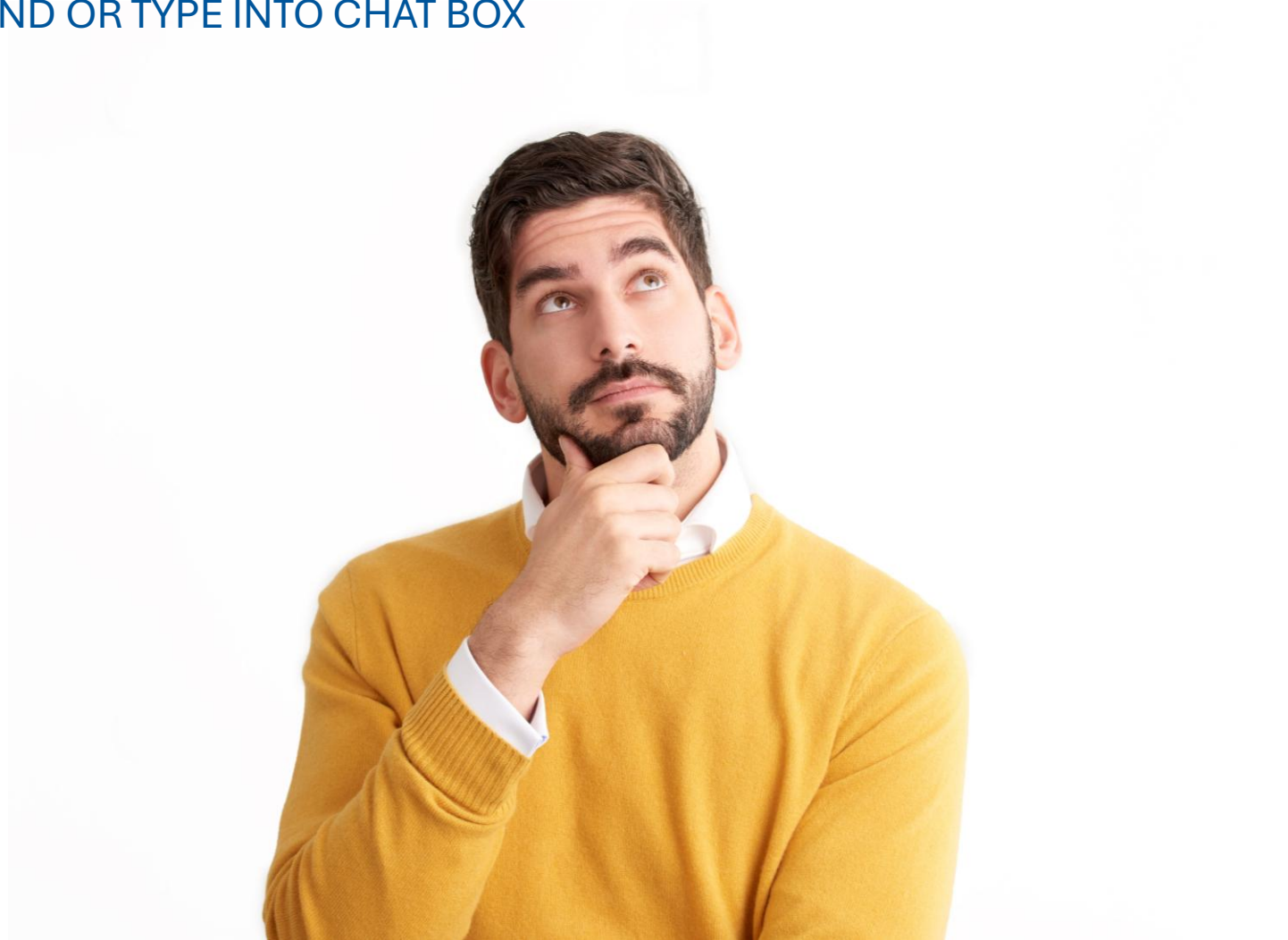
Grant Considerations

Making a Go/No Go Decision



What are considerations in whether to pursue a grant?

RAISE YOUR HAND OR TYPE INTO CHAT BOX



Source: PowerPoint Stock



What are considerations in whether to pursue a grant?

- Amount available & eligible uses
- Grant due date
- Eligibility of organization
- Alignment with grant criteria
- Readiness to execute
- Previous grants from funder
- Level of effort
- Relationship with funder
- External support
- Administrative requirements
- Competitiveness



Source: PowerPoint Stock

Port Deposit: SHA Transportation Alternatives Program

- Annual grant cycle; due in May
- Application is relatively painless
- Alignment with criteria is fair; already awarded \$600,000 for design
- Grants range from \$100,000 to \$6 million
- Minimum 20% cash match
- Project is about 18 months from needing construction funds
- Public agencies only
- Need to show support from local/regional leaders
- Strict design, review, and approval processes
- Federal regulations and permits required



Source: State Highway Administration

Making a “Go/No Go” Decision on a Grant Opportunity



Usefulness

- **How much could be awarded?**
- **Will the funding meet a core project need?**
- **How much flexibility does the grant provide?**
- **Does the grant come with administrative and compliance requirements that are at scale with the amount we are seeking?**
- **Once awarded, when will the funds become available? Will we have enough time to spend?**



Source: PowerPoint Stock

Competitiveness

- How much are we seeking relative to the available funding?
- Is there alignment between the grant purpose/criteria and project scope, benefits, and outcomes?
- Do we have a relationship with the funder?
- Do we have external support for the winning this grant?
- Are we ready to execute?



Source: PowerPoint Stock

Thoughtfulness

- **Have we done our homework?**
- **What else is competing for our time and energy?**
- **Is our leadership on board?**
- **Have we previously demonstrated success to the funder?**
- **Who are we competing with?**
- **Are there any intangible considerations?**



Source: Unknown

Port Deposit: SHA TAP Grant Go/No Go



- Eligibility of agency
- Eligibility of uses
- Leadership support



- Amount available
- Core project function
- Restrictions
- Period of availability
- Administration & compliance



- Alignment with criteria
- Readiness
- Relationship with funder
- External support



- Due date
- Workload/level of effort
- Previous grant status
- Capacity to deliver
- Intangibles

Wrap Up



Key Takeaways

- **Understand the project** and opportunities for phasing and break-out elements to better match sources and uses
- **Know your funder(s)** beyond just the basic grant requirements
- **Develop a grant program plan** for ease of tracking, workload distribution, and prioritization/opportunity costs
- **If the NOFO caught you by surprise**, it may be a No Go
- **Consider the opportunity costs** of pursuing each grant
- **Set a “go/no go” decision point** for each grant you may pursue



Source: PowerPoint Stock

Thank you



Next Session – March 4th

Project Definition & Grant Alignment

- Purpose & need
- Expected outcomes
- Project delivery
- Grant requirements and evaluation

Post-Workshop Session

MD Department of Housing & Community Development



Source: PowerPoint Stock

Chat with Maryland Department of Transportation



Sean Winkler

