



# Administrative Manual of Operating Procedures

Procedure #: <b>11.02</b>	Procedure Title: <b>Grant System of Support</b>		Revision #: <b>1.0</b>
Original Issue Date: <b>06/03/2021</b>	Revised Issue Date: <b>N/A</b>	Next Review Date: <b>06/03/2023</b>	Responsible Department: <b>DAS - Grants &amp; Special Projects Division</b>
Statutory References: <b>N/A</b>		Ordinance References: <b>N/A</b>	
Appendices: <a href="#">Appendix B – 11.02 LMS Training PowerPoint</a> <a href="#">Appendix C – 11.02 Flowchart</a> <a href="#">Appendix D – 11.02 Systems of Support Overview</a>		Forms: <a href="#">Form 11.01 – Grant Intent Form</a>	

## 1. OBJECTIVE:

The purpose of this procedure is to provide effective grant development and writing support to Milwaukee County departments for competitive grant opportunities.

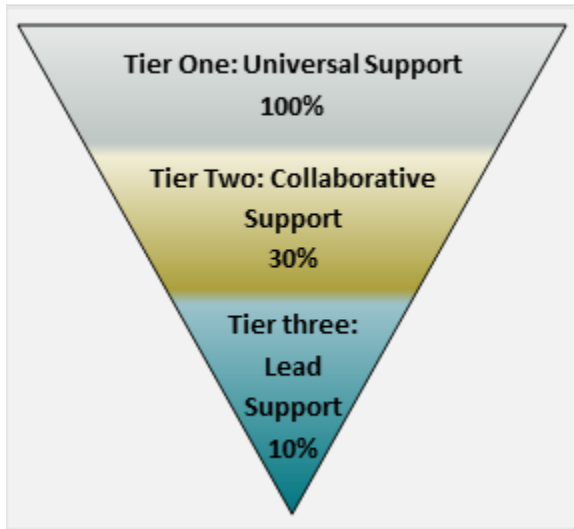
## 2. DEFINITIONS:

- A. Application. The specific set of forms, documents, and attachments that comprise an applicant’s submission to a grant opportunity.
- B. Discretionary or Competitive Grant. A grant for which the funder may select the recipient from among all eligible recipients, may decide to make or not make an award based on the programmatic, technical, or scientific content of an application, and can decide the amount of funding to be awarded.
- C. DUNS Number. Data Universal Numbering System, a unique nine-character number used to identify an organization. The federal government uses the DUNS number to track how federal money is allocated.
- D. Grant or Grant Award. An award of funds to an organization to undertake charitable activities.
- E. Grant Intent Form. A Milwaukee County internal electronic form that collects details on a grant opportunity and the department that is interested in submitting an application for grant funds.
- F. Grantee. The individual or organization that receives a grant.
- G. Grantor or Funder. The individual or organization that makes a grant.
- H. Guidelines. The grantor’s goals, priorities, criteria, and procedures for applying for a grant.
- I. Smartsheet. Project management platform used by the Grants & Special Projects Division to track projects and/or grant applications. The tool resembles an excel spreadsheet but also has automated and collaborative features. The Grant Intent Form was created in Smartsheet to collect information, while the automations were designed to generate email alerts and approval requests when certain conditions are met.

## 3. OVERVIEW:

The Grants & Special Projects Division (GSP) is dedicated to providing quality grant development support to Milwaukee County departments based on levels of need and division capacity. Our efforts are focused on standardizing the quality of proposal content, strategic language and data sets used in competitive grant applications submitted by Milwaukee County to support the success of all. We will achieve this by deploying division staff to lead and interact with project teams based on the tiered structure below (Diagram A).

The percentages in the diagram represent the anticipated percent of competitive applications that will fall within each category. For example, all competitive projects will receive Tier One support, however only 30% will require Tier Two support, and even fewer will need Tier Three levels of support.

**Diagram A: Tiered Levels of Grant Support**

Alongside project support, the GSP team will also host grant writing professional developments to build the skills of interested staff. Capacity building will also occur through practical experience as staff participate in the development process with the GSP team. Therefore, a department that may rely on Tier Three support currently will not always need the same intensity as capacity is built over time. This allows GSP to be flexible and adjust levels of support as priorities necessitate shifts.

This model and process is designed to maximize GSP division resources to enhance current grant application efforts across Milwaukee County.

#### 4. PROCEDURE:

##### A. Section I. Determining Level of Support Assigned to Grant Applications

- i. The process for assigning GSP grant development support is initiated when a Milwaukee County employee finds a grant opportunity they would like to pursue.
- ii. The employee follows the Grant Intent Notification AMOP and completes a [Grant Intent Form](#).
- iii. A GSP team member will be assigned to the project when the form is received and will reach out to the project lead within 48 business hours.
- iv. The GSP team member assigned will hold an initial meeting to review the needs and requests of the applying department.
- v. The GSP team member review capacity and experience criteria for Tier One, Two and Three levels of support.
  - a. Tier One (Universal) Support: all competitive grant applications receive this support.
  - b. Tier Two (Collaborative) Support:
    - i. The department is responding to a new solicitation or funder for the first time,
    - ii. The department is responding to a solicitation in which their proposal was previously unsuccessful,
    - iii. The department has some level of grant writing experience but needs guided support,
    - iv. The application requires specific narrative, data, and/or research support that requires expertise or analysis beyond that of the applying department.
  - c. Tier Three (Lead) Support:
    - i. The applying department has little staff capacity or experience developing proposals,
    - ii. The solicitation is a multi-million-dollar opportunity that includes multiple County departments,
    - iii. The involvement of community partners requires intensive project management support,
    - iv. The nature of the funding opportunity requires centralization of the application process.
- vi. The GSP staff member assigned will designate the appropriate level of support based on

these factors in GSP's project tracker in Smartsheet.  
vii. Grant development support will commence.

B. Section II. Providing Tier One (Universal) Support for Grant Applications

*Overview:* Universal grant development support will be provided to every Milwaukee County department interested in pursuing competitive grant funding opportunities.

- i. The GSP team member assigned will offer and facilitate the following support services to the applying department and project point of contact:
  - a. Consultation on the project idea and/or funder guidelines,
  - b. Coordination with other interested or involved County departments,
  - c. Narrative and budget review for proofreading/editing within an agreed-upon timeline,
  - d. Access to the Grant Writing Toolkit with samples and a library of narrative and data sets,
  - e. Organizational information and data needed including DUNS number or login support.
- ii. The GSP representative and project point of contact will agree on a plan for communicating throughout the writing process, leading to the application deadline.
- iii. When submitted, the project contact will provide the final application materials to GSP staff.
- iv. GSP will then:
  - a. inventory the application materials in centralized archive folders,
  - b. mark the application as 'submitted' in GSP's project tracker in Smartsheet, and
  - c. send a congratulatory email to the individuals that worked on the application.

C. Section III. Providing Tier Two (Collaborative) Support for Grant Applications

*Overview:* In addition to Tier One support, approximately 30% of projects will receive a degree of Tier Two support. GSP staff will play a participatory role throughout the development process to meet the needs of the project team as an optional resource.

- i. GSP staff will offer the following collaborative Tier Two support (plus Tier One support):
  - a. Facilitate development meetings with internal and/or external partners and stakeholders,
  - b. Formally assist with writing, researching, or analyzing data for sections of the application,
  - c. Provide budget and grant submittal support if working within a new application platform,
  - d. Set a development timeline and meeting cadence based on consensus of the project team.
- ii. GSP staff will be an involved project team member throughout the process until the application is submitted.
- iii. Post-award expenditures remain the responsibility of the lead department acting as the grantee.
- iv. When submitted, the GSP staff will:
  - a. inventory the application materials in centralized archive folders,
  - b. mark the application as 'submitted' in GSP's project tracker in Smartsheet, and
  - c. send a congratulatory email to the individuals that worked on the application.

D. Section IV. Providing Tier Three (Lead) Support for Grant Applications

*Overview:* GSP staff will play a lead role throughout the development process to meet the needs of the project team as a requested resource.

- i. GSP will lead the development of the grant application from start to finish under the content expertise of the involved department(s). This involves:
  - a. setting meeting cadence, scheduling meetings and creating agendas collaboratively,
  - b. project managing the development and submittal process,
  - c. take the lead to create writing templates and compiling the grant application,

- d. assigning roles and responsibilities,
- e. writing narrative, developing budgets, researching strategies, etc.
- ii. GSP staff will be a lead project team member throughout the process until the application is submitted.
- iii. Post-award expenditures remain the responsibility of the lead department acting as the grantee.
- iv. When submitted, the GSP staff will:
  - a. inventory the application materials in centralized archive folders,
  - b. mark the application as 'submitted' in GSP's project tracker in Smartsheet, and
  - c. send a congratulatory email to the individuals that worked on the application.

**5. REVISION HISTORY:**

Rev. #	Summary of Changes	Date of Change	Author
1.0	New procedure	5/6/2021	Ashley Adsit