# Bloomberg Federal Assistance e311 Content Workshop: Navigating Federal Grants: Building Community Capacity





## Navigating Federal Grants Workshop Experts



John H. Hageman
Senior Manager, Hagerty Consulting
Former Chief of Staff, City of Detroit

Office of the Chief Financial Officer



Associate Managing Director, Witt O'Brien's Former Statewide Grant Administrator, State of Arizona

**Matthew Hanson, CGMS** 



Ben Hecker

Managing Associate, Hagerty Consulting

Former Deputy Chief of Staff, City of

Minneapolis Mayor's Office



Jason Mistlebauer
Director, Witt O'Brien's



Rachel Knoblach

Managing Associate, Hagerty
Consulting



Barbara Canales
County Judge, Nueces County
Government









#### **Workshop Goals**



Review timely IIJA funding opportunities



Discuss strategies for building key community partnerships



Review internal grants management models and how they impact community capacity



Understand the barriers to building community capacity and mitigation strategies



Introduce strategies for building community capacity



Present case study illustrating examples of successful community capacity building strategies and outcomes





**Overview of Funding Opportunities** 



## **Overview of Funding Opportunities**

The Infrastructure Investment and Job Act (IIJA) includes new programs, altered programs, reauthorized programs, and regulatory changes designed to rebuild the nation's infrastructure

- Funding available over the next five years, or until expended by the federal government
- Numerous bureaus across 17 federal agencies will administer funding
- Most funding will pass through federal agencies to state and local governments
- Funding mechanisms vary and include formula-based allocations, competitive grants, and block grants
- Federal rulemaking is at the early stages for many programs, including those that are altered or new



## **Overview of Funding Opportunities**

#### Funding Available through the Infrastructure Investment and Job Act

\$700+ B

\$460+ B

210+

90+

available to state governments

available to state
governments for new or
modified programs

unique programs accessible to state governments

unique new or modified programs accessible to state governments

\$220+ B

\$100+ B

140+

60+

available to local governments

available to local governments for new or modified programs

unique programs accessible to local governments

unique new or modified programs accessible to local governments



## **Overview of Funding Opportunities**

- DHS State and Local Cybersecurity Grant Program
  - \$1 billion in pass-through funding to local entities to address cybersecurity risks and threats
- DOT SMART Grant Program
  - \$100 million/yr to implement advanced technologies to improve transportation efficiency and safety – deadline Nov. 18
- EPA Investment Reduction Act
  - \$5 billion in competitive grants to states, tribal governments, and municipalities to develop and implement greenhouse gas reduction plans
  - \$3 billion in competitive grants to address clean air and climate pollution in disadvantaged communities
  - \$476 million in funding for grants to update air pollution monitoring networks.
- Railroad Crossing Elimination Grant Program
  - \$573 million to improve safety and mobility deadline Oct. 11





Overview of Funding Opportunities

The Importance of Building Community

**Grant Management Models** 

Identifying Community Barriers

Assessing Statutes, Regulations, & Policies

Forging Strategic Partnerships

Approaches to Building Community

Capacity

Funding Opportunities to Build Community

Case Study

A&Q

Capacity





## **Overview of Grant Management Models**

#### **Decentralized**

- Departments go their own route with minimal to no coordination
- Least desirable model, given lack of overall coordination



#### Hybrid

- Centralized function provides some coordination across various aspects of grants management lifecycle
- Responsibility and accountability is ultimately placed on department



#### Centralized

- Grants management office;
   oversees / manages grants citywide
- Responsible for partnering with departments on grants management lifecycle



#### **Considerations:**

- Centralized and Hybrid models create greater coordination across departments, leading to greater success
- Decentralized model inhibits cities' ability to approach the grants management lifecycle holistically





Overview of Funding Opportunities

The Importance of Building Community

**Grant Management Models** 

Capacity

**Assessing Statutes, Regulations, &** 

Identifying Community Barriers

**Policies** 

Approaches to Building Community

Forging Strategic Partnerships

Capacity

Case Stud

Funding Opportunities to Build Community

Capacity

Q&A



## Assessing Statutes, Regulations, and Policies

- Engage your legal department
  - Discuss local, state, and federal requirements that impact operations.
    - Usage of beneficiary relationships
    - CSLFRF "Revenue Replacement" and Uniform Guidance
  - Share funding opportunities and their regulatory requirements
- Determine flexibilities to
  - Address current needs
  - Reduce barriers
  - Increase impact



Overview of Funding Opportunities

The Importance of Building Community

**Grant Management Models** 

Capacity

Assessing Statutes, Regulations, &

Identifying Community Barriers

Policies

Approaches to Building Community

**Forging Strategic Partnerships** 

Capacity

Funding Opportunities to Build Community

Case Study

Capacity

Q&A



## Forging Strategic Partnerships

- Who?
  - Nonprofits or coalitions/alliances
    - National Council of Nonprofits (e.g., Alliance of Arizona Nonprofits)
  - Foundations/funders
    - Council on Foundations (e.g., <u>Arizona Community Foundation (ACF)</u>)
  - Institutions of Higher Education (IHEs)
    - Lilly Family School of Philanthropy (IUPUI) (e.g., ASU Lodestar Center for Philanthropy and Nonprofit Innovation)
  - Other municipalities
  - National and state associations/coalitions (e.g., NACo and NLC)
  - Professional associations (e.g., NGMA and GPA)
- When?
  - Start now building these relationships and partnerships
  - Let them inform decisions to collaborate on applications or request letters of support
- Why?
  - Reach targeted communities
  - Cast wider net





Overview of Funding Opportunities

The Importance of Building Community

**Grant Management Models** 

Capacity

Assessing Statutes, Regulations, &

Identifying Community Barriers

**Policies** 

Approaches to Building Community

Forging Strategic Partnerships

Capacity

**Funding Opportunities to Build** 

Case Study

**Community Capacity** 

Q&A



## Funding to Build Community Capacity

- Understand that many capacity-building grants will support planning processes, to include
  - Engaging with stakeholders
  - Assessing and prioritizing community needs
  - Determining resources needed and timeline
  - Facilitating conversations among partners and with potential grantors
- Utilize e-grants systems like <u>www.grants.gov</u> to identify funding opportunities
  - o Grants 101 training
  - Subscribe to receive alerts when relevant Notices of Funding Opportunities (NOFOs) are posted or updated
    - For grantors, establish single site for holistic opportunity listings
- Obtain a Unique Entity Identifier (UEI) through General Services Administration (GSA) using www.sam.gov
- Reference funding opportunities available through the <u>Local Infrastructure Hub</u>





## **Funding to Build Community Capacity**

- Update your grant programs/subrecipient management
  - o Pre-award barriers
    - Risk assessment

Automated systems

- Peer review criteria
- Formalized grant procurement

Competitive

Posting/timeline

Outreach/centralized site

- Post-award barriers
  - Payment processing
  - De minimis rate application
  - Single audit requirements





Overview of Funding Opportunities

The Importance of Building Community

**Grant Management Models** 

Capacity

Assessing Statutes, Regulations, 8

Identifying Community Barriers

Policies

Approaches to Building Community

Forging Strategic Partnerships

Capacity

unding Opportunities to Build Community

Case Study

Capacity

Q&A



## The Importance of Building Community Capacity



#### What do we mean by Community Capacity?

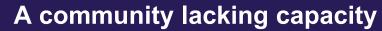
- The ability of the community to
  - Identify agreed-upon goals, and;
  - Carry out those goals





#### A community that "has" capacity, is able to

- Identify stable, consistent, long-term priorities for funding
- Secure competitive funding
- Deliver grant-funded services in compliance with grant requirements





- Misses out on opportunities
- Carries elevated compliance risk
- Fails to compete and thrive





## The Importance of Building Community Capacity







Overview of Funding Opportunities

The Importance of Building Community

**Grant Management Models** 

Capacity

Assessing Statutes, Regulations, 8

**Identifying Community Barriers** 

**Policies** 

Approaches to Building Community

Forging Strategic Partnerships

Capacity

unding Opportunities to Build Community

Case Study

Capacity

O&A



## **Identifying Community Barriers**



#### **Lack of Continuity**

- Inconsistency and instability in shared priorities
- Political cycles tend to reset established priorities





#### Lack of Investment in Core Organizational Competencies

- Shared or under-trained finance staff
- Organizations doing more with less



#### **Chasing the Funding**

- Nonprofit organizations struggle to maintain operating resources
- Year-to-year swings in funding can cause chaos
- Pursuing available grants can mean an organization strays from its core mission and capabilities





Overview of Funding Opportunities

The Importance of Building Community

**Grant Management Models** 

Capacity

Assessing Statutes, Regulations, 8

Identifying Community Barriers

Policies

**Approaches to Building Community** 

Forging Strategic Partnerships

Capacity

unding Opportunities to Build Community

Case Study

Capacity

O&A



## **Approaches to Building Community Capacity**



#### **Build Continuity**

- Identify consensus community priorities
- Conduct continuous engagement
- Take advantage of planning grants to support this work





#### Leverage Your Status as a Funder

- Align funding with what your partners already do best
- Build consistent funding programs one-offs tend to exacerbate capacity issues
- Invest in operating support for organizations that do work aligned with priorities
- Be open to partners that may not have the current capacity to deliver outcomes or administer the grant





## **Approaches to Building Community Capacity**



#### **Invest in Organizational Capacity in the Community**

- Cultivate relationships with collaborative outside resources
- Develop capacity-building practices as core grant deployment strategy
- Require or incentivize participation in grant administration or organizational development TA programs as a condition of a grant
- Consider capacity-building grant program to close equity gaps in organizational capacity
- Set clear expectations with subrecipients around grant compliance, reporting, and documentation
- Provide technical assistance by sending expert advisory personnel, conduct training,
   hold conferences, or prepare/disseminate technical publications







Overview of Funding Opportunities

The Importance of Building Community

**Grant Management Models** 

Capacity

Assessing Statutes, Regulations, 8

Identifying Community Barriers

**Policies** 

Approaches to Building Community

Forging Strategic Partnerships

Capacity

**Case Study** 

Funding Opportunities to Build Community

Capacity

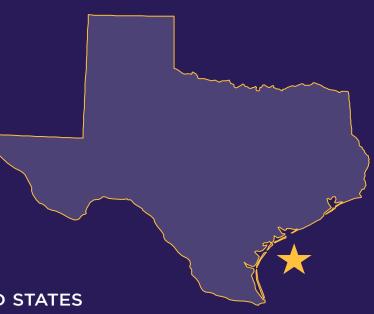
Q&A





#### **Nueces County, Texas**

- Located on the coast of the Gulf of Mexico
- Population over 360,000
- Rural communities surround urban cities, including Corpus Christi
- Received a \$70.3 million CSLFRF allocation
- Allocated over \$44 million to projects designed to promote a strong, equitable recovery from the pandemic and address community needs caused and exacerbated by the COVID-19 pandemic.



Bloomberg Philanthropies



## Community Needs Identified During Engagement Sessions:

- Mental health
- Drainage and stormwater infrastructure
- Public safety and emergency response
- Small business and nonprofit support
- Food and housing insecurity
- COVID-19 response
- Access to government services
- Parks and community centers

The County committed to using CSLFRF funds in a transformative way, motivating them to

- Engage diverse group of community partners and residents
- Explore unmet needs and identify shared goals and priority areas
- Develop joint planning process with partners

The County developed a Strategic Fiscal Recovery Plan to align funding decisions with community needs and opportunity areas. This plan helped

- Maximize the impact and reach of CSLFRF funding
- Build local capacity to use this funding
- Deliver on the overarching goals of the ARPA CSLFRF program







#### **How Nueces County Built Community Capacity**

- Leveraged existing partnership with the Nueces County Development
   Commission to research immediate and long-term economic and community
   impact of proposed CSLFRF projects
- Hosted roundtable meetings to discuss shared goals and funding for regional projects
- Awarded over \$1.5 million in CSLFRF to nonprofit organizations to boost their capacity to effect positive change
- Pursued projects previously considered infeasible due to lack of available funding or regional coordination

CSLFRF Project Spotlight:

Mental Health
Restoration Center and
Transitional Housing

\$5 million in CSLFRF funding to projects that transform mental health crisis services in the County by investing in a new mental health restoration and diversion center and a transitional housing program.





#### **CSLFRF Project Spotlight: Agape Ranch Project**

- Mission: Create foster care community in south Texas – 24-home neighborhood with homes, recreational areas, and respite care providers
- Challenge: Efforts to obtain land and build this neighborhood started in 2016; largely halted during COVID-19 pandemic
- Solution: \$269,000 CSLFRF allocation to address impact of pandemic and fill funding gap







#### Agape Ranch Project: Strategic Approach to Program Design

- Project and Eligibility Scoping Meeting: Met with
   Agape Ranch leadership to learn about proposed project
- Entity Designation: Scope of project and pandemic impact allowed nonprofit to classify as beneficiary, for simplified compliance and to put funds to use faster
- <u>Document Compliance:</u> Developed program administration tools to facilitate compliance with CSLFRF and Uniform Guidance regulations
- Award Funds: Draft beneficiary agreement in compliance with CSLFRF and applicable regulations







Overview of Funding Opportunities

The Importance of Building Community

**Grant Management Models** 

Capacity

Assessing Statutes, Regulations, 8

Identifying Community Barriers

Policies

Approaches to Building Community

Forging Strategic Partnerships

Capacity

Case Study

Funding Opportunities to Build Community

Capacity

Q&A



## Q&A

#### For more information, visit:

https://bloombergcities.jhu.edu/program/e311

Connect with us online to learn more.

Witt O' Brien's: www.wittobriens.com

General Questions: Matt Hanson, Associate Managing Director – <a href="mailto:mhanson@wittobriens.com">mhanson@wittobriens.com</a>

Hagerty: <a href="https://hagertyconsulting.com/">https://hagertyconsulting.com/</a>

General Questions: John Hageman, Senior Manager – john.hageman@hagertyconsulting.com

