

# 2023

## Pathways to Cook County Expo

Grantmaking 101 Workshop

August 8, 2023



**Toni Preckwinkle**

President, Cook County Board of Commissioners



# Introductions

- Cheryl Cooke – Deputy Director of Community Development, Bureau of Economic Development
- Michelle Gan – Assistant Grants Management Director, Justice Advisory Council
- Juandalynn Johnson – Grants Management Director, Justice Advisory Council
- Irene Sherr – Deputy Bureau Chief, Bureau of Economic Development



# Agenda

This workshop will cover 3 different sections.



## Grant Application and Program Design

Topics include:

- 501(c)(3) status vs. 501(c)(4) status
- Common grant requirements
- Budgets and categorizing costs (e.g., indirect rates)



## Monitoring & Compliance

Topics include:

- Metric tracking and reporting
- Compliance requirements
- Key performance metrics



## Cook County Grant Opportunities

Topics include:

- Cook County Starting Block Grants
- CDBG and ESG Grants
- BSO opportunities

# Grant Application & Program Design



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# 501(c)(3) vs. 501(c)(4) Status

## 501(c)(3) Key Features

- Tax exempt
- Defined as non-profit for charitable, religious, or educational purposes
- Limited in their ability to lobby towards political parties
- Donations are tax-deductible

## 501(c)(4) Key Features

- Tax exempt
- Defined as a social welfare organization or local association of employees
- Can make donations, support and lobby towards a political campaign
- Donations are not tax deductible



# Grant Funding Myths



Grants are free money with no strings attached

Grants come with restrictions. Grantees must do the following:

- Comply with grant requirements (including State or Federal guidance)
- Track program performance (e.g., number of participants)
- Demonstrate progress towards program



It's okay to spend some of the money on something other than what you told the funder

Grantees must adhere to their approved budget, as agreed upon with the grant funder. Failure to do so, including spending on unallowable expenses, may result in grantees being asked to return funds or prevent them from receiving future funds or funding opportunities.

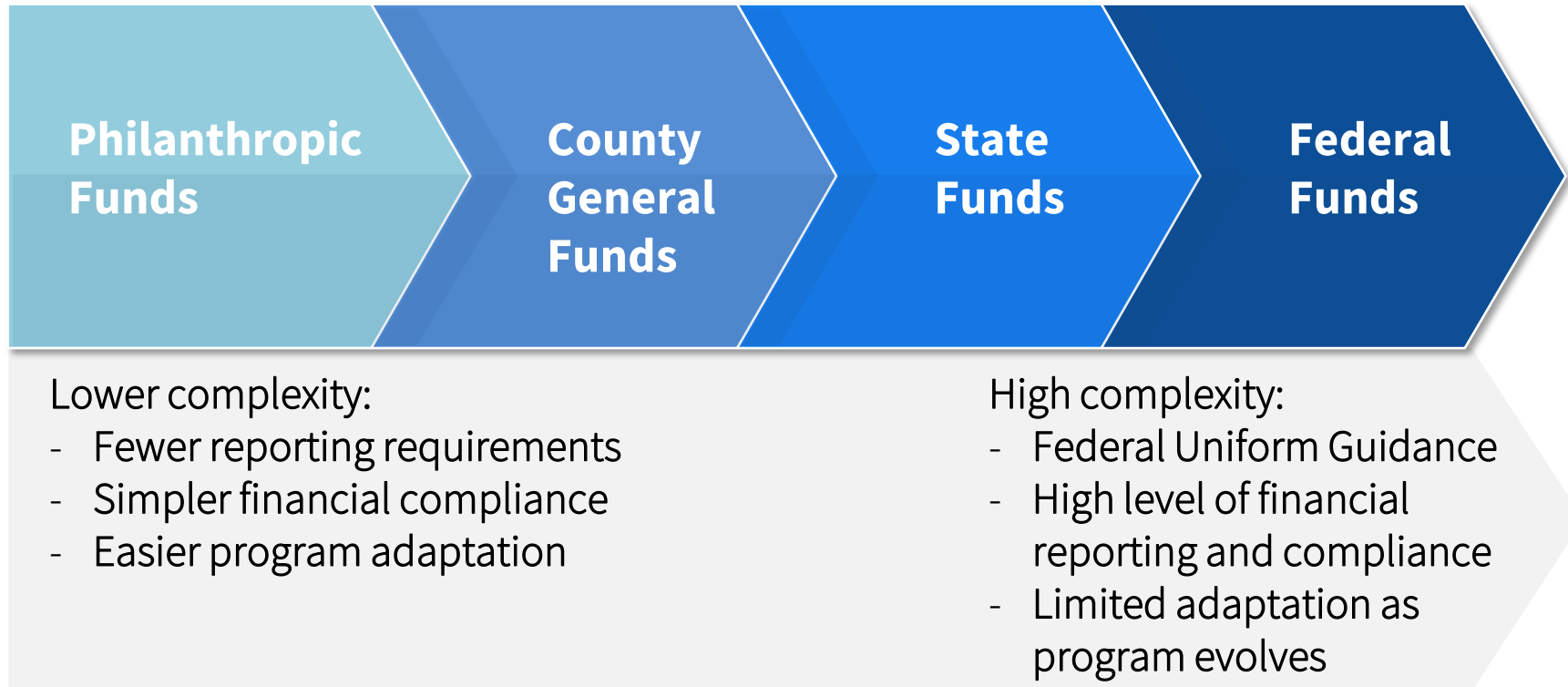


I can receive multiple grants for the same program to cover the same expenses

If grantees are receiving multiple grants, grantees must coordinate among their funding streams to make sure that no expenses or metrics are being reimbursed or counted twice. It is fraudulent to use multiple grants from multiple grantors who are all funding the same budget for your one project.



# Grant compliance requirements vary by funding source





# Before Applying to a Grant

## Important Considerations

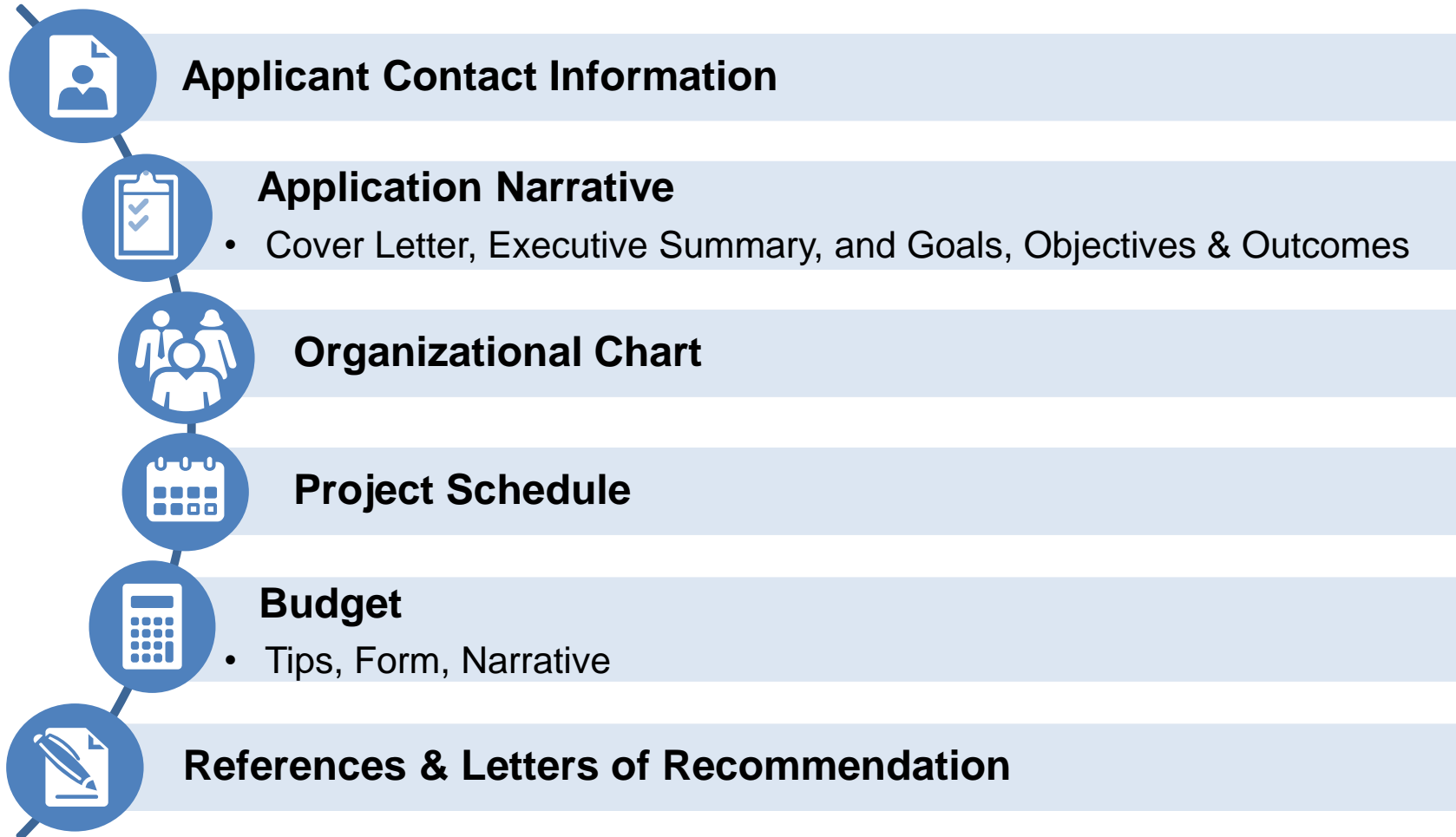
- Does my organization meet the grant requirements?
- Does this grant align with my organization's goals and mission?
- Does my organization have the capacity to execute this grant?
- Does my organization have the time to prepare this grant application on time?
- Is my organization requesting the right dollar amount for this grant?
- Have I read the grant guidelines carefully?
- Does my organization have the relevant experience needed to achieve this grant?

*\* Please check grant guidelines for any specific page limitations and requirements around content and formatting.*





# Common Grant Requirements





# Budget: Common Categories



**Personnel:** Individuals who will be working on the proposed program, including to provide direct services or supervise those providing services to intended community or population.



**Fringe Benefits:** Extra benefits supplementing relevant\* personnel's salary. E.g., vacation pay, sick pay, health insurance.

*\*Fringe benefits should only be budgeted for personnel who are dedicating most of their time to this grant)*



**Travel:** Expenses associated with traveling for the purpose of conducting grant-related activities. E.g., gas, taxis, public transit, school buses



**Equipment:** Tangible property required to accomplish grant-related activities. E.g., computer, printers, routers, phones.



**Materials & Supplies:** Expendable items necessary to carry out the grant, including office materials. E.g., printer ink, paper clips, paper, pens, staples, recordkeeping supplies.



**Indirect Costs:** Administrative or overhead costs that apply to multiple programs across the agency. E.g., IT support personnel, accounting, payroll.



# Budget: Multiple Funding Streams

Organizations receiving multiple grants must coordinate across multiple funding streams.



Applicants are prohibited from using multiple funding sources to pay for the same items. *E.g., if one grant is paying for 10 boxes of pens, you cannot include that in the budget for another grant.*



Applicants also cannot serve the same people with multiple grants and count them twice. *E.g., if an organization is serving 100 specific individuals with one grant, they cannot say they are serving those same 100 people with another grant.*



Failure to properly track or disclose multiple funding sources may result in termination of the grant or an obligation to return any misspent funds.



# Budget: Tips and Guidance

## Budget Tips and Guidance

- Follow the budget categories provided by the grant funder
- Determine whether the size of the grant budget appropriately meets the needs of your proposed program
- Propose justifiable costs that are necessary and reasonable
- Provide detailed budget narrative and reasoning explaining each of your proposed costs
- Include any subcontractor expenses in the total budget and be prepared to provide more detail about the subcontractor's budget
- Remember that what you propose is what you will be held accountable to during grant reporting and monitoring
- Coordinate among multiple funding streams to make sure each expense is not being double counted

# Monitoring & Compliance



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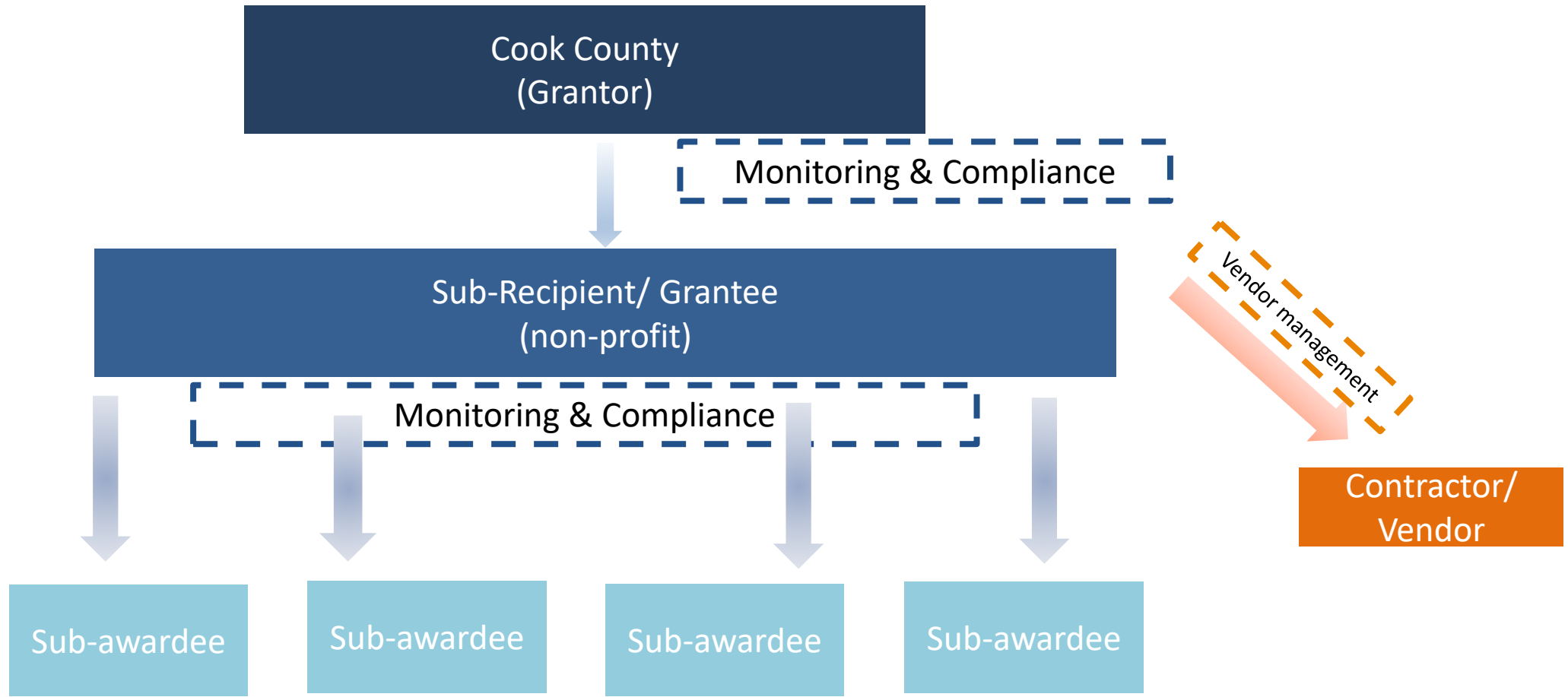
# Compliance Requirements

## What are grant awardees responsible for?

- Identify all compliance and reporting requirements for grant (e.g., reporting cadence)
- Maintain financial records and related documents to the grants
- Adhere to Uniform Guidance (if federal funds) and other guidelines tied to the funding source
- Ensure spending adheres to the policies and guidance set by the grant funder
- Monitor any subrecipients, contractors, and beneficiaries and make sure funds going to them meet conditions of the grant and any applicable state, local, or federal guidelines
- Prepare for an audit if you receive over \$750,000 in federal funds
- Create internal controls to mitigate risk and prevent fraud, waste, and abuse, including writing policies and procedures that demonstrate ongoing compliance
- Follow terms of legal agreement that they have signed with recipient in order to receive their grant funding
- Avoids conflicts of interests in selecting any subrecipients, contractors, or beneficiaries



# Typical Grant Structure



All relationships codified by legal agreements and detailed scopes of services



# Metrics Tracking and Reporting

## Important Considerations

- What are your key performance metrics? Where are you tracking or storing those key data points and financial information for accurate and timely reporting to your stakeholders?
- Who is responsible for tracking those data points? Is it certain staff member (e.g., Program Manager)?
- How often are you collecting the data (e.g., monthly, quarterly, weekly)?
- What technology or tools are you using to track your metrics (e.g., Excel, Salesforce)? Do those tools have reporting functionalities you can leverage to comply with your reporting requirements?
- How are you submitting the reports? Is there a certain portal you need to use or is it submitted via email?
- What format are you using to report on your key performance metrics? Does the format facilitate ease of understanding and comprehension?



# Cook County Grant Opportunities




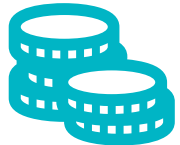

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# Cook County Starting Block Grants: Overview

This grant opportunity is open to organizations in different sectors providing a variety of programs. Applications are encouraged from organizations that want to grow and strengthen their operations. Organizations that serve diverse and marginalized populations are encouraged to apply. **This grant is intended for administrative and operational support and not direct service programming.**

 <b>Background</b>	The Starting Block Grant initiative will support small organizations to build internal capacity and develop their infrastructure to promote organizational health, growth, and sustainability.
 <b>Funding</b>	The initiative is being funded by the Cook County Equity Fund and the Justice Advisory Council. The Equity Fund was created to address historic and continued disinvestment and inequities in Cook County. Up to \$5 million in 2-year grants of up to \$100,000 each will be awarded in 2023. <i>Note: Awardees may receive advance payment of funding within the first quarter of award of up to 25% of the first year's budget to assist with project expenses.</i>
 <b>Application</b>	The 2023 application period is August 7 - September 8. <i>The deadline for this first round of funding is Friday, September 8<sup>th</sup>.</i>



# Cook County Starting Block Grants: Eligibility

Applicants must meet the following criteria:

- 1 Be a recognized 501(c)(3) non-profit organization
- 2 Have an annual operating budget at or under \$1 million
- 3 Be headquartered in Cook County IL (operating and providing services in Chicago and/or Suburban Cook County)
- 4 Have at least 3 years of experience working at the local level to improve the lives of residents in historically disinvested and vulnerable communities through the provision of services and/or by addressing societal challenges in those communities
- 5 Provide services in a sector that supports residents and ultimately helps to build strong, safe, healthy communities

Visit [cookcountyil.gov/JACGrants](https://www.cookcountyil.gov/JACGrants) to learn more about this grant opportunity, due **September 8**.

# Bureau of Economic Development Grant Opportunities



Xochitl Flores, Bureau Chief, Economic Development

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# Cook County Small Business Source: Overview of Services



The Cook County Small Business Source strives to support, grow, and elevate small businesses by providing no-cost business advising, resources, events, and grants to small business owners through our network of over 50+ partners.

## Business Advising

Individual and group expert business advising provides small business owners with the advice and assistance they need



## Resources

A resource library and a network of over 50 partners are available to help grow and scale small businesses



## Events

Events connect small business owners with our community of advisors who provide in depth knowledge on topics important to small businesses



## Grants

Grant programs and grant application support to financially support small business owners to start, grow, and scale their business





# The 2023 Source Grant: Partner Network



## Cook County Small Business Source Business Advising Partners (Champions, Direct Service Providers, Community Liaisons)



## Cook County Small Business Source 2023 Referral Partners – (Ambassadors, Community Outreach & Referrals)

- Alsip Chamber of Commerce and Economic Development
- Arab American Business Association
- Arts Alliance Illinois
- Asian American Chamber of Illinois
- Austin Chamber of Commerce
- Blue Island Area Chamber of Commerce & Industry
- Chamber57
- Chicago Southland Chamber of Commerce
- Chicago Southland Economic Development Corporation
- Chicago’s North Shore Convention and Visitors Bureau
- Chinese Mutual Aid Association

- Des Plaines Chamber of Commerce
- Elgin Area Chamber of Commerce
- Evanston Chamber of Commerce
- Far South Community Development Corporation
- Greater Auburn Gresham Development Corporation
- Greater Englewood Chamber of Commerce
- Greater Wheeling Area Chamber of Commerce
- IL Action for Children
- Illinois Business Immigration Coalition
- Lansing Chamber of Commerce
- Melrose Park Chamber of Commerce

- Mount Greenwood Community and Business Association
- Native American Chamber of Commerce
- New Covenant CDC
- Next Level Northwest
- Northbrook Chamber of Commerce
- Northwest Hispanic Chamber of Commerce
- Northwest Side Community Development Corporation
- Polish American Chamber of Commerce
- Puerto Rican Cultural Center
- Schaumburg Business Association

- SomerCor
- South East Chicago Commission
- South Shore Chamber of Commerce
- Southland Black Chamber of Commerce
- Southwest Collective
- The Joseph Center
- U.S. Pan-Asian Chamber of Commerce Midwest Region
- West Suburban Chamber of Commerce & Industry
- Winnetka-Northfield-Glencoe Chamber of Commerce



73% of our Referral Partners have presence in Suburban Cook County



# What do we look for? It depends on the role...



Business Support Organizations	Referral Partner
<p><b>Client Base</b></p> <ul style="list-style-type: none"> <li>• Geography – footprint in suburban Cook</li> <li>• Historically excluded populations</li> <li>• Services provided in what languages</li> </ul>	<p><b>Client Base</b></p> <ul style="list-style-type: none"> <li>• Geography – footprint in suburban Cook</li> <li>• Historically excluded populations</li> <li>• Services provided in what languages</li> </ul>
<p><b>Services Provided and Capabilities</b></p> <ul style="list-style-type: none"> <li>• Do they provide 1:1 business advising services – on what topics, specialties, etc.?</li> <li>• What strategies does the agency use to build its pipeline?</li> <li>• How many businesses did they assist in the prior year via business advising?</li> </ul>	
<p><b>Organizational capacity</b></p> <ul style="list-style-type: none"> <li>• Number of staff available to support program</li> <li>• Prior experience with federal funding</li> <li>• Existence of policies and procedures</li> </ul>	<p><b>Organizational capacity</b></p> <ul style="list-style-type: none"> <li>• Has the staffing and resources to conduct marketing and outreach on behalf of the Cook County Small Business Source and its upcoming small business grant program?</li> </ul>

Applications taken annually in the beginning of the calendar year. Existing partners offered renewal options, subject to satisfactory performance. [Cookcountysmallbiz.org](http://Cookcountysmallbiz.org)



# Roles and Funding Levels

Roles	Annual Funding Level	Responsibilities		
		Advising	Marketing	Referral to Source
BSO Level 1	\$50,000 - \$75,000	15 - 40 Sessions	Host 1 event/webinar, re-post & share 2 events, create 4 dedicated social media posts, submit 1 business spotlight per month	
BSO Level 2	\$100,000 - \$150,000	30 – 60 Sessions	Host 2 event/webinar, re-post & share 3 events, create, 12 dedicated social media posts, submit 1 business spotlight per month	
BSO Level 3	\$ 200,000-\$300,000	70 -100 Sessions	Host 4 event/webinar, re-post & share 4 events, create, 16 dedicated social media posts, submit 1 business spotlight per month	
Referral Partners	\$15,000	NA	Use of marketing toolkit in email & social media (follow & share); 3-5 hours per month door to door or phone banking	5 per month to central platform for business advising





# Community Development Block Grant: Program History and Overview

The Community Development Block Grant (CDBG) Program's primary objective is the development of viable urban communities. In order to achieve that goal, the Department of Housing and Urban Development (HUD) provides the county with grant funds principally for persons of low- and moderate- income. Grant funds can be used to:

- Create strong, sustainable and inclusive communities
- Provide quality affordable housing
- Expanded economic opportunities

**Grants range in size from a minimum of \$25,000 to a maximum of \$250,000**

**Applications are open annually in January.** The 2023 CDBG Public Service / Planning Application Guide is here: <https://www.cookcountyil.gov/service/2023-cdbg-public-serviceplanning-grant-application>



# Community Development Block Grant: Eligible Activities

## Public Services—Types of Grants:

- Employment services (e.g., job training),
- Substance abuse services (e.g., counseling and treatment),
- Fair housing counseling, services for senior citizens,
- Services for low and moderate income and homeless persons, etc.
- May pay for labor, supplies, and material as well as to operate and/or maintain the portion of a facility in which the public service is located (e.g., lease costs)
- Planning
- Economic development/Microenterprises

\*\* Note: CDBG funds under this category are limited due to a regulatory cap on public services. Specifically, Cook County may only utilize 15 percent of its annual entitlement allocation for this purpose. In addition, public service eligibility is contingent upon the proposed project providing either a new service, or a quantifiable increase in the level of an existing service from those services offered in the preceding 12 months.\*\*



# Emergency Shelter Grant: Program History and Overview

The Emergency Shelter Grant (ESG) includes a greater emphasis on homelessness prevention including rapid re-housing, the regulatory requirements for Homeless Management Information System (HMIS) use, increased emphasis on performance, and a requirement for greater coordination and collaboration between the recipient and the Continuum of Care.

- **Homeless Prevention:** Assistance and services to prevent households from becoming homeless
- **Rapid Re-housing:** Help a homeless household move into permanent housing and achieve stability in that housing
- **HMIS:** Cook County has required subrecipients to use HMIS (and for Domestic Violence services agencies to use a comparable data tracking program), and it is now required by HUD
- **Emergency Shelter:** Renovation, Essential Services, and Shelter Operations
- **Street Outreach:** Essential Services related to reaching out to unsheltered homeless individuals and families, connecting them with emergency shelter, housing, or critical services, and providing them with urgent, non-facility-based care



# Summary of Opportunities

Grant Name	Lead County Agency	Available Funding Amount	Timing of Funding Opportunity	Funding Source (e.g., County, State, Federal)	Compliance Complexity Level
Cook County Starting Block Grants	Justice Advisory Council	\$100,000 for 2 years	Applications open Aug 7 – Sept 8	County	Moderate Complexity
Small Business Source BSO Network	Bureau of Economic Development	\$15,000 - \$300,000	Annually in Spring – next call in 2024	Mix of Federal, State, and Philanthropic funds	Moderate and High Complexity
CDBG	Bureau of Economic Development	\$25,000 - \$250,000	Annually in January – next call in 2024	Federal	High Complexity
ESG	Bureau of Economic Development	\$25,000 - \$250,000	Annually in January – next call in 2024	Federal	High Complexity



# Q & A

## More Information

- Info about **Cook County Starting Block Grants** - Visit [cookcountyil.gov/JACGrants](https://cookcountyil.gov/JACGrants) for
  - Virtual Pre-Submittal Conference: Wednesday, August 16, 2023, 12:00 – 1:00pm
- Sign up for **Cook County Justice Advisory Council newsletter** at [bit.ly/JACnewsletter](https://bit.ly/JACnewsletter) to learn about upcoming grant opportunities
- Sign up for **Cook County Small Business Newsletter** - <https://cookcountysmallbiz.org/contact-us/>
- **Cook County Small Business Source email** - [info@cookcountysmallbiz.org](mailto:info@cookcountysmallbiz.org)
- Upcoming **Small Business Workshops** – <https://cookcountysmallbiz.org/events-lists/>
- Access the **2023 Community Development Block Grant Application Guide** here: <https://www.cookcountyil.gov/service/2023-cdbg-public-serviceplanning-grant-application>
- Access **2023 Emergency Shelter Grant Guide**: <https://www.cookcountyil.gov/content/grant-applicants-2023-cdbg-esg>

# Appendix



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President, Cook County Board of Commissioners

# Grant Application & Program Design



**Toni Preckwinkle**

President, Cook County Board of Commissioners



# How to Apply for 501(c)(3) Status

1. Check your eligibility:
  - Organized as a corporation, trust, or unincorporated association with organizing documents (e.g., articles of incorporation) that limit purposes to 501(c)(3) activities
  - Refrains from participating in political campaigns and restricts lobbying
  - Ensures that any earnings do not benefit private shareholder or individual
  - Avoids illegal activity and does not include a primary purpose of trade or business
2. Complete [Form 1023](#) or [1023 E-Z](#)\*.
3. Comply with annual filing requirements to maintain 501(c)(3) status. Filing requirements may vary by the type of 501(c)(3) – please reference [IRS.gov](#) for full details.
  - Annual Information Returns: Form 990, Form 990-EZ, Form 990-N

\*Form 1023 E-Z is easier to complete and has a faster processing time, but an organization must meet [specific requirements](#).





# How to Apply for 501(c)(4) Status

1. Gather the following info from your organization:
  - Email address to active login ID and password
  - Business name
  - Address
  - EIN
  - Date organized
  - State and country organized
  - Filing year/month
  - Statement of purpose of the organization
  - Credit card information to pay registration fee
2. Complete [Form 8976](#) in [Form 8976 Electronic Notice Registration System](#).
3. Receive an acknowledgement from IRS within 60 days of submitting your form.
4. Reach out to TE/GE Customer Accounts Services at 877-829-5500 with any technical issues or questions about the electronic form.



# Application Narrative: Cover Letter

## Cover Letter

- Have an authorized representative of your organization, such as the Executive Director, sign the letter
- Keep the letter to one page consisting of about three to four paragraphs
- Address your letter to the application contact(s) or the organization funding the grant
- State the amount of your request
- Identify the team applying to this opportunity, including any organizations with whom you plan to partner (*if applicable*)
- Summarize what your project is about (e.g., brief program description, goals)
- Explain why your work is important and how your proposed program aligns with the funder's mission
- Share a closing remark about what this grant partnership can mean for the future of your organization



# Application Narrative: Cover Letter Example

[Date]  
[Name]  
[Title]  
[Organization]  
[Address, City, State]  
[Phone #]

Dear [Grant Funder Name],

The [organization] kindly requests [\$ figure] for the [project name] in [neighborhood/target population]. We look forward to partnering with you in what we believe will be an impactful project for our entire community and an important step in your mission to [funder grant name].

The main objective of our proposed project is to [objective] over the course of [time period]. We plan to achieve this by [methods]. We would like to see measurable progress in [time period] and we'll specifically be looking at [goals] as our key success indicators.

With your funding, we will be able to do the following:  
[outline the specifics in which the grant will help execute the program].

We appreciate the [grant funder name/organization] taking an interest in helping our local community and for your considering investing in our project. Please give me a call at [number] if you have any questions or require additional information.

Sincerely,

[Name, Title]  
[Formal signed signature]



# Application Narrative: Executive Summary

## Executive Summary



Provide a detailed description of your organization (e.g., history, number of years of service, and number of employees)



Characterize the problem(s) you are addressing and target population(s) you are serving, including your experience working with those populations



Outline your proposed program, including activities to be accomplished and personnel responsible for executing this program



Share your organization's experience in implementing similar and successful projects



Note any significant awards, accomplishments, distinctions, or special achievements



Explain any outstanding project balances, performance reports, or unresolved monitoring findings



Describe the organizations with whom you will be partnering to complete the proposed project, including subcontractors



# Application Narrative: Goals



## Examples:

- ✓ *"Serve 100 youth at risk of being incarcerated"*
- × *"Reduce youth incarceration"*
  
- ✓ *"The goal of this program is to feed 1,000 of Houston's homeless three meals per day from September 1, 2013, to December 31, 2014"*
- × *"The goal of this program is to feed Houston's homeless"*

Explain what you plan to accomplish with the proposed program

Identify the target population(s) you plan to serve

Addresses the specific problem you have identified in your executive summary



# Application Narrative: Objectives



Think of goals as the overarching aim, and objectives as the specific framework or achieving those goals.

Utilizes SMART framework: specific, measurable, achievable, relevant, and time-bound.

Describe the actions you are taking during the program to meet your goals

## Examples:

- ✓ *“Host job training workshops for 200 applicants in 1<sup>st</sup> year”*
- × *“Help applicants apply to jobs”*
  
- ✓ *“Administer 150 sports scholarships in 6 months”*
- × *“Give out scholarships”*



# Application Narrative: Outcomes

## Examples:

- ✓ *“95% of program participants graduated college in 4 years or less”*
- × *“Applicants were more ready for college”*
  
- ✓ *“80% of participants will stay in stable housing for 1 year or more”*
- × *“Participants have more housing stability”*



Specify benefits or changes for individuals or populations during or after participating in program

Uses quantitative metrics to determine whether outcome has been achieved

Demonstrate to what extent objectives have been met



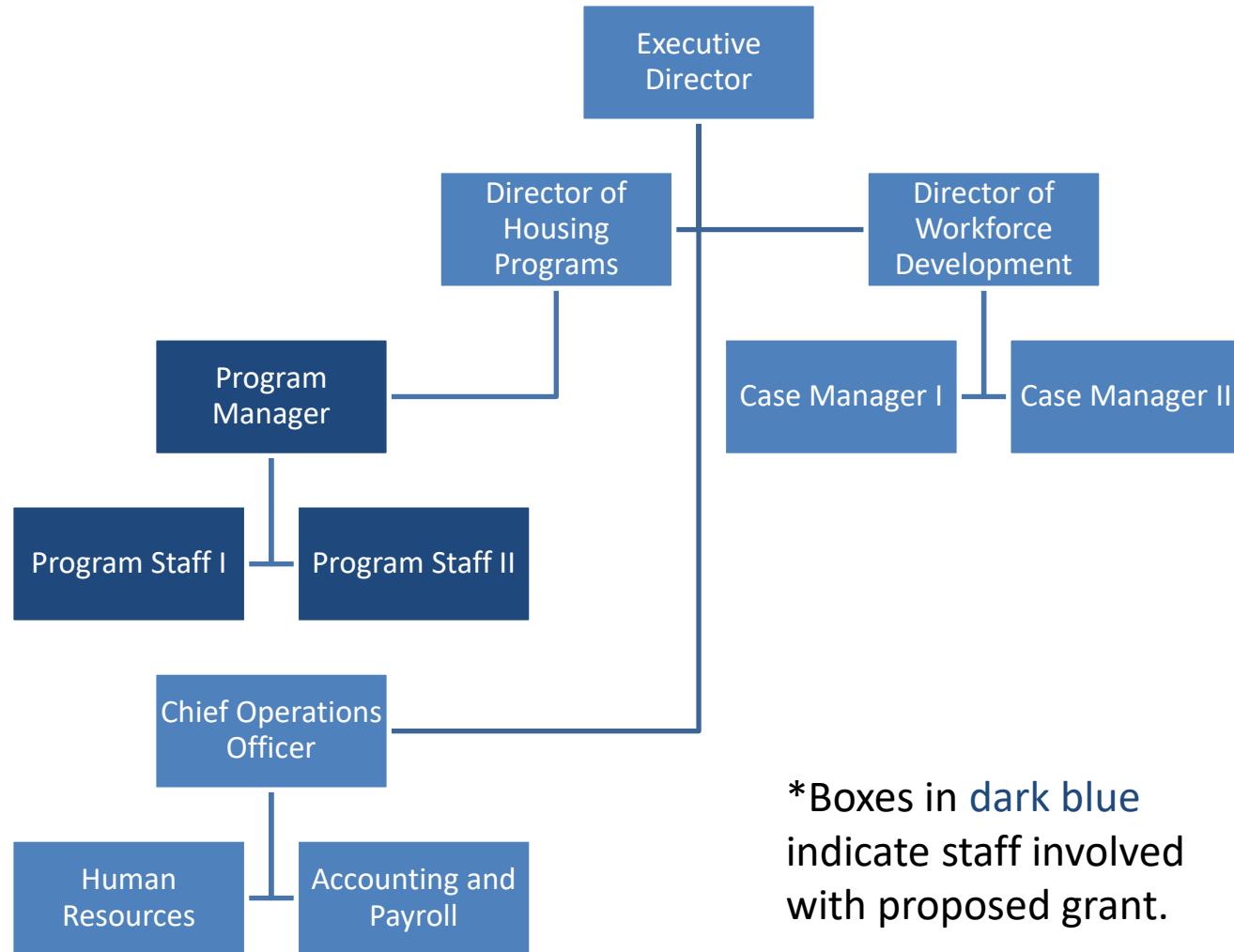
# Organizational Chart

Easy, visual way of identifying key personnel who will be responsible for the services to be provided

Useful to the grant funder for the purposes of evaluating your application

Improves clarity and communication within an organization

Allows the organization to see which departments have room to grow



**EXAMPLE TEMPLATE**





# Project Schedule

## EXAMPLE TEMPLATE

Timeline	Activities
Year 1, Qtr 1	<i>Example: Helping Homes will find vacant lots in Town A and begin to negotiate the purchase of roughly 30 acres needed to build 10 brand-new single-family homes for refugees from 1/17 – 2/21/2023</i>
Year 1, Qtr 2	<i>Example: Helping Homes will design and architect plans to build 10 brand-new single-family homes for refugees from 3/25 – 6/1/2023</i>
Year 1, Qtr 3	<i>Example: Helping Homes will construct 10 brand-new single-family homes for refugees in Town A starting 7/1/2023, with a projected completion of 12/31/2023</i>
Year 1, Qtr 4	<i>Example: Construction will continue until completion on 12/31/2023</i>
Year 2, Qtr 1	
Year 2, Qtr 2	
Year 2, Qtr 3	
Year 2, Qtr 4	
Year 3, Qtr 1	
Year 3, Qtr 2	
Year 3, Qtr 3	
Year 3, Qtr 4	

Describe timeline of activities for the length of the performance period, including any changes for future years

Insert start and completion date projections for planning, coordination, implementation, and follow up activities

Identify locations where these activities will take place



# Budget: Sample Template



## Meet The Requirements

- Build a budget for the entire proposed duration of the grant project
- Complete expense breakdown and narrative for each year
- Include cost breakdown of all expenses necessary to achieve goals
- Submit budget in the funder's preferred format (e.g., Excel)

## EXAMPLE TEMPLATE

Applicant Organization Name:				
RFP Number and Program Name:				
Budget Contact - Name:				
Budget Contact - Email:				
Budget Contact - Phone:				
	Year 1 Requested Grant Funds	Year 2 Requested Grant Funds	Year 3 Requested Grant Funds	Total Project Cost
a. Personnel				\$0.00
b. Fringe Benefits				\$0.00
c. Local Travel *				\$0.00
d. Out of Town Travel **				\$0.00
e. Equipment				\$0.00
f. Materials and Supplies				\$0.00
g. Consultants and Contractors				\$0.00
h. Other Direct Costs				\$0.00
<b>i. Total Direct Costs (a to h)</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
j. Indirect Costs ***				\$0.00
<b>k. Total Project Budget (i + j)</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>



# Budget: Narrative

## EXAMPLE TEMPLATE

Budget Narrative Detail- YEAR 1		
Applicant Organization Name:		
<b>PERSONNEL</b>		
Name and Title	Calculation	Item Cost
<b>Total Personnel</b>		<b>\$ -</b>
<i><b>BUDGET CATEGORY – PERSONNEL:</b> List each position by title and name of employee if available. Explain each position's role in the proposed program. Also, indicate if the position is existing or new and when the position will be on-boarded.</i>		
Narrative:		
<b>FRINGE BENEFITS</b>		
Name and Title	Calculation	Item Cost
<b>Total Fringe Benefits</b>		<b>\$0.00</b>
<i><b>BUDGET CATEGORY – FRINGE BENEFITS:</b> Fringe benefits should be based on actual known costs or an established formula. Please explain which budgeted positions in the Personnel line will be receive fringe benefits.</i>		
Narrative:		



## Narrative

- Provide detailed justification for each proposed cost in the budget
- Explain how each expense cost was calculated
- Describe how the expenditures are related to your program
- Make sure each expense is reasonable and justified
- Detail indirect costs and explain how that rate was calculated



# References & Letters of Recommendation

References and letters of recommendation can help funders evaluate an organization's ability to implement and perform their proposed program.

## What makes a good letter of recommendation?

- Explains the relationship between the applicant and the recommender.
- Testifies to the applicant's suitability and ability to carry out the proposed grant program
- Cites the recommender's experience with the applicant and their past successes and ability to track metrics and meet goals
- Speaks to the capabilities of specific organization staff who will be involved in the proposed project
- Provides another perspective endorsing the organization's knowledge, skills, and past experiences



# Final Review

DO	DON'T
Do proofread your grant proposal in its entirety	Don't submit an incomplete application
Do start the grant writing and application process as soon as you know that your project is eligible	Don't forget to submit any questions you may have regarding your project or the grant
Do register for any pre-submittal conferences or information sessions	Don't overstate or pad your budget: only submit budgets outlining what you intend to spend
Do submit goals that you can measure and deliver upon within the proposed performance period	Don't submit the same grant application to multiple opportunities; tailor to your audience
Do check the submission package and make sure all required forms and necessary attachments are included	Don't wait until the last minute to submit your application – technical issues may cause you to miss the deadline

# Monitoring & Compliance



**Toni Preckwinkle**  
President, Cook County Board of Commissioners



# Federal Uniform Guidance

Set of federal rules that apply to federal funds outlining administrative requirements like:

Cost Principles

Procurement Methods

Policy Documentation and Records

Audit Requirements



## Recordkeeping

Financial records and supporting documents related to the award must be retained for a period of **five (5) years** after all funds have been expended or returned to Treasury, whichever is later.

Learn more about Uniform Guidance here:  
[2 CFR 200, aka Uniform Grant Guidance](#)  
[\[link\]](#)



# Audit Readiness

- Subrecipients receiving \$750k+ annually in federal funds undergo a cross-program external audit known as a "Single Audit".
- Organizations must provide their most recent Single Audit or Financial Statement Audit report to the County for Risk Assessment.
- Single Audits should be completed within 9-months after a Subrecipient fiscal year, with reports submitted to the [Federal Audit Clearinghouse](#).
- Program records must be documented clearly and be accessible to the County and outside auditors, if requested.
- Federal Office of Inspector General can audit ARPA records through **2031**.

## What Happens in an Audit?

Internal program controls evaluated and tested

Compliance evaluated with Federal rules and award terms

Prior audit findings examined to verify if they have been addressed

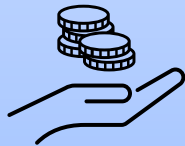
New audit findings reported under requirements of [§ 200.516](#)[link].





# Subrecipients

A **subrecipient** receives all or a portion of grant funds received by a prime grant recipient in order to carry out a project or program on the grantee's behalf.



- Responsible for adhering to all grant requirements and guidelines, including the Uniform Guidance for federal funds
- Must be monitored and managed by the prime recipient to ensure adherence to use requirements
- Will not earn a profit under their agreement with the prime grant recipient
- All subrecipients receiving over \$30,000 are required to register with the federal System for Award Management (SAM) ([www.sam.gov](http://www.sam.gov))



# Contractors

A **contractor** is a vendor that grantee contracts with for goods or services needed to carry out the eligible uses of the grant.



- Contractors are expected to perform duties according to the terms and conditions of their contract or purchase order.
- Normally operates in a competitive environment and may earn a profit under the contract
- Contractors are NOT bound by the Uniform Guidance, even for federal funds
- All contractors receiving funds over \$30,000 are required to register with the federal System for Award Management (SAM) ([www.sam.gov](http://www.sam.gov))



# Program Evaluation



A way of assessing programs to determine whether they are accomplishing what they intended to do

Helps understand, verify, or increase the impact on your target population

Can identify opportunities for improvement or ways to make program more efficient

Requires data collection and tracking of key performance metrics

## Important Considerations:

- *Who is the audience of your program evaluation? Who will you share the results with?*
- *How are you collecting the data you need? Are you doing surveys, interviews, or participant observations?*
- *When does this evaluation need to be completed by?*
- *What is the purpose of the evaluation? What are you trying to determine or decide as a result of the evaluation?*



# Metrics Tracking and Reporting: Template

## EXAMPLE TEMPLATE

Metrics Tracker				
Metric	January	February	March	April
Key performance metric #1 (e.g., # of program participants)	20	40	60	62
Key performance metric #2 (e.g., % of trainings attended and completed)	0%	10%	25%	50%

Reporting Tracker				
Type of Report	How to Submit	Frequency	Report By	Staff Point of Contact
Number of clients assisted	Submit at this link	Daily	Each day at COB	Sara
Marketing and outreach report	Email Jane Smith <janesmith@testemail.com>	Weekly	Friday at COB	Chase
Performance Report	Log into portal and upload report	Monthly	Last day of month at COB	Sara