

# From Scratch: In-House Grant Planning and Management



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# Audience Check – Show of Hands

- Written or managed a **local/state** grant funded project?
- Written or managed a **federal** grant funded project?
- Grant writing/management **contractors** in the room?
- Utility **finance staff** in the room?
- Utility **engineering staff** in the room?



# Today's Presentation

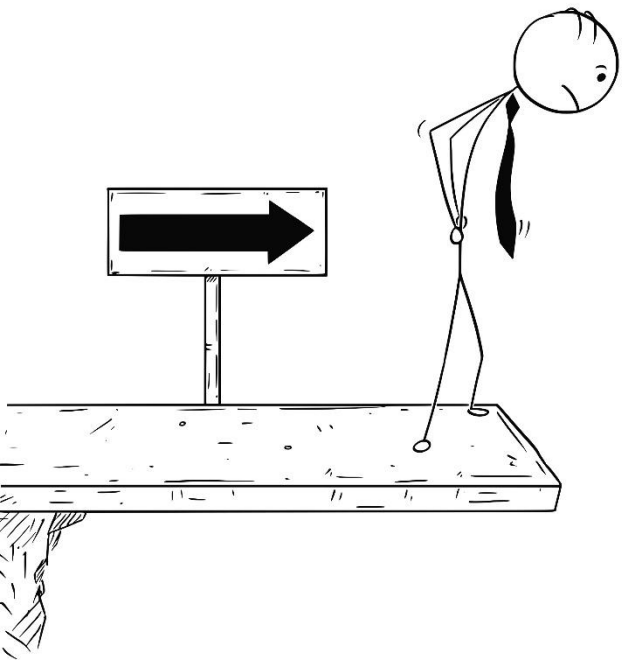
- Grants Primer
- FPUA's Centralized Approach
- The Steps We Took
  - Step 1: Organizing our Records
  - Step 2: Triage, Establish Support
  - Step 3: Pivot to Collaborative Model
- Q&A



# Background for this Presentation

- FPUA provides five utility services in Fort Pierce
- Established an in-house grants team in 2022
- Awarded \$27 million in year 1 (\$56M\* as of today), including \$5.8M GRIP electric grant.
- Currently managing 7 active grants and onboarding 2. Another 9 are pending.





**Cybersecurity - Energy**  
\$70 million DOE  
\$1 billion DHS

**SMART GRID & EV**  
\$5 billion

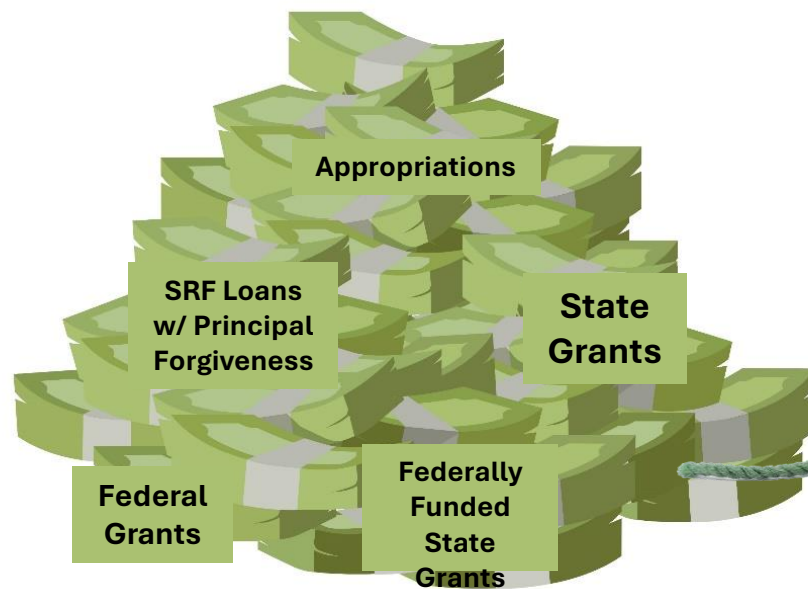
**DOE CLEAN ENERGY**  
\$2 billion rural  
\$5 billion resilience  
\$10 million storage  
\$2.5 billion transmission

**GRIP FUNDS**  
Round 2: \$3.9 billion  
Round 1: \$3.46 billion

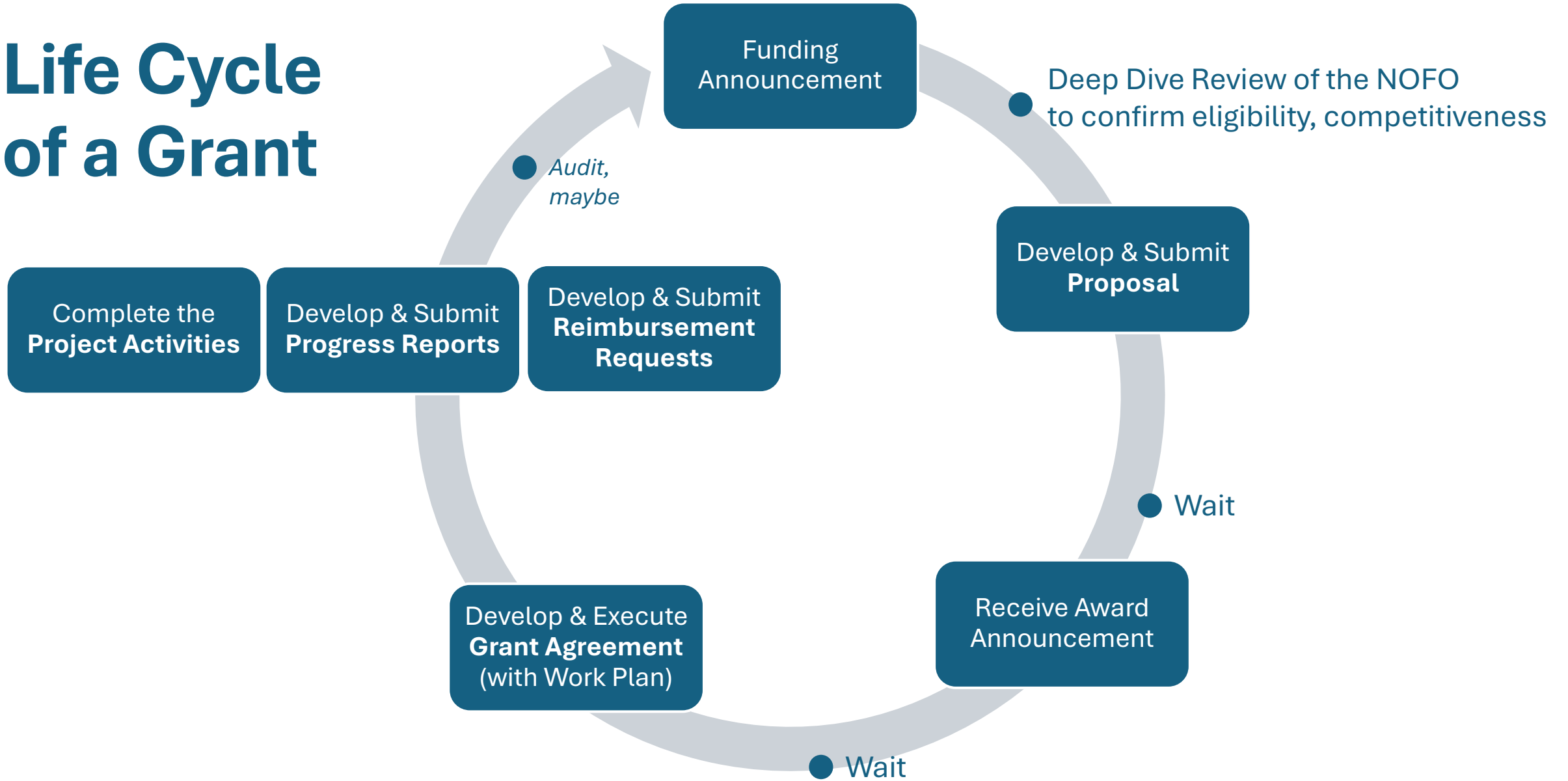
**DOT ENERGY FUNDS**  
Open: \$1.3 billion

**FDEM ENERGY FUNDS**  
FY22/23: \$30.4 million

**ENERGY EFFICIENCY CBG**  
\$550 million energy efficiency  
\$10 million transf. replace.

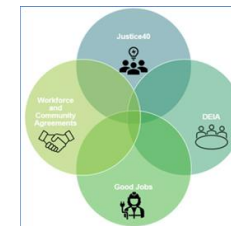


# Life Cycle of a Grant



# Common Requirements and Reports

- Local Match (“skin in the game”)
- Procurement Rules
- Quarterly Progress Reports with Photos and % Completion
- Quarterly **Reimbursement** Requests
- Federal: BABA (now also state), Davis Bacon, CBP, AAP, NEPA, etc.





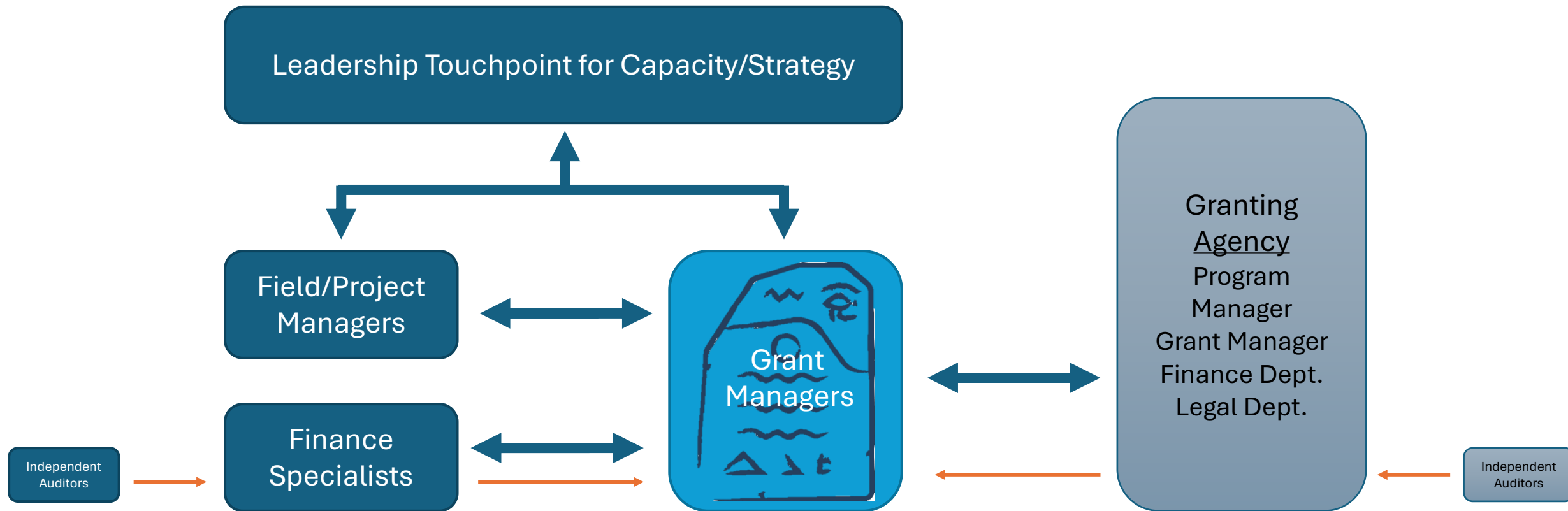
# Our Approach

- Centralized and empowered
- In-house with targeted contractor support
- Responsible for:
  - Grant writing
  - Grant management (reports, modifications, reimb.)
  - Grantor relationship
- Direct engagement with:
  - Field/Project Managers
  - Subject Specialists (Finance, Legal, HR, & etc.)
  - Granting Agency





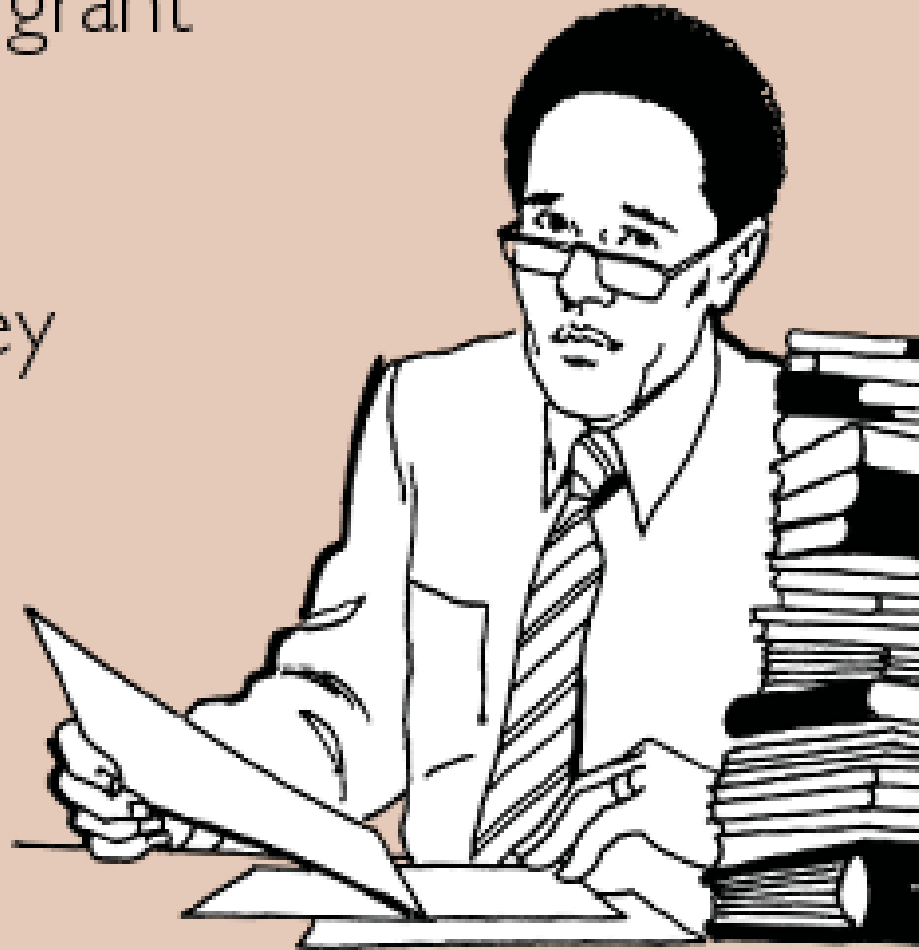
# Major Players in Centralized Grants Structure



How to thank a grant writer?

Spend the money exactly as described in the proposal!

somee cards  
user card



Timeline

Contractor vs.  
In-House

Procurement  
of Contractor

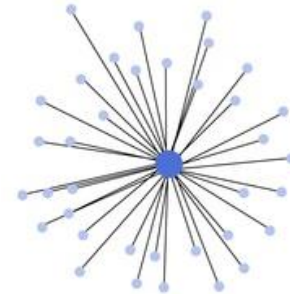
Activities

Location  
of Activities

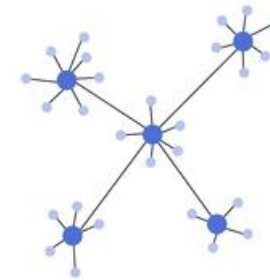


# A Quick Note About This Structure

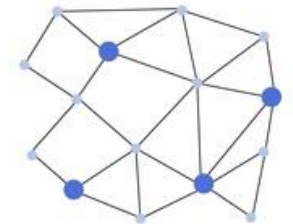
- Based on our own lessons learned
- Field Manager as Grant Manager challenges
- Contractors *can* do the work, but:
  - It can be expensive
  - Communication challenges
  - Generally limited to their expertise
  - In-house support remains necessary
- We're adaptable and evolve as we grow



Centralized



Decentralized

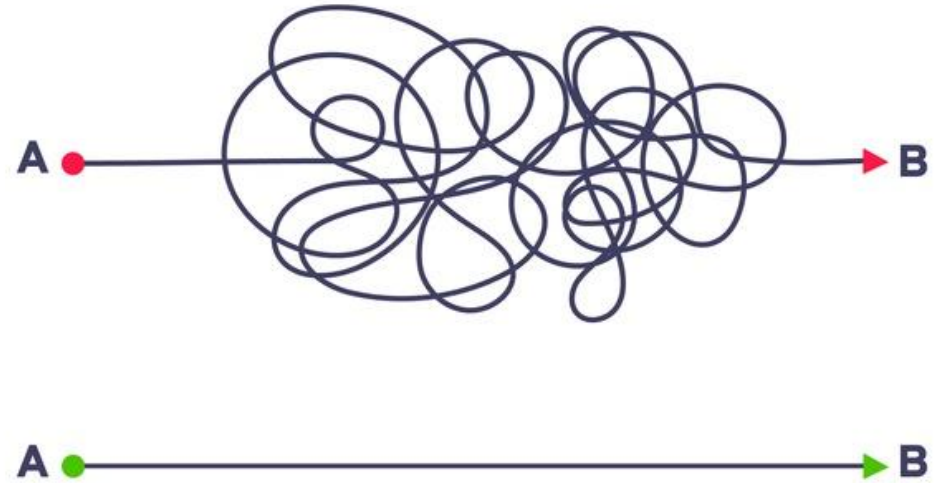


Distributed



# Our Process

1. Organize and Centralize Our Records
2. Triage and Establish Support
3. Pivot to a Collaborative Model











# Step 1: Organizing Our Records

- Company-wide grants inventory
- Established the dept. as grant record repository (past and present)
- Records repository designed for collaboration with Finance

The screenshot displays an Excel spreadsheet titled 'Active Grants - Excel' with a grid of data. The spreadsheet is organized into columns for various grant-related information. The columns include: FPIA Project #, Grant Agreement #, Funding Agency, FPIA Contact Name, FPIA Contact Title, FPIA Funder Department, Funding Amount, Project Submission Date, Proposed Submission Part of Year, Funds Flawed So Far, Funds Remaining, Payment Structure, and Funds Category. The data rows are color-coded, with green for active grants, yellow for grants with issues, and red for grants that are closed or have other statuses. The spreadsheet is viewed from a top-down perspective, showing the full range of data from row 1 to row 27.



# Example: Grant Records Repository

Name	Date modified	Type
 0. Grant Marketing	7/12/2024 2:23 PM	File folder
 1. Proposal Documents	7/11/2024 11:26 AM	File folder
 1b. Decision	3/17/2023 3:29 PM	File folder
 2. Grant Onboarding & Prerequisites	6/28/2024 5:40 PM	File folder
 3. Grant Agreement & Contracts	6/27/2024 4:40 PM	File folder
 4. Reports	7/2/2024 10:59 AM	File folder
 5. Reimbursement Requests	7/23/2024 1:20 PM	File folder
 6. Field Manager Folder	7/12/2024 10:02 AM	File folder



# Step 2: Triage and Establish Support

- Questions Asked
  - Reporting status of existing grants?
  - Any outstanding reimbursement requests or eligible payments?
  - Field managers? Grants management contractors?
- Recorded, assisted where needed, and developed relationships






# Step 3: Pivot to Collaborative Model

	Then	Now
Opportunity Tracking	Varied	Driven to Grants Team Distillation of NOFOs for easier deciding
Proposal Planning	Within departments	Collaborative workshops as-needed
Grant Writing	By departments or contractors	Technical and Narrative Collaboration; Efficient in-house repository of language/approach to recycle
Grant Management	By departments or contractors	Field Manager – trained in grants Grants Team – trained in technical Finance – easy access to audit material
Grant Financial Records	Varied	Uniform



# Opportunity Tracking and Proposal Planning

- Step 1: Grants Team distills NOFO/FOAs for easy decision-making
- Step 2: If grant is desired, collaborate
  - Grants team: familiar with the limitations of the grant (per NOFO, webinars, websites)
  - Technical team: brings project ideas and familiar with existing technical records



U.S. Department of Energy (DOE)  
Office of Cybersecurity, Energy Security, and Emergency Response (CESER)

Bipartisan Infrastructure Law (BIL) Rural and Municipal Utility Cybersecurity (RMUC)  
Advanced Cybersecurity Technology (ACT)

Funding Opportunity Announcement (FOA) Number: DE-FOA-0002986  
FOA Type: **Modification 000002**  
Assistance Listing Number: **81.008**

FOA Issue Date:	11/16/2023
Informational Webinar:	12/19/2023 1:00 p.m. ET
Submission Deadline for Pre-Applications:	1/10/2024 5:00 p.m. ET
Submission Deadline for Full Applications:	<b>6/6/2024</b> 5:00 p.m. ET
Expected Date for DOE Selection Notifications:	9/18/2024
Expected Timeframe for Award Negotiations:	October 2024

- Applicants must submit a Pre-Application by 5:00 p.m. ET on the due date listed above to be considered eligible to submit a Full Application.
- To apply to this FOA, applicants must register with and submit application materials through Infrastructure Exchange at <https://infrastructure-exchange.energy.gov>.
- Applicants must designate primary and backup points-of-contact in Infrastructure eXCHANGE with whom CESER will communicate to conduct award negotiations. If an application is selected for award negotiations, it is not a commitment to issue an award. It is imperative that the applicant/selectee be responsive during award negotiations and meet negotiation deadlines. Failure to do so may result in cancellation of further award negotiations and rescission of the selection.

**This FOA was 91 pages long.**

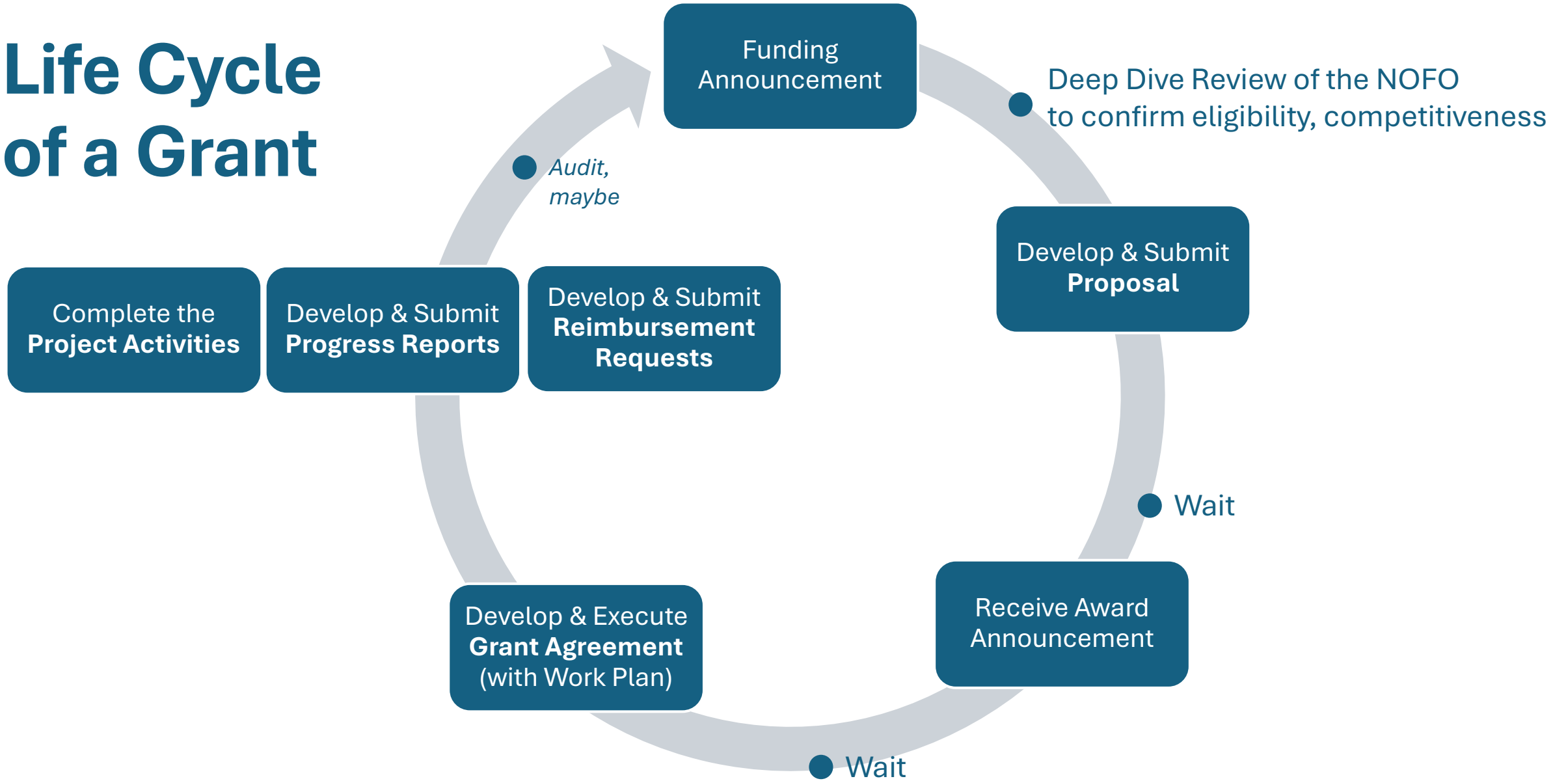


# Grant Writing

- Technical Team: provides needed info to Grants Team (ongoing)
- Grants Team:
  - Persuasive writing with technical detail
  - Format the budget to meet grantor requirements
  - Develop “value added” activities (i.e. CBP)
  - Curate attachments (Letters of Support, reports, etc.)
- Proposal POCs: main Grant Writer and main Technical POC



# Life Cycle of a Grant



# Grant Management

**Field Managers**  
Oversee progress  
Pay contractors  
Maintain field records in grant folder  
Alert grant managers of major changes

**Grant Managers**  
Facilitate onboarding, grant amendments  
Facilitate and submit progress reports  
Compile and submit reimb. requests  
Track grant activity and remainders  
Regular progress meetings/liaison with grantors  
Attend mandatory trainings (ie fraud)  
Oversee extras

**Granting Agency**  
Onboarding negotiations  
Progress reports  
Reimbursement requests  
Regular meetings  
Site visits  
Program Audits

**Finance Specialists**  
Budget for grant projects  
Provide proofs of payment  
Navigate audits

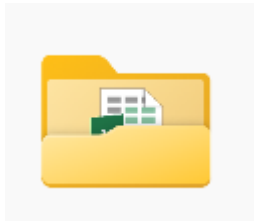
Independent Auditors

Independent Auditors



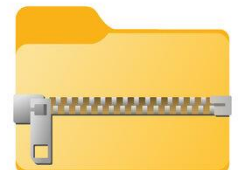
# Grant Financial Records

- Structure informed by grants **and** finance teams
- Active Grants List shows all active, pending, and closed grants
- Uniform Spenddown Tracking document for each active grant
- Uniform folder structure = easy zips for auditors



FUNDING	PROJECT AREA	Disbursement
...	...	...

NEEDS	FUNDING	PROJECT AREA	Disbursement
...	...	...	...

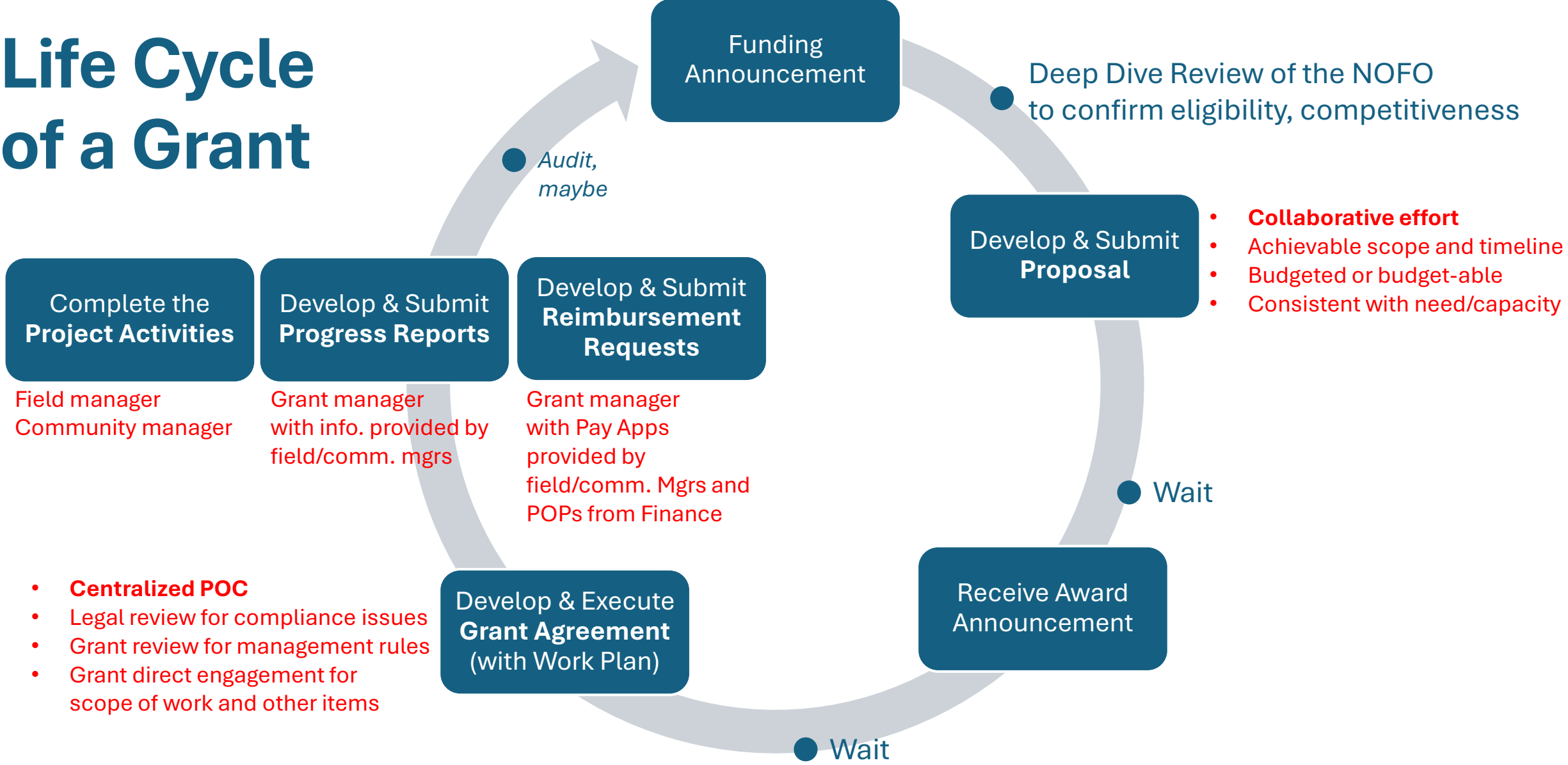


	A	B	C	D	E	F	G	H	I	J	K	L	M
1	<b>NS075</b>												
2		<b>FUNDED:</b>	\$	505,000		<b>Funding Source</b>			<b>Reimbursements Received</b>				
3		Reimbursed:	\$	505,000.00		<b>State</b>	<b>Federal</b>		<b>Amount</b>	<b>Date Submitted</b>	<b>Date Received</b>		
4		Remaining:	\$	-		\$177,371	\$327,629		Disbursement 1	\$ 87,415.00	3/7/2022	4/1/2022	Task 1
5		<b>MATCH:</b>	Match is not required		Total:	\$505,000			Disbursement 2	\$ 89,956.00	8/8/2022	8/30/2022	Task 1
6		<b>TIMELINE:</b>	February 15, 2021 through September 30, 2024 Expenditures to end 4/30/2024.				\$ 278,396.15		Disbursement 3	\$ 104,646.75	4/4/2023	4/20/2023	Task 2
7		<b>PROJECT AREA:</b>	Amended 12/2022 to include all FPUA territory Fleetwood Acres					85%	Disbursement 4	\$ 33,976.50	5/18/2023	6/9/2023	Task 2
8									Disbursement 5	\$ 40,951.64	10/20/2023	11/17/2023	Task 2
9			<b>Requested for Reimbursement</b>	<b>Invoice Total</b>	<b>Invoice Date</b>				Disbursement 6	\$ 98,821.26	2/1/2024	3/15/2024	Task 2
10	Disb. #1 \$87,415	Hinterland Pay App 1	\$	80,260.00	\$ 151,887.60	12/3/2021			Disbursement 7	\$ 49,232.85	5/15/2024		Task 2
11		CCS 2021-050	\$	2,835.00	\$ 8,640.00	5/10/2021							
12		CCS 2021-058	\$	2,160.00	\$ 21,870.00	7/21/2021				<b>Number of Conversions</b>		<b>Total</b>	
13		CCS 2022-002	\$	2,160.00	\$ 14,040.00	1/18/2022			Disbursement 3		15	15	
14	Disb. #2 \$89,956	Hinterland Pay App 1	\$	50,000.00	\$ 151,887.60	12/3/2021			Disbursement 4		4	19	
15		Hinterland Pay App 2	\$	20,206.00	\$ 39,500.50	1/31/2022			Disbursement 5		4	23	
16		Hinterland Pay App 3	\$	9,220.00	\$ 21,845.96	2/28/2022			Disbursement 6		13	36	
17		CCS 2022-007	\$	7,695.00	\$ 23,220.00	3/17/2022			Disbursement 7		14	50	
18		CCS 2022-010	\$	2,835.00	\$ 26,190.00	5/2/2022							
19	Disb. #3 \$104,646.75	FJ Nugent & Associates	\$	47,975.00		Various, see Disb 3 sheet			<b>DELIVERABLES:</b>	Task 1 (state funds, public land). The Grantee will construct low-pressure force main(s) in accordance with the construction contract documents. <b>Complete.</b>  Task 2 (federal funds, private land). The Grantee will properly abandon the septic systems and connect approximately 50 single family residences to a central sanitary sewer system for wastewater treatment by the FPUA facility. <b>Expenditures end 4/30/2024.</b>			
20		AApex Electric Inc	\$	9,646.00		Various, see Disb 3 sheet							
21		Baker Underground	\$	39,825.75		Various, see Disb 3 sheet							
22		Cape Canaveral	\$	7,200.00		Various, see Disb 3 sheet							
23	Disb. #4 \$33,976.50	FJ Nugent & Associates	\$	11,076.00	\$ 30,882.00	1/19/2022							
24		AApex Electric Inc	\$	2,985.00		Various, see Disb 4 sheet							
25		Baker Underground	\$	12,715.50		Various, see Disb 4 sheet							
26		Cape Canaveral	\$	7,200.00	\$ 11,880.00	4/7/2023							
27	Disb. #5 \$40,951.64	FJ Nugent & Associates	\$	11,161.64		Various, see Disb 5 sheet							
28		AApex Electric Inc	\$	5,455.00		Various, see Disb 5 sheet							
29		Baker Underground	\$	12,005.00		Various, see Disb 5 sheet							
30		Cape Canaveral	\$	12,330.00		Various, see Disb 5 sheet							
31	Disb. #6 \$98,821.26	FJ Nugent & Associates	\$	41,486.26		Various, see Disb 6 sheet							
32		AApex Electric Inc	\$	12,935.00		Various, see Disb 6 sheet							
33		Baker Underground	\$	39,000.00		Various, see Disb 6 sheet							
34		Cape Canaveral	\$	5,400.00									

# Example: Spenddown Tracking



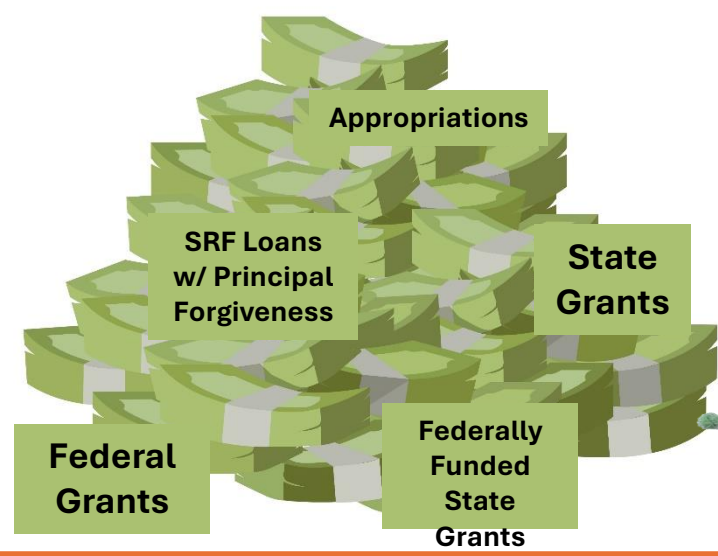
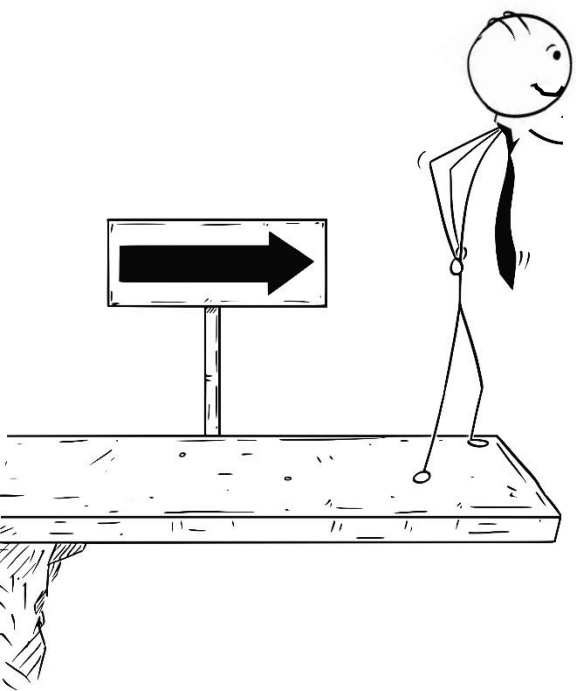
# Life Cycle of a Grant



# Conclusion: Collaboration is Key

- Throughout the life cycle, multiple actors engage
- For us, in-house has been a key collaboration mechanism
- Ensures:
  - Continuity with utility strategies
  - Buy-in for project success
  - Financial planning
  - Effective project management





# Questions



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Thank you for your  
time and interest

*thank  
you*

