"Grants Training Needs Analysis"

TEAM - LET'S GET FISCAL

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Executive Summary

Grants are an avenue for governments to fund missions that serve the public. Defining what a grant is and its purpose is simple. Learning all the components and responsibilities of a grant can be complex and complicated. Grants have a three- stage grant management lifecycle. Each stage of the lifecycle entails different responsibilities and duties. Having knowledge of the whole grant cycle helps to better understand grants. Grants management is a profession that one falls into with little or no formal training. The state should provide training that will aid employees to better manage grants. And as stewards of grant funds, State Employees also have a duty to help subrecipients that receive grant funding from State Agencies.

Federal requirements and guidelines have been created that require recipients of a federal grant to comply. The requirements are not to be a burden to the agency that receives funding; however, it is a benefit. Lack of administrative and financial management systems cause agencies to have many issues that may lead to a loss of funds. Adhering to these guidelines can provide cohesion among state agencies and provide more funding opportunities. A grants training program should build upon our strengths and opportunities as well as minimize our threats and weaknesses.

Our research strategies will focus on determining the need of a grants training program. The research strategies will focus on the types of training that should be most beneficial to state employees that work with grants. Through our research we have determined that the state is taking great strides through the Ohio Grants Partnership to provide resources to grant professionals working within the state.

Our analysis determined there is a need for grants training within the State of Ohio. Our survey participants preferred a combination of in- person training, coaching and mentoring, and online-web based training. Until the state contains the COVID-19 virus and employees return to their workplaces, online- web based training is our best option for a current training program.

Through our findings, we recommend a three- part training program that focuses on the lifecycle of the grant: accepting/ applying for a grant, managing a grant, and closing out a grant. A grants training program provided statewide should include the subrecipients that receive grants funding. A grants training program will help to correct issues addressed in our State Single Audit.

Introduction (Problem Statement)

What is a grant? Some have heard about grants; others may not have any idea what a grant is. It is critical to understand the many components of grants. According to Grants.gov, "A grant is a way the government funds your ideas and projects to provide public services to stimulate the economy." (Grants 101) Grants are non- repayable funds that can help an entity fulfill their mission. In our case, the mission of the agency or division. Grants are not to be a direct benefit for the agency. Grant funds are to be used for the benefit of the public in which the entity receiving funding serves. There are many awarding agencies that allot appropriations for grant funds. They range from executive federal agencies to smaller independent agencies and commissions.

Whether a grant is a discretionary grant, non- discretionary grant, or a continuation grant, the grant lifecycle will be the same. There is a pre- award phase, award phase, and post award phase. During the pre- award phase, an organization must find the grant opportunities that best assist them in pursuing their purpose. An organization may research funding opportunities using known resources such as grants.gov, or an agency may be notified of available grants from the organization providing the funds. The application process may require detailed and specific information, such as a workplan that will detail what the grant funding will be used for. The requirements of the grant application depend on the instructions outlined in the grant funding notification. The requirements can vary depending on the type of grant. The submission of the grant applications can vary greatly as well. For example, some grant applications or funding opportunities are submitted through Grants.gov while other grant applications are emailed to an address specified in the application instructions. Upon completion of the application, the organization's application will undergo a programmatic and financial review by the awarding agency. The awarding agency may contact the applicant for clarification or additional information to determine how the organization will utilize the grant if awarded.

During the award phase, the recipient receives the grant agreement and notice of award (NOA). Once the funds are secured and the grant agreement is received by the agency, the agency begins to perform the activities outlined within the workplan and the grant agreement. The grant agreement will detail the activities that are the allowable. The grant agreement also details the schedule of reports that are to be submitted. There are federal financial reports and progress reports that will inform the awarding agency how the grant funds are being spent and detail how the mission of the grant is being completed.

The post award phase of a grant is the closing out of the grant. The organization will submit final federal financial reports and progress reports to the awarding agency. Also, they will organize expenditure documents for auditing purposes.

With varying components and responsibilities that come with grants, it comes as no surprise that unless you work with grants from pre- award phase to post award phase, there may be processes and components that may be confusing. In our interview with Stacie Massey, Senior Financial Manager at the Office of Budget and Management (OBM), she mentioned that one does not say they are going to major in grants in college. Grant professionals tend to fall into grants management as a profession. Therefore, it is understandable why 66.67% of our Survey Monkey participants believe there is a need for grants training. Also, 94.87% of our Survey

Monkey participants believe that anyone who benefits from grants should receive grants training. This would include our subrecipients that receive grant funds from the state also.

Background

The issues identified in the State Single Audit for Fiscal Year 2018 mostly pertain to subrecipient monitoring, federal reporting errors, the tracking of receipt and use of federal funds, and issues understanding the SEFA (Schedule of Expenditures of Federal Awards). (*State of Ohio Single Audit*) For guidance on federal requirements, one must refer to the 2 CFR. "The Uniform Guidance (2 CFR § 200) streamlines and consolidates government requirements for receiving and using federal awards so as to reduce administrative burden and improve outcomes." (*Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards: U.S. Department of Education*) According to 2 CFR 200.302 and 200.303, recipients must have administrative and financial management systems in place that provides internal controls and helps organizations prepare required reports; systems must be able to track grants funds.

According to our Survey Monkey participants, 51.28% reported that they do not have a structured grants application process. This is an alarming statistic. If there is not a structured grants application process, how do the other processes of grants management operate? The issues addressed in the State Single Audit should come as no surprise. Not having proper administrative and financial management systems in place does not meet the requirements set forth by the federal agencies or benefit the state or the agency. The State of Ohio benefits from having a uniform grants training program to ensure The State of Ohio follows requirements set forth by the federal agencies.

SWOT Analysis of Current Grant Processing Procedures

Strengths	Weaknesses
• Recurring grants that are automatic • Some agencies have structured grant processing procedures in effect	• Less federal funding • State single audit addresses problems after the fact
Opportunities	Threats
• Cohesiveness among agencies • More federal funding for the mission	• Costs • Time • Staff

Our group decided to use a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis to evaluate the state's current grant procedures compared to improving the state's grant procedures through a grants training program. The current grants structure provides the state with just as many strengths as it does weaknesses. Some agencies have grants that are automatic in nature which means that they are statute based and awarded to each eligible agency. This is a strength because the entire grant process is usually the same from year-to-year. Agencies who rely on grants for much of their funding, have a process for applying and tracking grants. For example, the Ohio Department of Job and Family Services, Office of

Workforce Development relies on funding from various federal, state and county organizations. They have dedicated staff who manage all steps of the grant process from submitting the application, monitoring the grant awards and expenditures, to the close out reports, and organizing the documentation for the audit process.

The most significant weaknesses of the state's current grant process are less federal funding and the State Single Audit problems. Currently, agencies and staff obtain eligible grant information from various sources such as grants.gov, Department of Labor (DOL), organizations offering the funding opportunities, and professional networking. Staff could miss key funding opportunities if they are not aware of all the resources available to search for grants. Another weakness is that agencies find out about deficiencies in policies and procedures through the State Single Audit. Audit findings could require the repayment of grant funds if it is determined that the funds were spent on disallowed costs or if agencies cannot prove how the funds were spent through proper grant tracking documentation. The state single audit addresses issues and provides corrective actions that agencies should comply. Some of the issues that are addressed or that need to be corrected can be remedied by a grants training program. Proper management of the grant is essential to the statewide grant program. A structured training program that provides instruction about grants would be immensely beneficial in avoiding audit findings.

A grants training program could provide cohesion throughout the state with regards to grants. It may also provide more federal funding to benefit the mission of the agency. Agencies would have an avenue in which to contact and collaborate with each other. The more agencies share information, the more funding opportunities the staff learn about and have the opportunity to apply for. It will also help to ensure the state is maintaining compliance with federal requirements.

The threats to developing a grants training program include the cost, time and staff required to develop the training. Based on our interview with Stacie Massey, there were IT components previously initiated for a grants training program or a grants portal. However, problems arose due to the complexity of the grants process. There were many employees with varying degrees of expertise that needed to be involved in the development of the training. As a result, the IT component never was fully implemented.

Research Strategies

The objective of our research is to determine if there is a need for a grants training program. If we determine there is a need for it, we will explore the best methods to conduct the training, the frequency of the training, the cost of the training, and the staff who should participate in the training. However, if we discover that a grants training program would not be feasible in state fiscal year 2021 due to the COVID-19 pandemic, we will explain our reasoning and provide alternative staff resources instead of a training program.

Our team's research strategies included conducting a survey utilizing Survey Monkey, policies from the State of Ohio, Office of Budget and Management, procedures from federal resources such as Grants.gov and the Department of Education, research on other state's training programs, State of Ohio resources like grants.ohio.gov, obm.ohio.gov, and interviews with state staff. The survey was distributed to individuals from the following agencies:

- Department of Health, DOH
- Treasurer of State, TOS
- Ohio Job and Family Services, JFS
- Department of Administrative Services, DAS
- Office of Budget and Management, OBM
- Ohio Department of Transportation, ODOT
- Department of Natural Resources, DNR
- Bureau of Workers' Compensation, BWC
- Environmental Protection Agency, EPA
- Public Works Commission, PWC
- Ohio Department of Education, EDU
- Public Utilities Commission of Ohio, PUCO
- Department of Rehabilitation and Correction, DRC
- Department of Commerce, COM
- School Facilities Commission, SFC
- Department of Taxation, TAX

Through interviews with state staff and the results of our survey data, our Fiscal Academy Team determined that our research should focus on the following questions:

> Is there a need for a state-wide structured grant application program?
>
> Do agencies have a structured grants application process?
>
> What types of training best suits your agency?
>
> Should agencies who receive funding from the grant awards receive grant training?

Our team determined that through our survey that each agency has their own method of applying for and tracking grants. This is due to the different types of grants mentioned earlier.   The discussions with state staff provided ideas for our survey. We used the state's tables of organization to determine the potential staff to send the survey. The team received responses from twenty- three agencies. Once the surveys were reviewed, we were able to determine that 66.70% of the staff surveyed believe that their agency would benefit from a structured training program and 94.87% of staff believe that agencies who receive funding through grants should receive grant application training.

Through discussions with state employees, we determined that state employees are not aware of a state sponsored uniform grants training program. According to our survey, most staff obtain much of their grant information from www.grants.gov.

We discovered that the Office of Budget and Management has a resource for grant professionals who work with grants. The resource is called The Ohio Grants Partnership through grants.ohio.gov. The Ohio Grants Partnership is a newly formed division. The division had two staff members when it was formed and expanded to seven within the last couple of years. Their goal is to provide support to Ohio's grant management community. According to www.grants.ohio.gov, "This site is intended to be utilized as a resource for state agencies and subrecipients of the state to access training, best practice resources, funding opportunities, guidance, and links to other beneficial grants information." The Ohio Grants Partnership links

users with additional resources such as grants.gov. In addition to resource links to federal agencies, The Ohio Grants Partnership has an Enterprise Grants Forum that meets quarterly and was formed to provide collaboration between grant management processionals. OBM also hosted a grants summit to share and obtain information about managing and applying for grants. Grants.ohio.gov also links users to a training course through Ohio Learns called Introduction to Federal Grants. This course was created by OBM and provides instruction on federal grants, best practices for managing grant awards and high-level requirements related to procurement, equipment, and inventory.

Stacie Massey is the lead of the Ohio Grants Partnership team within the budget office and a co-chair of the Columbus Chapter of the National Grants Management Association. She was chosen as our subject matter expert for this analysis. During our interview with her, we gathered information on the following training topics: the impact of the COVID-19 pandemic on the grants process, the need for a full-time grants trainer, ideas from Stacie on how she would like to see a grants training program structured, the cost of the IT component of grants.ohio.gov, and the available funding in the SFY21 budget for the development of a training program. Stacie mentioned that a full- time grants person and on- going training is a need within the State. She also said, "You can't take training on grants in two weeks and be an expert".

Although grants.ohio.gov is a wonderful resource for grant professionals, we did not see detailed instruction on completing and submitting a grant application. Based on our survey results and discussions with state staff, a centralized application training program would be beneficial to all staff who process and manage grants. The challenge we are faced with is that the different types of grants and various organizations that offer the funding opportunities, the application process varies.

 To illustrate the different methods of applying for funding opportunities, we looked at the funding opportunities for the Ohio Department of Job and Family Services (ODJFS), Office of Unemployment Insurance Operations (OUIO) due to the Coronavirus Aid, Relief, and Economic Security (CARES) Act of 2020. ODJFS OUIO received available funding opportunities from the Department of Labor through www.dol.gov/agencies/eta/grants. In turn, OUIO applied for six supplemental budget requests due to the COVID-19 pandemic. Three of the applications were similar in nature and required a supplemental budget request abstract, SF-424 Application for Federal Assistance, and Standard Form 424-A. The form of submission of the applications for the CARES Act supplemental budget requests were emailed to covid-19@dol.gov. Two of the grant funding opportunities required only SF-424 Application for Federal Assistance and were emailed to covid-19@dol.gov. The last grant funding opportunity was organized and submitted through grants.gov. To further complicate the matters, the Office of Unemployment Compensation applies for their yearly federal funding which is a formula grant through the Resource Justification Model (RJM). "The RJM is a data collection system that collects Unemployment Insurance (UI) administrative expenditures, from the most recently completed fiscal year (FY), used by state agencies to operate their respective UI programs." https://oui.doleta.gov/rjm/docs/hb410_2007.pdf.

While there are differences in the grant application process, there are enough similarities with the process, we believe that we can develop a structured training on completing the grant applications. Based on our survey, staff expressed the desire to have a training program that has elements of in-person, mentoring and a web- based training. We believe that there will need to be different trainings for the different types of grant applications. Since OBM established

grants.ohio.gov, the logical location for a grant application training program would be to link it to grants.ohio.gov. According to our interview with Stacie, the grants.ohio.gov is a website that is a work in progress. She suggested a section included on the website that provides instruction about completing a grants application.

Through our interview with Stacie Massey and research from other similar projects, we determined that the cost to develop a training program with a grant's portal, an interactive website, would range between $12,000,000 and $20,000,000 for development and implementation. At the time of the submission of this paper, we are not aware of a SFY21 budget for a grants training program. Due to the current economic conditions in state government, the Ohio Grants Partnership currently uses free or low- cost avenues for training such as: grant summits, job aids, online videos, and mentoring through conference calls. We contacted Jennifer Colton, Director of Grants at State of Maryland, for cost information related to the State of Maryland's grants website. However, we have not received a response by the submission deadline of this paper. We plan to update the paper with Ms. Colton's information once we receive the data.

To demonstrate an implementation of a cost- effective training program, the Ohio Department of Job and Family Services, Office of Unemployment Insurance Operations (OUIO) recently applied for a supplemental budget application through the Department of Labor. Part of the funding was used to implement a training program to provide Pandemic Unemployment Assistance (PUA) training to contract employees, all OUIO personnel, and Unemployment Compensation Review Commission staff. The trainings cover PUA laws, details of the program, an overview of the policy, training around supporting documentation for proof of income, information on fact finding and issuing determinations. As project leads, Alphrena Prince (OUIO Unemployment Compensation Administrator 2) and Larry Lynch (Office of Information Services, Information Technology Manager 2) created a work plan to design and implement a training portal. Information Technology Staff developed the portal and stores all taped training, as well as training documentation. Information Technology staff continue to support PUA training needs as priorities shift and the portal needs are adjusted for the current direction of the program. The total funding for the project was between $15,023.00-$18,000.00. The significant investment for the development and implementation of this training was the staff technical resource in building the solutions. The training portal operates on our Microsoft SharePoint Online (SPO) platform. The SharePoint training environment was enhanced with additional Microsoft products to complement the training delivery. Microsoft solutions are included in the State of Ohio Microsoft G5 contract, ODJFS did not incur any additional budget costs from a software licensing standpoint.

The training portal can be accessed at https://ohiodas.sharepoint.com/sites/JFS_OUIO/SitePages/Home.aspx. To address the needs of OUIO's contractors assisting with PUA work, a specific page was built to store PUA documentation and work assignments. https://ohiodas.sharepoint.com/sites/JFS_OUIO/pua/SitePages/Home.aspx. Information Technology staff also created a discussion board to assist staff with questions while adjudicating and/or taking claimant calls at the link below: https://ohiodas.sharepoint.com/sites/JFS_OUIO/Lists/Discussion%20Board%20Posts/AllItems.aspx.

 Finally, Information Technology Staff assisted OUIO with taping and publishing numerous trainings to get information out quickly. The training portal was crucial to providing a central

location for all trainers to retrieve the information for "classroom" training and for trainees to revisit training as needed.

Analysis

Based on the findings of our research, it was determined that staff will benefit from a grants training program. Our initial source of data was derived from a survey we designed, created, and sent out through surveymonkey.com asking State of Ohio staff to answer 10 questions regarding grants training in the State of Ohio. Some of the questions include in our survey:

A. What percentage of your agency funds come from grants?
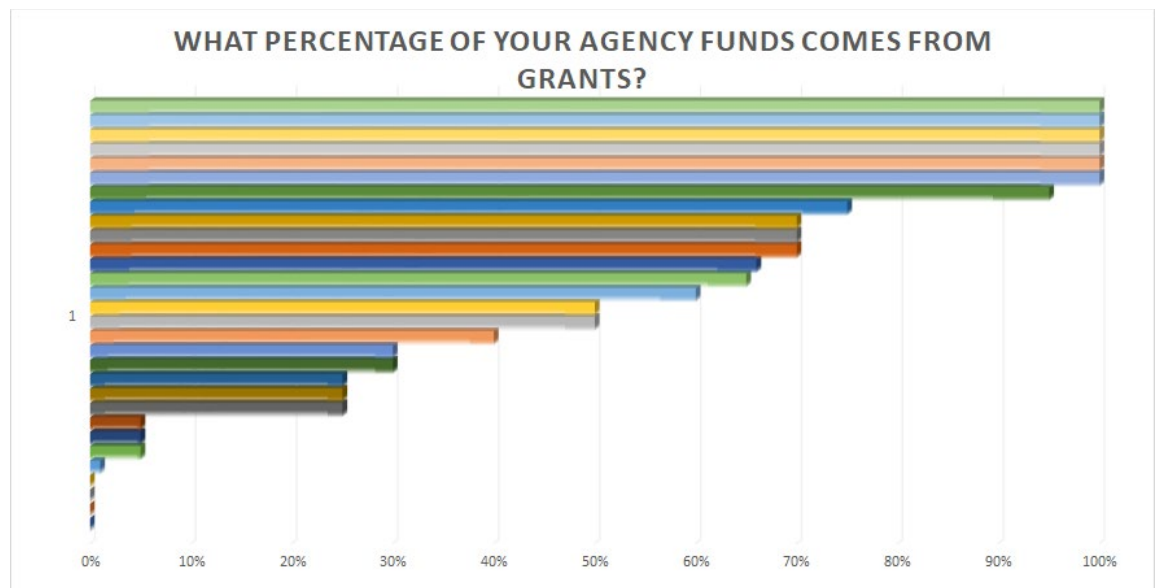
B. Does your organization have a structured grants process?

C.   Does your agency currently use any grants training resources?

Upon receiving the responses, we analyzed the results. We noticed many of the responses indicated a need for grants training in the State of Ohio. Out of the responses received, 66.7% of our participants said they do not currently use grants training resources and 66.7% also said they definitely/probably need training program. Over half of the people we polled need or want help. Approximately ten employees chose not to take the survey, as they looked at it, and most questions did not apply to them; however, they stated that if a training program was implemented, they would like to be included as a trainee.

Does your agency currently use any grant training resources?

Answered: 39   Skipped: 1
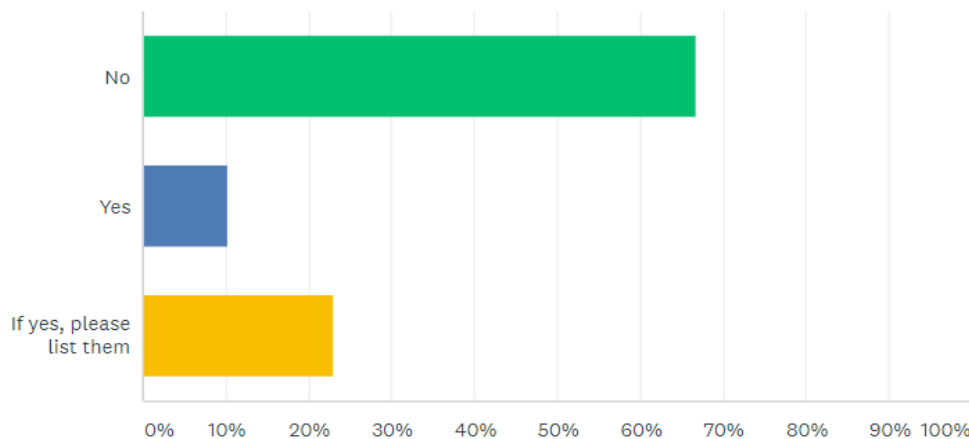
ANSWER CHOICES		RESPONSES	
No		66.67%	26
Yes		10.26%	4
If yes, please list them	Responses	23.08%	9

Since 66.7% of the staff surveyed stated that they saw a need for grants training program, we expanded the research to include how the staff surveyed preferred to learn. Staff indicated that they prefer to learn through the following methods: in-person, through coaching and mentoring, and on-line web- based trainings. Due to the COVID-19 pandemic, we are recommending a training program that is virtual and on-line based to start with, then expand to in-person and coaching and mentoring as our work life returns to a resemblance of normalcy.

What types of training best suits your agency, rate in order from 1 - 5?

Answered: 37   Skipped: 3
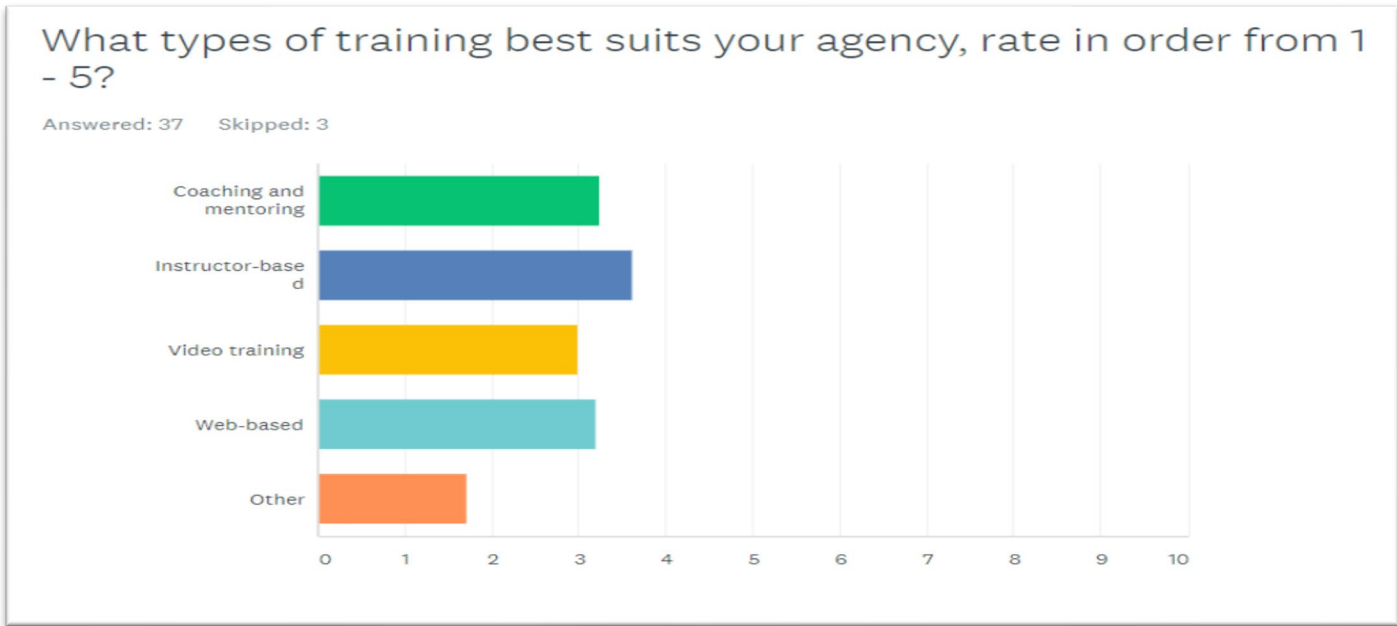
	1	2	3	4	5	TOTAL	SCORE
▼ Coaching and mentoring	18.18% 6	30.30% 10	12.12% 4	36.36% 12	3.03% 1	33	3.24
▼ Instructor-based	32.35% 11	26.47% 9	20.59% 7	11.76% 4	8.82% 3	34	3.62
▼ Video training	3.03% 1	27.27% 9	42.42% 14	21.21% 7	6.06% 2	33	3.00
▼ Web-based	28.57% 10	11.43% 4	22.86% 8	25.71% 9	11.43% 4	35	3.20
▼ Other	16.00% 4	0.00% 0	4.00% 1	0.00% 0	80.00% 20	25	1.72

The survey respondents were asked to comment on the grant application process in their agency. A few of their responses were:

"Each program office applies as they see fit, but as an agency, it is not structured."
"There is a grant administrator who provides oversight and support, fiscal provides support."
"There are several grant systems in place within the agency."

Throughout the state, agencies have their own grant structure although there may be some similarities between agencies. It would be beneficial for staff members to have a statewide grant training program, as well as updates on regulations. Based on the additional information provided by the survey participants, it appears that each office has their own processes and procedures for receiving funding opportunities and applying for grants. Many of the offices have

staff who research funding opportunities, while some of the offices receive notices from the Department of Labor, and others discover funding opportunities from grants.ohio.gov.

Some of the respondents shared the grant training resources currently being used within their agencies. Presently, some agencies send employees to various types of training and conferences hosted by grant organizations that the agency holds a group membership. However, we do not have access to the costs associated to the functions. Also cited were Office tools, MAPS classes, EBS, Management Concepts, and GMIS (system used to send funds to subrecipients) in-house training. One of the survey respondents stated that the Ohio Facilities Construction Commission hosts a biennial webinar that is recorded and posted on the OFCC.ohio.gov website, with access to webinars going back to 2015. They provide certificates of participation for attending their webinars. Their website has a section devoted to grants and the grant process specific to their industry. A statewide website that is similar to their structure might be a good resource tool, especially in this current teleworking environment.

National Grants Management Association, NGMA, www.ngma.org, is a professional association dedicated to the profession of grants management. NGMA is recognized throughout the grant management industry as the membership association leader, providing tools and resources for grant professionals to support and maintain high levels of grant-management competency and to establish standards of excellence for grant managers. NGMA offers a variety of opportunities and venues to increase grant staff members' knowledge base. The annual membership fee is $249.00, for up to five members. NGMA offers an annual grant seminar. The 2021 Annual Grant Training will take place April 6 – April 8, 2021 in Arlington, VA. The theme of the seminar is Complying with New Regulations and New Opportunities that COVID-19 has Brought About. This training is offered to members and non- members of NGMA. The cost for this 3-day training for members is $719 per person and for non-members $893 per person. The State of Ohio could use them as a resource if they choose to implement a grant training program. They have annual seminars that staff could attend.

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CALL FOR PRESENTERS APPLICATION >

Deadline to submit an application is Tuesday, October 20.

REGISTRATION RATES (May 17, 2020 - January 31, 2021)

Another valuable resource is www.grants.maryland.gov. The grants website for the State of Maryland was mentioned by Stacie Massey as a potential source for our research. This grants website is very informative and well organized. Grants.maryland.gov has training resources that are broken into easy to locate sections. On the home page, there are sections that provide grant managers and users with new information, quick references, recorded webinars and a calendar of events. The training section of the website has recommended reading, conference presentations that can be viewed and additional links to recorded webinars. In addition to training resources, the site provides a list of grant funding opportunities and additional resources to locate other funding related items of interest. This information would be helpful to any grant manager from any state.

Conclusion

In conclusion, grants are an avenue for governments to fund missions that serve the public. The funding from grants is imperative to the funding of many State of Ohio agencies and county programs. Therefore, due to the importance of the funding to the state, it makes sense that a grants training program would be beneficial to the State of Ohio staff and recipients of grants funding. The results of the survey we sent to grant managers and executive staff indicate that State of Ohio personnel believe that there is a need for a state-wide grants training program. Based on the survey results and staff interviews, we discovered that staff would be interested in a grants training program and staff believe that organizations and agencies who receive funding should receive grant training. This was an important finding because it shows a need for state-wide grants training program. Based on our interviews with staff and our team's experience with grants and the auditing process, we determined it is crucial to include grant management techniques in the grants training program. Audit findings can reduce funding, penalize agencies and require the repayment of grant awards, and in extreme cases, the Department of Labor could assume the management of an agency's program. Many agency directors do not like audit findings. The possibility of an audit finding is a strong motivator for a structured training program. The team performed a SWOT analysis to determine the positive attributes of the current procedures of grants management and the areas where improvement is needed. It was determined that the strengths include that agencies have their own grant management processes and many agencies re-apply for the same grants every year. The weaknesses include less federal funding and that state single audit addresses problems many times after the grant is closed out. The opportunities represent cohesiveness among agencies and more federal funding for the mission of the state. Finally, the threats to the agency are the costs, the staff hours required for implementing the training, the staff time taken away from priority projects, and finding qualified and available staff to develop the training. The threats are the particularly difficult in our current environment due to the COVID-19 pandemic. During the construction of this case study, the state is experiencing a hiring freeze and budget reductions. Every agency is doing more with less staff and funding. Therefore, the development of many trainings has been moved to the back of agency's priority list.

Through interviews with state employees, we discovered that OBM has a website www.grants.ohio.gov that provides grant resources. According to our interview with Stacie Massey, the website is a work-in-progress and the ultimate goal for the website is an all-inclusive website for grants information. Stacie provided information for other grant resources such as www.grants.maryland.gov. Our Fiscal Academy team members have valuable resources from professional grants memberships, conferences, and work experience with grants through www.Grants.Gov. Based on our research, there are grant resources available to staff. However, staff must search for available resources. When you are searching for funding opportunities or completing a grant application, it can be stressful when staff must search for resources and attempt to meet an application deadline. Our team researched the cost of developing a training program. Depending on the complexity of the training and website, the cost can range wildly from tens of thousands to twenty million dollars. Since OBM has a website with grant resources, the logical solution would be to expand on the website to included additional training resources.

Recommendations

In our interview with our subject matter expert, Stacie Massey agreed with our recommendation of having a training program structured by the grant lifecycle: applying/ accepting a grant, managing a grant, and closing out a grant.

- The applying and accepting grant training section should address matters such as completing a grant application, preparing a budget and work plan, how to identify and find funding opportunities, reviewing the terms and conditions of the grant agreement.
- The managing grant training section should address the progress reports and federal financial reports that will need to be completed, procurement requirements, the different levels of monitoring that can be conducted.
- The close out training section should encompass the final progress reports and federal financial reports that should be submitted to the awarding agency.

Understanding these key components will help any grant professional do their job. It will assist the State of Ohio remain in compliance with federal requirements. A statewide grants training program will assist us with helping subrecipients as well. Any training that we offer to State of Ohio employees should be provided to our subrecipients as well.

The Office of Budget and Management developed a website dedicated to grants management, we would expand on their website to include additional grant trainings.

Since the State of Ohio, already has an application through myohio.gov called Ohio Learn, additional grants training programs can be added to that application.

According to our survey results and discussions with state staff, agencies have their own processes for applying for funding opportunities. It would be beneficial to create a work group of state staff who apply for grants and manage grant activities. This work group would discuss their grant process experiences, share best practices, trainings, and informative websites. Based on the work group, they could discuss a practical training program which would include contacts for coaching and mentoring among state staff.

Expanding on the idea of agencies sharing information, training programs have been created for topics other than grants. Staff from various agencies who create training programs, could share ideas and discuss platforms they used to create cost effective trainings.

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Resource Page

As discussed earlier, grants are non-repayable quantity of funds that given by a government agency to another to help fund or to assist with their overall operations. According to Grants.gov "A grant is a way the government funds your ideas and projects to provide public services and stimulate the economy. Grants support critical recovery initiatives, innovative research, and many other programs listed in the Catalog of Federal Domestic Assistance (CFDA)".

According to the Office of Budget and Management "Federal awards is defined as federal financial assistance a non-federal entity receives, either directly from a federal awarding agency, or indirectly from a pass-through entity". There are multiple types of federals awards that an agency can apply for to use for operational and budget funding.

- Grants- An amount of money given, usually by a government or nonprofit organization, to fund certain projects.
- Direct appropriations- An appropriation made in biennial or annual budget bills and is for a limited period, usually within the biennium.
- Cooperative agreements-An agreement that that is a specialized research award in which the awardee and federal staff work together in conducting research.
- Interest subsidies- The value of the tax deductions of organization or company's earnings resulting from interest payments on its debt over the course of a year.
- Loans or loan guarantees- Borrowed funds that are required to be paid back. A guaranteed loan is a loan that a third-party guarantee (or assumes the debt obligation for) if the borrower defaults.
- Food commodities- Federal funding for administrative costs may only be used in making USDA Foods and nutrition education available to eligible beneficiaries.
- Insurance
- Other financial assistance
- Non-cash contributions / donations of property

According to grantsgovprod.wordpress.com, "There are several different types of grants which affect how the grants are awarded and implemented. The types of grants are formula, mandatory, discretionary, and block".

- Formula Grant is awarded based on statistical data for specific types of work. Medicaid and Unemployment Compensation are examples of formula grants. Formula grants are non-competitive, and the formula is established legislation and regulations.
- Mandatory Grant is a grant that that is statute based and must be awarded to each eligible applicant.
- Discretionary Grant is a grant which is based on eligibility and the federal agency selects the grant recipient. The discretionary grant process is a competitive process.
- Block Grant is a specific type of federal financial assistance for a broadly defined function. Block grants provide states with more flexibility on decisions regarding implementation of the grant supported program. Block grants can be used to establish a program or make sub awards to local organizations.