

The City of Pittsburgh

Grants Office Manual



Office of Management and Budget, February 2020

GRANTS OFFICE

The City of Pittsburgh's Grants Office is situated within the Mayor's Office of Management and Budget (OMB) and is tasked with centralizing the City's grant-seeking efforts; providing guidance and oversight to City departments in managing their post-award grant administration and reporting processes; and processing any donations received by the City.

The mission of the Grants Office is to increase the City's capacity to compete for federal, state, county, corporate, and foundation grant opportunities and to effectively assist in the full life-cycle of grant management from award through closeout. Our aim is to increase grant revenue, limit the City's exposure to any grant-related legal liability, and improve the overall efficiency and impact of programs and services funded through grant dollars.

The Grants Office utilizes eCivis, a leading grants management system designed for state and local governments and school districts. The software allows our staff to search and analyze a comprehensive listing of federal, state, and foundation grant opportunities.

Pleases note: All City of Pittsburgh grant applications must be approved by the Grants Office prior to submission. This not only ensures that the submitted requests align with the established City's priorities; it can help avoid duplicate requests to the same funder. Further, all local foundation requests and meetings will be facilitated by the Senior Grants Officer.

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INTRODUCTION

Grant funds received by the City of Pittsburgh support important programs and services that the City provides to our community. These funds allow the City to extend pre-existing services, introduce new initiatives, gain technological advances, and subsidize programmatic staffing and equipment. Grant funds are dispersed throughout many City departments and impact a variety of efforts, including public safety, economic development, technology, recreation, and infrastructure improvement, among many others. Because grant funding allows the City to leverage local public funds to extend and enhance the services it offers to the community, the impact of grant funding upon the City of Pittsburgh is significant.

The purpose of this Grants Manual is to guide City employees through the grantseeking and post-award processes for all departments, allowing us to achieve our mission more fully. The policies and procedures contained herein are intended to foster exceptional stewardship of the public trust through a rigorous adherence to ethical standards associated with grant-related activity.

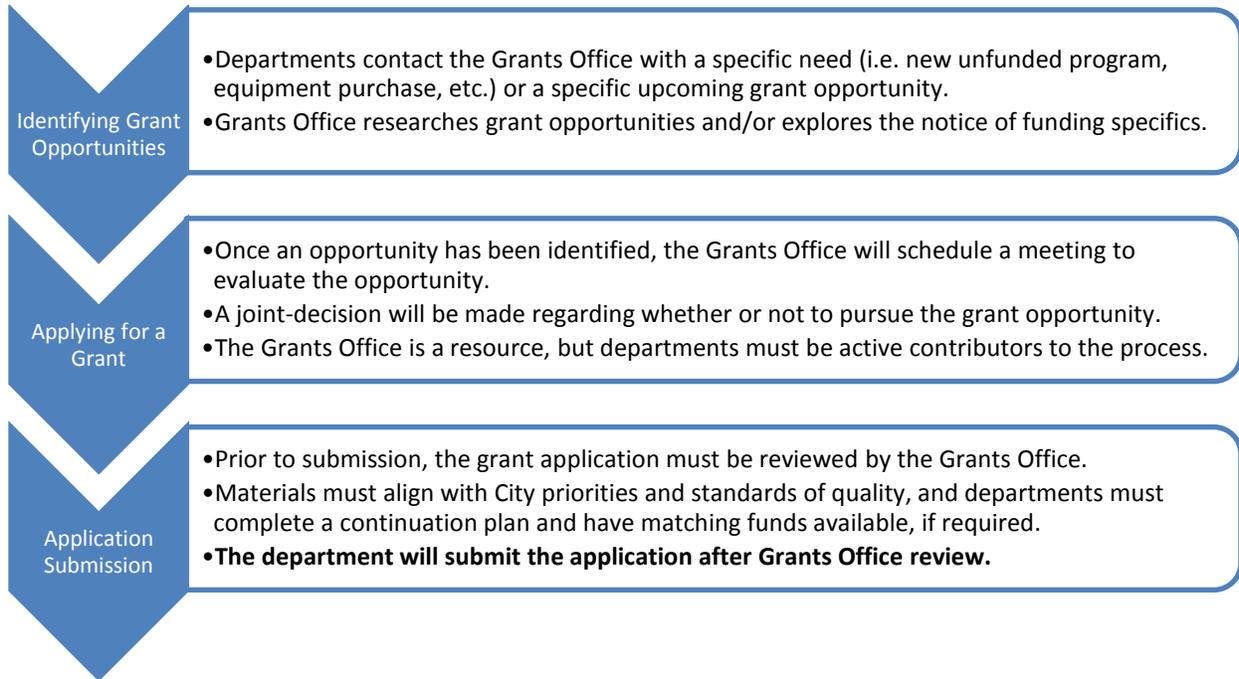
The policies and procedures laid out in this Grants Manual aim to achieve the following:

- Ensure that all grant-related activity is consistent with the strategic priorities of the Mayoral administration;
- Ensure the integrity of the City's good standing among grantmaking entities, from local foundations to Federal agencies and everything in between;
- Ensure accountability for financial and programmatic elements of grant management, as well as the detection and mitigation of potential grant-related problems;
- Serve as a resource for all steps of the grants lifecycle including grantseeking, post-award management, and closeout for all City departments; and
- Centralize grant seeking and management to promote collaboration and coordination of the grants process between City departments.

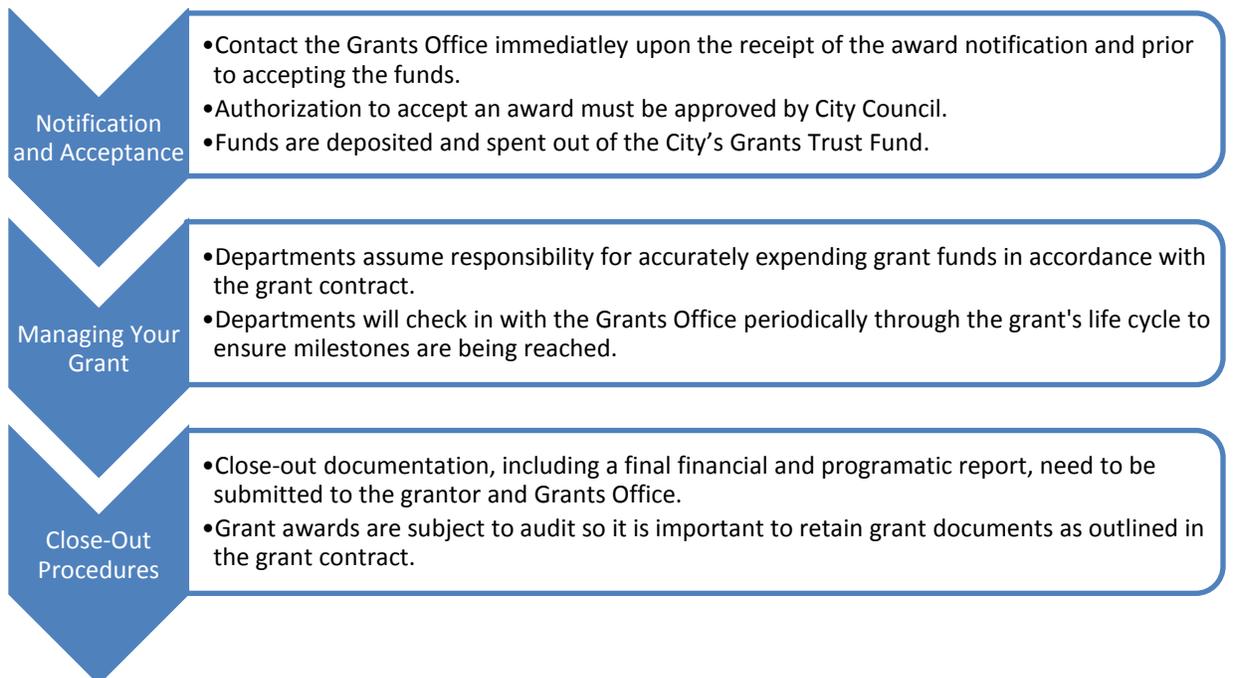
If specific direction relative to grants cannot be located in this policy, please refer to existing City of Pittsburgh policies and procedures or contact the Grants Office staff for assistance.

GRANT PROCESS FLOWCHART

The Grantseeking Process:



The Post-Award Grant Management Process:



Grant Checklist for Departments

Pre Award

- Identify a grant opportunity or funding need.
- Meet with Grants Office to evaluate opportunity, discuss timeline, and assign roles
- Send final application draft to Grants Office for review prior to submission
- Submit application
- Notify grants office when award is approved or denied

Post Award

- Contact Grants Office to schedule grant execution meeting
- Work with the Grants Office to draft legislation to be presented to council
- Attend City Council meeting regarding the grant
- Grant is signed by Mayor and possibly other parties
- If required, draft partner agreements to be signed by interested parties
- Deliver check to Grants Office for Deposit
- Submit any progress and financial reports to funder and Grants Office
- Prior to any major budget or project changes, contact Grants Office
- Submit close-out documentation, including final reports, to grantor and Grants Office
- Per grant agreement, retain necessary documentation in the event of an audit

PART 1: GRANTSEEKING

I. GRANTSEEKING PROCESS OVERVIEW

The Grants Office aims to help departments to both find and apply for grant opportunities, thereby allowing each department to expand its overall capacity without placing greater burden on the City's Operating and Capital budgets. In order to do this, the Grants Office must have knowledge of all departmental needs that may be met through grant funding. Understanding a department's needs and priorities will allow the Grants Office staff to conduct research to find possible grant opportunities that suit its needs.

The following methods will be used to match departmental needs with grant opportunities:

- I. Annual meetings with departments
 - As part of the yearly formation of the City's Operating and Capital budgets, the Grants Office will meet with departments during their annual budget formation meetings to identify the current needs and priorities of the department. These identified priorities will inform regular searches of our grants database. Department heads and the designated grants liaisons for each department will be notified throughout the year as promising new grant opportunities are identified.
- II. Ad-hoc grantseeking
 - At any time during the year, all City employees are encouraged to bring new ideas or initiatives to the Grants Office. In these cases, the Grants Office will work to match the idea to existing grant opportunities and add the information to the internal department priority lists.

Once a grant opportunity is identified, the Grants Office will work with the department head or application team to complete a high-quality application for submission prior to the deadline.

II. IDENTIFYING A GRANT OPPORTUNITY

You may have a great idea for a new program, or your department might be in need of a piece of equipment. However, the City's Operating or Capital Budgets are not always realistic sources of funding for new purchases or initiatives. Fortunately, the Grants Office is here to help you identify grant opportunities that match your specific needs.

The process below will be followed for all new requests brought to the Grants Office:

- I. Departments contact the Grants Office with a specific need (i.e. new unfunded program, equipment purchase, etc.).
- II. The Grants Office will use eCivis, an online grants database, and funding expertise to locate the most appropriate grant opportunities.

- III. If a promising grant opportunity is located, an initial grant evaluation meeting will be scheduled with the department and the Grants Office.
- IV. If the Grants Office is unable to identify promising grants immediately, a notification is set up in eCivis that will send an alert when relevant funding opportunities become available.

HOW GRANT OPPORTUNITIES DIFFER

Foundation Grants: Local and national foundations exist to give away monies from their endowments to programs of specific interest to their founders or board of directors and/or to benefit specific locations or populations. They make decisions following only their own bylaws. As such, requests for funding from foundations should reflect the unique priorities of each organization. The City of Pittsburgh is in regular conversations with local foundations regarding funding priorities. Therefore, funding requests from local foundations will need to be evaluated and approved by the Mayor's Office before an application can be submitted. Examples of Foundations include: Heinz Endowments (local), The Pittsburgh Foundation (local), Rockefeller Foundation (national). ***Notify the Grants Office at least 2 weeks prior to the application deadline.***

Corporate Grants: Corporate philanthropies are private funders who are endowed by corporations, and in some cases even receive a designated percentage of profits each year to give away. They too make funding decisions based on their own bylaws, which often dovetail with the sector in which the associated corporation operates. Usually, a corporation's website will detail its grant-making priorities and application guidelines. Examples of corporate philanthropies include: Alcoa Foundation (local), DICK'S Sporting Goods Foundation (local), and AT&T Foundation (national). ***Notify the Grants Office at least 2 weeks prior to the application deadline.***

County Grants: Allegheny County and its associated agencies offer a limited number of grant opportunities each year which are open to local municipalities. They are often competitive, and the City may choose to submit multiple prioritized applications. Applications may be filed by private developers, the Urban Redevelopment Authority, or non-profit organizations. As such, all Allegheny County grant applications must be brought to the attention of and approved by the Mayor's Office. ***Notify the Grants Office at least 1-month prior to the application deadline.***

State Grants:

The State of Pennsylvania offers a number of grant opportunities for municipalities through various agencies like the Department of Environmental Protection (DEP) and the Department of Transportation (PennDOT). These grants cover a wide variety of subject matter including environmental issues, transportation funding, economic development, and historic preservation. ***Notify the Grants Office at least 1month prior to the application deadline.***

Federal Grants:

The most time-consuming and competitive opportunities, Federal grant applications are substantial undertakings that can require project teams working upwards of 3 months to successfully complete. These grants often provide very substantial funding for longer-term initiatives, pilot projects, equipment, infrastructure-related projects, etc. that may be too costly to otherwise fund. These

opportunities are often offered through the relevant agencies like the Department of Agriculture (USDA), Department of Education (DoED), etc. ***Notify the Grants Office at least 1 month prior to the application deadline.***

III. APPLYING FOR A GRANT

Once a grant opportunity has been identified, the Grants Office will schedule a meeting to evaluate the competitiveness of a possible City of Pittsburgh application. During the meeting, the following steps will be completed by Grants Office staff and department representatives:

- I. Review the application material in-depth
- II. Identify all content and application components that must be developed for a successful application
- III. Identify financial implications
 - Total anticipated project cost
 - Match requirements and sources
 - Partner organizations/sub-contractors
 - Staffing requirements (including salary and benefits increases for multi-year grants)
 - Documentation of a clear continuation plan*
- IV. Identify programmatic implications
 - Alignment with Mayoral administration's strategic priorities
 - Alignment with the department's goals
 - Department's capacity to administer the programmatic, financial, and administrative aspects of the grant

*In evaluating grant opportunities, departments are required to develop continuation plans prior to applying for grants. The plan should address strategies for sustaining grant funded programs should funding be reduced or terminated. Departments must plan responsibly for either termination or reduction of the program, or, plan to seek alternative sources of funding. Departments must understand that grants are temporary and additional costs cannot be absorbed by the City's operating budget.

Upon reviewing the factors above, a decision will be made regarding whether or not to pursue the grant opportunity. The process below will be followed to determine the next steps for all grant opportunities:

- I. Reach a joint decision on whether the opportunity should be pursued
- II. Develop an application timeline, assign tasks, and, if necessary, identify a larger project team to aide in application development
- III. Schedule any necessary follow-up meetings

The process of assembling a grant application can vary greatly, as can the time commitment necessary to complete a competitive application. Keep in mind, the Grants Office is always available as a resource, but departmental staff must be active contributors to the application to provide the necessary technical and operational expertise and knowledge. The following can be expected from the Grants Office during the application process:

- Attend regular project team meetings and provide expertise and feedback
- Offer writing and editing assistance, as time permits
- Assist with securing letters of support to be included with the grant application
- Offer guidance on best practices for developing budgets, logic models, and other commonly required application components.

COMMON APPLICATION COMPONENTS

While each grant opportunity will have specific requirements, this section is intended to provide information that can be applied to all grant pursuits in general.

Writing an Executive Summary: The abstract or executive summary is a brief, page-limited overview of what the grant reviewer will find in the full grant application. Brevity is important - this section should be no longer than one page unless the guidelines indicate the need for a two-page summary. It is recommended to write the abstract or summary after the entire grant application narrative is written. Always follow the funder's guidelines regarding word or line limits and the structure of the abstract or executive summary.

Developing a Budget: The budget should contain two parts: (1) a budget and (2) a budget narrative. The budget will include a list of all line items and the specific dollar amounts, as well as a total cost for all expenses. The budget narrative is the more detailed, written explanation of how the monies will be spent if the project is funded. This section will explain and justify the calculations used to arrive at the budget figures.

Coordinating a Letter of Commitment or Support: A letter of support comes from a partner organization and states that the partner is committed to providing leveraging assets to your grant-funded program when funded. Partner organizations can commit to providing cash, facilities, technical assistance, equipment, supplies and materials, or loaned staff. Ask for letters of support from affiliates early in the planning process (*Note: the number of support letters required will vary*). In addition, letters of support can be written by local elected officials or organizations that underline their favorable opinion of the projects without specifically committing resources or funding to the proposal.

Creating a Logic Model: The Logic Model is a graphic blueprint of the key elements of a proposed program. It looks at inputs, activities, outputs, outcomes, and impacts. If you live and work in the world of grants, avoiding the Logic Model is difficult. Many different funders require a Logic Model in the program design of the grant application narrative.

See the Appendix for a sample budget, Council resolution, and logic model. In addition, the Grants Office website is a resource for additional grant application tools.

IV. APPLICATION SUBMISSION

Prior to grant application submission, the application must be reviewed by the Grants Office. The goal is to ensure that program and application materials align with established City priorities, meet the City's document quality standards, have matching funds available (if required), and that the means for continuation of the project or program after the grant period ends have been given realistic consideration.

The department submitting the grant application is responsible for ensuring that the pre-application assessment factors noted above have been evaluated and completed prior to submission.

The process below will be followed prior to submitting your grant application:

- I. Departments provide the Grants Office with all relevant application materials to review and authorize prior to submission.
- II. The Grants Office verifies any necessary information with department heads, OMB Budget Analysts, and the Mayoral administration.
- III. The Grants Office authorizes application submission.
- IV. Departments then submit the application following the procedures laid out by the funder.
- VI. Departments send a copy of the entire request (including all attachments and supporting documentation) to the Grants Office which retains a digital copy of the application and supporting materials for future reference.
- VII. Notify Grants Office when award is approved or denied.

PART 2: POST-AWARD GRANT MANAGEMENT

I. GRANT NOTIFICATION AND ACCEPTANCE

Once a department is notified that grant funding is awarded, the department calls the Grants Office to schedule a grant execution planning meeting. ***In some cases, grant awards require a quick turnaround to execute grant agreements. The Grants Office will work with departments to meet funder deadlines.*** Oversight of this process is critical to ensure that the interests and responsibilities of the City are met.

Throughout the grant cycle, the department is required to:

- Implement the project or program
- Achieve the stated goals and objectives outlined in the grant contract
- Comply with grantor's terms and conditions
- Meet agreed upon deadlines
- Adhere to the stated budget
- Maintain appropriate records
- Meet financial and programmatic reporting requirements
- Communicate the results of the program or project to the grantor

The process below will be followed for all grant award acceptance:

- I. The department contacts the Grants Office to begin the process of formally accepting the funds.
- II. A unique number for the grant (job number) will be assigned by the Grants Office for use in JD Edwards in managing deposits and expenses related to the grant. This number will also be used as part of sections 1 and 2 of the resolutions for council. (If you have already received a check, forward it to OMB. The check can be deposited after grants are approved by council.)
- III. The Grants Office will assist departments in the drafting of legislation to be submitted to City Council. Legislation is submitted to OMB for approval. Authorization to accept and expend an award must be approved by City Council through the legislative process.
- IV. Once Council has approved acceptance, the Grants Office will forward the grant documentation and the OMB coversheet to the Mayor for signature. Grant awards will need to be signed by the Mayor in order for them to be accepted by the grantor and become a fully executed agreement. The Grants Office will then send executed agreements back to the departments. Grant agreements may require additional signatures depending on the funder, which could include a department director and the Law Department. **Pay attention to the deadline to accept a grant. Some grant award acceptances require a quick turnaround.**
- V. Each department is responsible for sending executed and signed grant documentation to the funder. This is usually a paper file, but may be electronic. Upon receipt, the grantor will sign the final award document (executed award) and send it back to the department. When copies are received, departments must forward copies to the Grants Office and the Law Department.

Partner Organizations: There may be circumstances in which the City of Pittsburgh will partner with an outside organization. For example, the City is often approached by local non-profits, authorities, and other agencies to serve as the lead applicant for grant opportunities that are only open to municipalities. **As the lead applicant, the City assumes all the responsibilities for the grant, and must**

contract with the secondary organization. In the case of all partnerships, a Cooperation Agreement between partner organizations is required.

A Cooperation Agreement is a document which outlines each organization's roles and responsibilities in fulfilling the grant requirements. The Law Department will be instrumental in writing the agreement, which will then be folded into the process of accepting the grant award. At the time when legislation is presented, the Cooperation Agreement will also be included in the accompanying resolution.

II. MANAGING YOUR GRANT

Once grant funding is awarded and accepted, departments assume responsibility for accurately expending grant funds in accordance with the budget as well as implementing the scope of work for the project. There are unique financial and implementation requirements for every grant, which will be laid out in the award documents. The Grants Office is available to assist with any questions about these requirements.

The process below will be followed for managing a grant:

- I. In conjunction with the Grants Office the department will create a grant Implementation Plan that identifies the goals and objectives to be achieved, the project timeline, milestone events, an anticipated expenditure schedule, and roles and responsibilities. The purpose of this policy is to ensure that all grant funded programs or projects are managed according to the terms set forth in the grant agreement, the City of Pittsburgh Grants Manual, and other applicable City policies and procedures.
- II. Departments must request payment from the funder if a check is not received up front. The specific payment method will be disclosed in the executed agreement. A request for payment will be submitted through the Grants Office via sharepoint.
- III. Expenditures go through the City's regular approval process and can be viewed in JD Edwards (individual expenses, purchase orders, and encumbrances).
- IV. Departments are required to submit timely progress and financial reports that are outlined in the final grant agreement. Timely submission is necessary to avoid audit findings and ensures the City remains in good standing with all funders. Untimely submission of reports can jeopardize future funding requests and hold up payments for the City of Pittsburgh via the same funding agency. Copies of reports will be sent to the Grants Office for future reference.
- V. Notify the Grants office of any budget or programmatic changes to the Grant. Funders must approve any significant budget or programmatic changes through a written request, including award extensions. The grant agreement is a formal contract so any changes need to be agreed on by both parties. For example, if an item costs significantly more or less than what was entered in the budget, if there is a change of staff, or a change in project scope, departments will need funder permission to implement changes. If a modification request is not submitted, it is likely that grant funds will need to be returned (to the Grantor) or they will not be reimbursed.
- VI. Requests for proposals (RFPs) for vendors need to be coordinated with the Grants Office to ensure RFP's are in line with grant award. If this is a Federal grant, the Department must search

the System for Award Management (SAM) website to ensure any subawardees the vendor is not debarred or suspended.

III. SUBRECIPIENTS AND SUBAWARDS

A subrecipient is a non-Federal entity that receives a subaward from a pass-through entity to carry out part of a Federal program, but does not include an individual that is a beneficiary of such program. A subaward is an award made by a pass-through entity to a subrecipient for the purpose of carrying out a portion of the work funded by the pass-through entity's Federal award. The pass-through entity may use any form of legal agreement for making a subaward, including an agreement that the pass-through entity considers a contract. A subaward is not a contract by which the non-federal entity (i.e., the recipient or a subrecipient) enters into an agreement with an entity to purchase property or services needed to carry out the project or program under a Federal award . Here are some best practices:

- Require subrecipients to include in their applications a time-phased milestone plan of action based on clearly stated accomplishments defined in the proposal.
- Integrate budget line items into the performance plan.
- Require performance/progress reports and supporting documentation with monthly invoices. Performance reports should discuss:
 - Milestones achieved/to be achieved;
 - Any significant problem, issues, or concerns;
 - Timely accomplishments and delays, and
 - Actual cost incurred compared to each budget line item with variances explained.

Departments are responsible for collecting close out documentation from the subrecipients, reviewing it, checking for accuracy and submitting to the Grants Office for final submission.

IV. CLOSE-OUT PROCEDURES

As grant awards come to an end, final documentation is required to be submitted for final close-out. This documentation will usually include a final financial statement and a final programmatic report.

The following process will be followed for grant award closeout.

- I. The Grants Office will meet with departments three months prior to the end of grant close-out period to discuss any procedures and/or developments and to ensure submission of final paperwork.
- II. If a Cooperation Agreement was included in the grant paperwork, the Grants Office will also ensure that all paperwork from the partner organization is submitted.
- III. Departments will submit all closeout documentation to the Grants Office for future reference.

V. AUDITS/SITE VISITS

Departments should contact the Grants Office immediately in the case of an audit or site visit. An independent review of the City of Pittsburgh grant-related records in the form of an audit can take place at any time. The goal of an audit is to ensure that the City has fully complied with all requirements of a given grant agreement and to verify the accuracy of all associated financial records. Some audits are predictable and take place on a regular basis, while other audits are performed by funders on an ad-hoc basis. The possibility for a grant audit always exists, which underscores the importance of record retention (see section V. below for details).

The Single Audit is a yearly review overseen by the Finance Department and conducted by an outside entity. Auditors review all Federal grants as well as any grants in which the source of funds originated from the Federal government. The audit includes all expenditures and receipt of payments for all relevant grants.

VI. DOCUMENT RETENTION

Grant documentation must be kept a minimum of five years past the official close of the grant. If the grant is re-opened due to an audit, the five years starts from the end of the audit. All records must be retained including receipts, any spreadsheets, grant award documentation, required forms, etc.

PART 3: DONATIONS

I. DEFINITIONS

Donations or gifts are made to the City without expectation of goods, services, or significant benefit or recognition in return. Donations may be in the form of monetary (cash) or in-kind contributions of products, services, investment securities, real property (e.g. land), or any combination thereof. Donations that, if accepted, would require the City to submit an application or oblige the City to enter into a service, procurement, or other arrangement shall not be considered for a donation.

There are two types of donations:

- Restricted donations are designated for a particular City department, location, or purpose.
- Unrestricted donations are given to the City without any limitations placed on its use.

II. PROCEDURES

The following process will be followed for donation.

- I. All donations or gifts to the City shall immediately be submitted for consideration for acceptance. A Donation Acceptance Form is required to be completed by the receiving Department Head or the OMB for all donations provided to the City.
- II. Based on the value of the donation offered as outlined below, appropriate City staff shall review each donation and determine if the benefits to be derived warrant the acceptance of the donation.
 - Offers of cash or items or services valued at \$500 or less shall be approved at the discretion of the OMB, and all donations, regardless of amount shall be properly recorded and appropriated.
 - Donations of cash or items or services valued at more than \$500 and less than \$5,000 shall be approved by City Council through a read and adopted process with a single vote after review by the OMB.
 - Donations of cash or items or services valued at and more than \$5,000 shall be submitted via resolution to City Council for acceptance after initial review by the OMB.
- III. The appropriate City staff or Council members will review the conditions of any restricted donation and determine if the benefits to be derived warrant acceptance of the donation.
- IV. All donations or gifts will receive recognition commensurate to the level and nature of the donation, as determined by the City. Regardless of the method of recognition selected, the intent shall be to appropriately honor the donor for their contribution to the community. Acknowledgement of the donation shall be in writing and be the responsibility of the Department Head who is the primary beneficiary of the donation. A copy of the acknowledgement shall be provided to the donor(s).

V. Upon receipt of the donation:

- Physical items will be distributed to appropriate City departments for use, or at the discretion of the Department Head or OMB, disposed of in an appropriate manner according to this operating policy.
- Donations of cash for restricted donations will be deposited into the appropriate revenue account for the designated department.
- Donations of cash for unrestricted donations will be deposited into the General Fund unless otherwise determined by a majority of Council through a formal motion.

VI. A copy of each Donation Acceptance Form for accepted donations shall be maintained for information by the OMB and the designated department for which the donation was assigned.

The City of Pittsburgh may decline any donation without comment or cause if, upon review, acceptance of the donation offer is determined to not be in the best interest of the City.

APPENDIX

Sample Budget:

	YEAR 1	YEAR 2	YEAR 3	TOTAL
REVENUE				
TBD	\$ -	\$ -	\$ -	\$ -
TBD	\$ -	\$ -	\$ -	\$ -
TBD	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ -	\$ -	\$ -	\$ -
EXPENSES				
PERSONNEL				
Full-Time Salaries	\$ -	\$ -	\$ -	\$ -
Full-Time Benefits (30%)	\$ -	\$ -	\$ -	\$ -
Part-Time Wages	\$ -	\$ -	\$ -	\$ -
<i>Personnel Total</i>	\$ -	\$ -	\$ -	\$ -
NON-PERSONNEL				
Equipment & Supplies	\$ -	\$ -	\$ -	\$ -
Printing	\$ -	\$ -	\$ -	\$ -
Communications	\$ -	\$ -	\$ -	\$ -
Food/Refreshments	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -
Promotional Items	\$ -	\$ -	\$ -	\$ -
Postage	\$ -	\$ -	\$ -	\$ -
Rental Fees	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
<i>Supplies Total</i>	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENSES	\$ -	\$ -	\$ -	\$ -

Sample Resolution:

Resolution authorizing the Mayor and Director of [department, ex. "Department of Public Works"] to execute relevant agreements to receive grant funding to support [brief summary of how the grant purpose] and further providing for an agreement and expenditures not to exceed the written amount of grant [dollar amount of grant award, ex. "\$50,000"] dollars for this stated purpose.

Be it resolved by the Council of the City of Pittsburgh as follows:

Section 1. The Mayor and the Director of [department] of the City of Pittsburgh are authorized to execute relevant agreements with the [name of grantor, ex. "Pennsylvania Department for Economic Development"] in order to receive a grant award of written amount of grant [dollar amount of grant award] for the [brief summary of how the grant funds will be used] in the City. Monies from the grant agreement shall be deposited into the Grants Trust Fund account [insert job number here].

Section 2. The Mayor and the Director of [department] of the City of Pittsburgh are further authorized to enter into an Agreement, or Contract, or utilize existing Agreements or Contracts and not to exceed written amount of grant [dollar amount of grant award] dollars, [brief summary of how the grant purpose] under the terms of the agreement between the City and the Grantor [name of grantor]. Said agreement or agreements, contract or contracts, or expenditures shall not exceed written amount of grant [dollar amount of grant award] dollars chargeable to and payable from the Grants Trust Fund account [insert job number here].

Note: The Grants Office will provide appropriate job numbers for your resolution.

Logic Model

A logic model (also referred to as *a Theory of Change*) is used to evaluate the effectiveness of a program. Logic models help us summarize key elements of a program, explain the rationale behind certain program activities, and more clearly explain our intended outcomes. Funders of all types request logic models, so, it's crucial to understand how they work. Below is an example:

INPUTS	STRATEGIES	OUTPUTS	INTERMEIDATE OUTCOMES	LONG-TERM OUTCOMES (FINAL GOALS)
What do you need to make your program happen?	What will the program do?	What are you measuring? (The direct quantitative product of your program activities)	Benefits for participants during and after program activities	Changes in systems and processes after expending funding
Examples include: <ul style="list-style-type: none"> • Money • Partners • Facilities • Equipment and supplies • Transportation • Staff time • Volunteers 	Examples include: <ul style="list-style-type: none"> • Provide... • Develop... • Implement... • Create... • Educate... • Coordinate... 	Examples include: <ul style="list-style-type: none"> • #of classes taught • #of hours of service • #of residents served • #of projects completed • # of materials distributed 	Examples include: <ul style="list-style-type: none"> • Improved condition • New knowledge • Increased skills • Changed attitudes • Changed behavior 	Examples include: <ul style="list-style-type: none"> • New approaches • New services • Stronger partnership working agreement

IMPACT STATEMENT (Post 2-3 years). This should be written in the past tense, as if the project has already been funded. In an ideal world (and in one sentence), what would happen as a result of your proposed project?

(Example: Students who once struggled to maintain a D grade point average have achieved phenomenal levels of success; they have celebrated As and Bs, increased state standardized test scores, and assumed leadership roles in after school activities).

Adapted from: Grant Writing for Dummies 4th Edition

**City of Pittsburgh
Donation Acceptance Form**

This is to confirm that on (date) the City of Pittsburgh received from (donor name and address), the following (check one):

- \$ (amount) in a lump sum
- \$ (amount) in (frequency) payments of
\$ (amount) in (number) installments
- \$ (amount) in value of goods or services

Describe products, services, investment securities, real property, etc. in the space below:

Check this box if the donation is to be limited to the following uses:

City will publicly recognize donor by:

In administering this agreement, the Donor and City shall engage through the following primary representatives:

	City of Pittsburgh	Donor
Primary Representative:		
Address:		
Telephone:		
Email:		

Submitted by

Name:

Title:

Date:

Signature:

Necessary Actions:

Less than \$500 OMB approval

\$500 to \$4,999.99 OMB approval, reading and adoption by Council

\$5,000 and greater OMB approval, full legislative approval