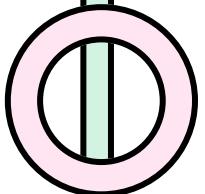


# ADVANCED GRANT FUNDING

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**GRANT STRATEGY AND  
STEWARDSHIP: SUCCESS  
BEYOND THE BASICS**

**JUNE 17, 2025**



Petroglyph Consulting, LLC

# ● Introduction



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# ○ Webinar Agenda



- Developing a Grant Strategy and Pipeline
  - Creating a Project Readiness Framework
- Prioritizing Projects for Grant Applications
- Budget Development and Match Strategy
  - Understanding Indirect Costs
- Supporting Documentation and Attachments
- Partnerships to Strengthen Applications





# Grant Pipeline Development

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# ○ What Is a Grant Pipeline?



- A structured and proactive system for identifying and tracking potential grant sources.
- A curated list of projects that an organization prepares in advance to align with anticipated or recurring funding opportunities.
- It helps organizations move from reactive, last-minute applications to a more **strategic and planned approach** to pursuing funding.



# ○ Grants - Moving Target



- New Grant Opportunities
- Grant Changes
  - Timing of application
  - Available funding
  - Funding priorities
  - Eligibility requirements
- Project Changes
  - Priorities change
  - Needs change



# ● Tracking Tools for Grants



- Tracking tools help you monitor deadlines, align projects with funding cycles, and stay ahead of grant opportunities.
- People have a tendency to overestimate future available time.
- Calendars
  - Application openings and deadlines
  - Internal milestones (draft reviews, approvals)
  - Award announcements
  - Reporting or renewal deadlines



# ● Tracking Tools for Grants



- Alerts & Subscriptions - Most granting agencies let you sign up for alerts or have mailing lists.
  - New opportunities and updates
  - Technical assistance webinars
  - Changes to guidelines or deadlines
- Funding Databases
  - Review Grant Clearing Houses periodically
    - Grants.gov
    - Justgrants.gov



# ○ Tracking Tools for Grants



- Grant/Project Tracker. Spreadsheet or other database for grants and projects.
  - Grants
    - Grant title and agency
    - Deadline and match requirement
    - Eligible uses and funding range
  - Projects
    - Project name and description
    - Estimated cost and funding need
    - Readiness status (e.g., feasibility, environmental clearances, preliminary design)





# Grants - Dealing with Uncertainty



- Grant Application is not a “one and done” situation.
  - Not all grant applications are successful. You need to be prepared for what to do if a grant application is rejected.
- Apply to multiple grant funding sources.
  - Alter the Project Scope
- Re-apply to the same grant the following cycle.
- Use multi-phase or planning grants to prepare complex projects for future applications.



# ○ Typical Grant Timeline Example



- Dates from 2019 Pre-Disaster Mitigation Example



- The timeframe from application to award is 15 months.





# Be Prepared for Grant Funds

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# ○ Identify Staff Resources



- Grant Manager
  - Who is looking for grants to apply for?
    - Grant windows open and close quickly.
  - Who will draft the grant applications?
- Fiscal Manager
  - Who will process pay requests and submit for reimbursement?
- Project Manager
  - Who will oversee the completion of the project?



# ○ Other Personnel Resources



- Contract Services
  - On-Call Engineering Consultants
  - Legal Counsel/Accountant
- Public Entities
  - Local County or Adjacent City
  - Metropolitan or Rural Planning Organizations
    - Council of Governments (COG)
  - Southwest Environmental Finance Center
    - Water, Wastewater & Stormwater



# Community Preparedness



- Is your community registered on Sam.gov?
  - System for Award Management (SAM)
  - Commercial and Government Entity (CAGE) code
  - Unique Entity Identifier (UEI)
  - **\*\*Needed for any federal funds application\*\***
- Common documents needed
  - Articles of Incorporation
  - Department of Treasury IRS letter assigning your EIN
  - Town charter, documentation from state governments for town existence





# Identify Community Limitations



- Outstanding Violations.
  - Unless the Project addresses them.
- Poor or missing Financial Audits.
  - Address findings
- Project Maintenance wasn't completed.
- Conflict with prior federally funded infrastructure.
- Incomplete 'Prior Award' grant funds.
  - May prevent award of new funds
    - Water Trust Board two-year window for project completion.





# Project Readiness Framework

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# Project Readiness Assessment



- Is the project clearly defined with a specific scope, timeline, and location?
- Are preliminary engineering, design, or planning documents completed?
- Have necessary environmental, cultural, or permitting reviews been initiated or completed?
- Is there a realistic cost estimate with itemized line items prepared by a qualified professional?
- Has the governing body passed a resolution or provided written support to apply for the grant?
- Have you identified and secured any required matching funds or partnerships?
- Does the project align with adopted community plans (CIP, hazard mitigation, master plan)?



# ○ Develop Project Portfolios



- Title?
- What is the Problem?
- What is the Project?
- What will the Project improve?
- What will the Project cost?
- Who will benefit from the Project?
- Who supports the Project?





# ○ Project Site Preparedness

- Do you have all the property and easements?
  - ROW/Easements for access and construction.
  - **\*\*Lack of site access is biggest funding roadblock\*\***
- Has the project site been evaluated?
  - Biological Evaluation (Federal)
  - Cultural Survey (Federal & State)
    - TIP: Expand survey area to include multiple project sites - good for 3-5 years.
- Do you know the project site history?
  - Prior uses (e.g. potential for contamination)



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# What Is a Funding Resolution?



- A funding resolution is an official action taken by a governing body to authorize a grant application or commit to project implementation.
  - Identification of the applicant
  - Identification of the funding program
  - Description of the project and funding request
  - Commitment to provide matching funds if applicable
  - Authorization for a representative to submit the application



# ○ Aligning Project to Funding



- Match up your project to the funding source
  - Time Comparison
    - When do you need it completed?
    - When do the funds expire?
  - Compare Project to Funding Source
    - Purpose of Funding Agency.
    - Identify Project Ranking Criteria.
      - Benefit Cost Analysis
  - Compare Request to Available Funds
    - Identify Min/Max Funding limits.
    - Don't be greedy.



# ○ Aligning Project to Funding



- Match up your project to the funding source
  - Identify Project Scope Components for funding.
    - Identify Scale/Modularity of Project.
    - Can be set based on the available funding.
  - Identify Unit Process of Project for Funding
    - ROW? Planning? Engineering? Construction?
    - Limiting the Unit Processes can be beneficial.
    - Can any work be completed in advance?
      - Survey or Environmental





# Budget Development

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# Typical Budget Categories



- Personnel
  - Salaries and wages for staff working directly on the project
  - May include project managers, technical specialists, admin support
- Fringe Benefits
  - Health insurance, retirement contributions, payroll taxes
  - Often shown as a percentage of personnel costs
- Contractual / Professional Services
  - Consultants, engineers, architects, legal services, evaluators
  - Third-party vendors not employed by the applicant



# ○ Typical Budget Categories



- Equipment
  - Tangible items with a useful life of more than one year
  - Typically over a set threshold (e.g., \$5,000 per item)
- Supplies / Materials
  - Items that are consumed or used up during the project.
- Construction
  - Direct costs associated with new construction, renovation, or infrastructure improvements
- Travel
  - Transportation, lodging, and per diem for project-related travel.



# ○ Typical Budget Categories



- Other Direct Costs
  - Utilities, printing, outreach, training, permit fees
  - Costs that don't fit other specific categories
- Indirect Costs
  - Administrative overhead (e.g., accounting, HR, office space)
- Match or Cost Share
  - Applicant contributions, either cash or in-kind
  - Must be documented and allowable under the grant rules



# ○ Indirect Costs



- Expenses that are necessary for the general operation of an organization but cannot be directly attributed to a specific project or activity.
- They support multiple activities and are incurred regardless of whether a specific grant is awarded.
  - Fiscal; Administrative; Managerial Staff Costs (Salary & Benefits)
    - \*Maintain Time Records!
  - Building/Vehicle Operating Expenses (Utilities)
  - Software (Subscription)
  - Insurance and legal services



# ○ Indirect Costs



- Funding Agencies allow indirect costs to be charged as part of the grant application because they want to be assured the funds will be managed and executed properly.
- Evaluate your Operating Budget
  - Do you need assistance?
  - Is your budget fully funded?
- Evaluate the potential grant of award vs. cost of project.
  - Do you need every penny for the project?



# ○ Indirect Cost Rates: De Minimis vs. NICRA



- Federal agencies allow a 15% De Minimis rate
  - Not justification required.
- Negotiated Indirect Cost Rate Agreement (NICRA)
  - A formal agreement between an entity and a federal agency that establishes the allowable indirect cost rate that the entity can use when applying for and administering federal grants.
  - **More accurate** reflection of true overhead costs, often higher than 15%.
  - Can be based on **actual historical costs** or **provisional estimates**.





# Matching Funds

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# ○ Identify Available Match for Grants



- Match is the “local” share of costs that you are required to contribute.
- Stop complaining. Every project requires matching funds.
- Types of Match
  - Hard Match - Also called 'Cash Match', includes your own funds (general revenue), cash donations from non-federal third parties, or other eligible grants.
  - Soft Match - Also called 'In-Kind Match' includes the value of personnel, goods, and services that contribute to, or support, the project.



# ○ Hard & Soft Match Examples



- Hard Match
  - Community Funds (Your budget)
  - Other Public Funds
    - Capital Outlay
  - Private contributions
- Soft Match
  - Staff Time/Equipment Use
  - Property or Easements
    - Do you have a recent appraisal of your property?
  - Partnership Contributions



# ○ Where to Find Match



- Internal Sources - Hard Match
  - Capital budget
    - Are funds budgeted for the project?
    - Are un-assigned funds available?
    - Are funds budgeted for other future capital improvements?
  - Personnel
    - Will Staff be providing Project oversight or Administration?
    - Time commitment by Fiscal and Managerial staff.
  - Operating Budget
    - Can funds be diverted from line items?
      - Personnel vacancy savings; deferred purchases; maintenance budget.



# ○ Where to Find Match



- External Sources - Hard Match
  - Other State Grants
    - River Stewardship Grant
    - Water Trust Board
    - NMFA Local Govt. Planning Fund
  - State Loan Programs
    - NMED Rural Infrastructure Program
    - NMFA Public Project Revolving Fund



# ○ Where to Find Match



- External Sources - Hard Match
  - Certain Federal Funds
    - Clean Water Revolving Fund
    - Drinking Water Revolving Fund
    - HUD Grants
    - Community Development Block Grants (CDBG/HUD)
  - Non-Governmental Entities
    - Grants
    - Capital Funds
  - Private Businesses
    - Donations



# ○ Where to Find Match



- Existing Eligible Assets
  - Real Property or Easements
    - May require a re-valuation by a certified appraiser.
    - Typically not eligible for replacement/improvement projects.
  - Completed Supporting Documents
  - Completed Engineering Plans
  - Other Physical Assets
    - Re-purposing Water Tank
- Need documentation of payments or value.
- Cannot have been used with another federal grant project.



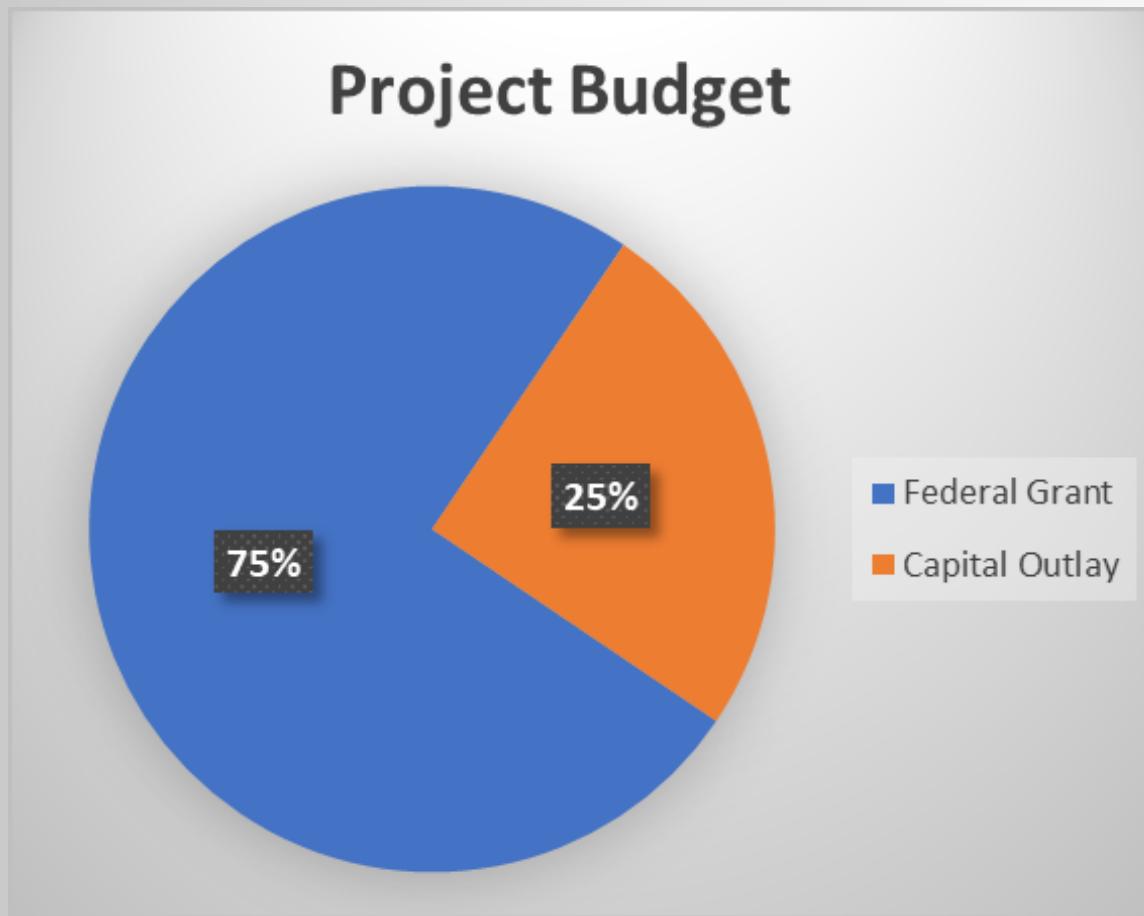
# ○ Where to Find Match



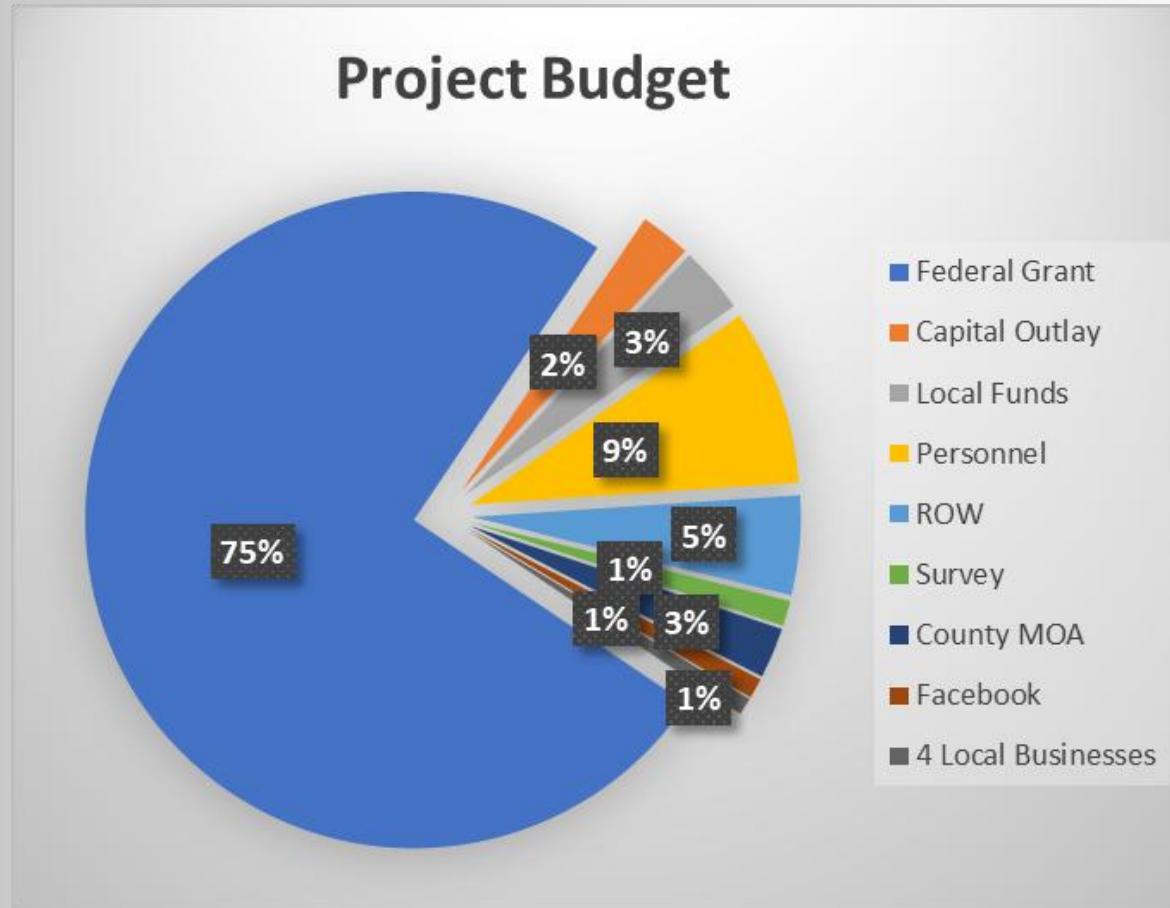
- External Sources - Soft Match
  - Free or Discounted Services or Goods
  - Exchange of Services or Goods
  - Leveraging of Existing Resources
  - Advertising/Sponsorship
  - Volunteer Organizations
    - Scouts/Schools
    - Youth Conservation Corps
    - Prison Services



# ○ Everyone's Idea of Matching



# ○ What Match May Actually Look Like



# ● Summary of Matching Fund Concepts



- Finding Match can be more time consuming than the grant.
- Match doesn't have to come from one source.
- Match doesn't have to come all at the same time.
- Match doesn't have to be cash, it can be a loan or contributed goods and services.
- You can "over-Match", if it helps with project ranking.
- You can't use the same Match twice.





# Supporting Documentation

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# ○ Reference Materials



- Universities
  - UNM Bureau of Business and Economic Research
- US Census Bureau
  - Valuable statistics about your community.
- Council of Governments (COGs)
  - Transportation Mapping & Analysis.
- Previous Grant Applications
  - Agency website will have link to previous successful grants.



# ○ Supporting Materials



- Planning
  - Masterplans
  - Infrastructure Capital Improvement Plan (ICIP)
- Environmental
  - Biological surveys
  - Archeological surveys
- Engineering
  - Preliminary Engineering/Design Analysis Reports
  - Design Drawings
  - Models/Modelling Results



# ○ Supporting Materials



- Administrative
  - Governing Body Resolutions or Ordinances
  - Audits/Fiscal Reports
  - Memorandum of Understanding (MOU)
- Operations
  - Monitoring Reports
  - Maintenance/Repair Documentation
- Legal
  - Violations/Administrative Orders
  - Land Deeds & Easements
  - Land topo or boundary surveys



# ○ Supporting Materials

- Visual
  - Pictures
  - Maps
  - Renderings
  - Schematics
- External
  - Third-Party Reports & Studies
  - Letters of Support
  - News Stories



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# ○ RECYCLE!



- Don't "throw away" old grant submittals.
  - Improve them and re-apply.
  - Use them as follow up applications.
- Re-use Existing Documentation
  - Planning Documents & Reports
  - Design Plans
- Everything you write should be with the goal of using it twice.
  - Just be careful with "cut & paste"





# Partnerships

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# ○ Partnerships



- Some Grant Funds Require Partnership
- Main Goals of Partnerships
  - Grant requires a specific industry or institution
    - University; Research Facility
  - Support of Additional Goals
    - Resource Conservation
  - Demonstration of Community Support
    - Specific Community Sub-group
      - Disadvantaged or Underserved Communities
  - Acquire Hard or Soft Project Match



# ○ Partnerships



- Sometimes a single Partner is enough.
- Simplest Level: a Letter of Support.
- Partnership can be done in steps.
  - You + Partner 1; You + Partner 2, etc.
- Leverage your Partners' Strengths.
  - Can they do the public outreach?
  - Do they have specialized equipment or resources?



# ○ Letter of Support



- To show general endorsement for the project or applicant.
- Content Includes:
  - Why the stakeholder supports the project
  - Their relationship to the applicant
  - The project's potential benefits to the community or region
- Use When:
  - A stakeholder agrees with the goals but is not contributing resources.
  - You want to demonstrate broad-based community or political backing.



# ○ Letter of Commitment



- To confirm a specific contribution or role in the project.
- Content Includes:
  - Specific description of what will be provided (e.g., staff time, materials, funding, facilities)
  - Timeframe, conditions, and value of the commitment
  - Signature by someone authorized to make the commitment
- Use When:
  - The partner is providing match funding, services, or in-kind support.
  - The grant requires evidence of formal collaboration or resource sharing.



# ● Understanding MOUs and JPAs



- Memorandum of Understanding (MOU) - A non-binding agreement that outlines the roles, responsibilities, and intentions of collaborating organizations.
- Key Features:
  - Describes shared goals, responsibilities, and intentions.
  - Useful for clarifying roles without creating legal obligations.
  - Often used to demonstrate partnership in grant applications.
  - Helps set expectations around communication, deliverables, and coordination.



# ○ Understanding MOUs and JPAs



- Joint Powers Agreement (JPA) - A legally binding agreement between two or more public agencies (e.g., cities, counties, districts) to jointly exercise shared powers under state law.
- Key Features:
  - Formalizes shared governance, authority, or resources.
  - Often involves cost-sharing, staffing, or program delivery.
  - May establish a new entity (e.g., joint authority or board) to manage the collaborative effort.
  - Subject to legal review and sometimes state approval.



# ○ Keys to Successful Partnerships



- There must be a real or perceived benefit for the project partner.
  - Economic
  - Strategic
  - Social
- They must believe that the project will be successful.
  - Support from your Governing Body
  - Commitment to complete the Project
  - Commitment to operation & maintenance



# ○ Public Partnership Examples



- Splitting Project Costs
  - Sandoval County - Guadalajara Rd.
  - Drainage & Roadway Improvements
- Disposal of Excess Dirt for use as Daily Cover
  - Sandoval County Landfill
  - Receive partial payment for delivery.
- Acceptance of Infrastructure
  - City of Rio Rancho - Alberta Rd.
  - Contributed to Project and accepted infrastructure for O&M.



# ○ Public Partnership Examples



- ROW Donation
  - City of Rio Rancho
    - Vacate cul-de-sacs for project footprint.
- ROW Exchange
  - City of Rio Rancho
    - Vacate property adjacent to arroyo for property adjacent to roadway.
- Splitting Project Costs
  - City of Rio Rancho - Pecos Loop Rd.
    - Design & Construction completed separately



# ○ Private Partnership Examples



- Disposal of Excess Dirt - Lomitas Negras Facility
  - Disposal on adjacent property
- Acceptance of Excess Dirt - Ivory Channel
  - Developer used our property to dispose of waste material
- Subdivision Development
  - Provide property site for sanitary sewer lift station in exchange for upsizing storm drain to accept flows.
- Completion of Trail System
  - Work with local developer to complete trail system.



# ○ Private Partnership Examples



- Donation of property for project
  - CNM Community College - Upper SLO Dam
  - Education opportunity for CNM
- Walking Trail Support
  - Presbyterian & Lovelace
  - Provided funds for walking trail - promote healthy lifestyles.
- Water Harvesting Shade Structure Support
  - PNM
  - Provided funds for structure - promote energy conservation
  - Advertising



# ○ Public-Private Partnership Examples



- SSCAFCA
  - Needed to complete improvements to outlet of Montoyas Arroyo to the Rio Grande.
- City of Rio Rancho
  - Needed to complete maintenance on wastewater treatment plant discharge to the Rio Grande.
- Nature Conservancy
  - Received grant for habitat enhancement.
- Local Developer
  - Needed to offset removal of habitat at a separate location.





# Be Patient & Persistent

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# QUESTIONS?

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