



**Mille Lacs Band of Ojibwe
Grants Department
Policies and Procedures
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Table of Contents

Policy Statement	Page 3
Grant Funded Research Requests	Page 5
Grant Writing Requests	Page 6
Grant Development and Planning	Page 8
Principles of Grant Management	Page 10
Negotiating and Accepting the Award/Appropriations	Page 11
Grant Management	Page 12
Conflicts of Interest	Page 14
Policy Approval	Page 15

Appendix

Grant Research Request Form	Page 16
Grant Writing Request Form	Page 17
Grant Writing Request Form Flow Chart	Page 19
Grant Planning Guidelines	Page 20
EXAMPLE OSG Approval Memo	Page 25
APB Guidelines	Page 26

Forms are subject to change at the discretion of the Grants Director

Policy Statement:

The Mille Lacs Band of Ojibwe (MLBO) Grants Department intends to make available the procedures it utilizes in responding to: grant funding research requests; grant writing requests; grant development phase; project start-up phase; award management phase; and award close-out phase.

The procedures outline the different steps throughout the various phases within a grant lifecycle and are required to develop an accurately designed grant within predetermined deadlines.

Rationale for the Policy Statement:

The MLBO Grants Department is housed under the Executive Branch, Administrative Department and consists of a Director, and three Grant Development Specialists. The Grants Director assists MLBO Directors with the development and submission of grant proposal, proper management of budgeting and reporting.

The Grant Development Specialists are also responsible for supplemental research, writing grant narratives, narrative/work plan modifications, budgets, budget justifications; they will also assist with program reporting, budget modifications and overall compliance of the grant requirements.

Due to the fact that the Grants Department provides services to all MLBO Departments it is essential to maintain consistent procedures to ensure a positive and effective process to meet foundational, state and federal deadlines.

Grant Department Purpose:

The purpose of the Grants Department is to develop, implement, and maintain meaningful grant oversight and coordination for MLBO thereby increasing grant related revenue, limiting MLBO's exposure grant related legal liability, and improving the efficiency and impact of programs and services funded through grants. The policies and procedures contained are intended to foster exceptional stewardship through a rigorous adherence to ethical standards associated with grant related activity. The policies and procedures aim to do the following:

- Promote the use of best practices
- Promote sound financial management
- Ensure the grant related activity is consistent with the MLBO strategic priorities
- Ensure the integrity of the MLBO's good standing among grant making entities
- Ensure the detection and mitigation of potential grant related problems before they harm MLBO
- Promote efficiency and effectiveness in grant funded projects and programs
- Ensure accountability for financial and programmatic elements of grant administration and management.

Adherence to the following policies and procedures will promote increased efficiencies, better transparency, greater accountability to ethical standards, a strategic approach to funding opportunities, and generally place the MLBO in a more competitive footing for securing grant funds. Significantly, these

efforts will provide the MLBO with a comprehensive real-time overview of the current grant environment, including the source, destination, and disposition of grant funds, matching funds, and pending applications. This information will lend support to MLBO leaders in managing the MLBO's progress into the future.

Grant funds received by the Mille Lacs Band of Ojibwe (MLBO) support important programs and services that MLBO provides to the community. These funds allow MLBO to extend pre-existing services, introduce new initiatives, gain technological advances, and subsidize programmatic staffing. Grant funds are dispersed throughout MLBO and impact a variety of efforts, including social services, public safety, public health, youth programming, education, natural resource management, and heritage resource management, among others. Because grant funding allows MLBO to leverage the MLBO net revenue budget in order to extend and enhance the services it offers to the community, the impact of grant funding upon the community is significant. So too should be the process that governs it. MLBO considers the term grant to include the following funding streams:

- *Competitive (Discretionary) Grants*
- *Block Grants or Formula Grants*
- *Continuation of any grant type*
- *Cooperative Agreements and Contracts*
- *Reimbursement programs*
- *Foundation Grants*
- *Corporate Grants*

Grants Department Structure:

- 1 Director
- 3 Grant Development Specialists

Accounting and financial services for the all grant activity are provided by the Mille Lacs Band's Office of Management and Budget under the management of the Commissioner of Finance.

The Grants Department is supported by and provides support to the various departments throughout Tribal government.

Delivery of Services:

Anyone who is a Mille Lacs Band of Ojibwe employee appointed to serve as Project Director for an awarded grant or in the pursuit of new grant funding.

Grant Funded Research Requests:

The Mille Lacs Band of Ojibwe (MLBO) Grants Department intends to make available the procedures it utilizes in responding to grant funding research requests.

The procedures outline the different steps in requesting grant funding research requests.

Procedures

1. Grant Director will provide the *Mille Lacs Band of Ojibwe Grant Funding Research Request Form* (Research Request Form) to the MLBO Department representative to complete.
2. Requesting MLBO Department representative will prepare a brief summary of the proposed project.
3. Research Request Form requires Project Director and appropriate Commissioner's signature and date.
*Note: ALL funding research requests must have a Commissioner's approval prior to any commitment to funding research.
4. Requesting MLBO Department representative will identify if the proposed project will be in collaboration with any other MLBO departments.
5. Requesting MLBO Department representative will identify if the proposed project will be in partnership with any outside organization, entity or service provider.
6. Requesting MLBO Department representative will request a meeting with Grant Director to discuss the new project.
7. Three copies of the signed Research Request Form are required. Send one copy to Grants Department. Send one copy to appropriate Commissioner. Keep one copy for appropriate MLBO Department file.

Required Form

Mille Lacs Band of Ojibwe Grant Funding Research Request Form

Grant Writing Requests:

Policy Statement:

The Mille Lacs Band of Ojibwe (MLBO) Grants Department intends to make available the procedures it utilizes in responding to grant writing requests.

The procedures outline the different steps throughout the grant writing request and tracking phase.

Rationale for the Policy Statement:

The Grants Department provides a coordination and oversight of grants management which allows for improvements in timely reporting, centralization of grant documents, a better rapport with funding agencies and increased collaboration with internal departments.

Due to the fact that the Grants Department provides services to all MLBO Departments it is essential to maintain consistent procedures to ensure a positive and effective process to meet foundational, state and federal deadlines.

Definitions:

Project Director – an individual who is responsible for working with the Grants Department and ensures that all appropriate information is made available in the grant writing process and will be assigned implementation or will have a supervisory role over implementation of the proposed project.

Procedures:

1. Once a funding opportunity is presented and/or identified, the requesting MLBO Department representative will complete the *Mille Lacs Band of Ojibwe Grant Writing Request Form* (Grant Writing Request Form).
2. The requesting MLBO Department representative completing the Grant Writing Request Form will identify a Project Director.
3. In collaboration with the appropriate MLBO Department, the Project Director will provide a brief summary that describes “who, what, where, when and why” of the proposed project.
4. The Project Director, will prepare and provide a proposed budget of the proposed project.
5. The Project Director will provide up to date resumes of all appropriate personnel involved in the proposed project.
6. The Project Director will work with the Grant Development Specialist to provide an appropriate timeline for the implementation of the proposed project.
7. The Project Director will provide a briefing of the proposed project to the appropriate Commissioner

to obtain approval. This is required to ensure that the proposed project is working on funding priorities of the Chief Executive's cabinet.

8. The Grant Writing Request Form requires Project Director and the appropriate Commissioner's signature and date. *NOTE: ALL Grant Writing Request Forms must have a Commissioner's approval.
9. The original copy of the signed and dated Grant Writing Request Form is submitted to the Grants Department.
10. In the event that the MLBO Department chooses to undertake its own grant writing process, the Grant Writing Request Form must be signed and initialled by the appropriate section of the Grant Writing Request Form. The Grants Department will still be available to provide support upon request as current deadlines allow.
11. The next phase will be undertaking grant development and planning.

Required Form

Mille Lacs Band of Ojibwe Grant Writing Request Form

Supporting Documents

Mille Lacs Band of Ojibwe – Grant Writing Request Form Guidelines

Grant Development and Planning:

The Mille Lacs Band of Ojibwe (MLBO) Grants Department intends to make available the procedures it utilizes in responding to the grant development phase.

The procedures outline the different steps in the grant development phase and are required to develop an accurately designed grant within predetermined deadlines.

Procedures:

1. Once a final copy of the signed and dated *Mille Lacs Band of Ojibwe Grant Writing Request Form* (Grant Writing Request Form) is submitted to the Grants Department for implementation, the Grants Director will assign a Lead Grant Development Specialist to the project.
2. The Grants Director and Lead Grant Development Specialist will meet to: a) discuss the plan of action; b) develop the checklist; c) and devise a timeline for the grant writing process. Both the Grants Director and Lead Grant Development Specialist are responsible to read the RFP thoroughly.
 - a. If the Grant Application requires a match or a Tribal Resolution is required by an application the Tribal Resolution Process must begin as soon as a budget is created.
 - b. A Tribal Resolution is drafted and submitted to Parliamentarian for Band Assembly approval.
 - c. Although the Grant Writing Request Form has the Commissioner's authorization, communicating with the Commissioner regarding the grant is encouraged so that the Commissioner can discuss this application if asked to do so in Band Assembly.
3. Co-Grant Development Specialist(s) will take on the responsibilities assigned to them by the Grant Director and/or the Lead Grant Development Specialist. These responsibilities may include the following: research, phone calls, assisting in interviews, and proof reading. The Co-Grant Development Specialist(s) are responsible to read the RFP thoroughly.
4. It is highly encouraged that grant writers communicate regularly with the Director. They are to ask as many questions as possible regarding the application proves and let him or her know the intent of the grant project.
5. All interviews and meetings must be brought to the attention of the Grants Director and the Project Director with as much advanced notice as possible. If a Grant Development Specialist cannot attend a scheduled meeting/interview the Grant Development Specialist must contact the lead person with whom the meeting/interview was scheduled and the Grants Director as soon as possible.
 - a. If it is possible, both the Lead Grant Development Specialist and Co-Grant Development Specialist should attend the meeting/interview to ensure the entire team understands the grant writing process.
6. A copy of the final grant application should be forwarded to the Project Director and the Grants Director **at least** one business week prior to the submission deadline for approval (**NOTE: The submission deadline is different than the application deadline). Once all adjustments have been made

to application, the final submission process can begin.

7. If the grant application is to be submitted through an online portal, the Grants Director must be given at least 2 business days for the submission process. During those two days, the Lead Grant Development Specialist must be readily available to answer any questions regarding the application, if not undertaking independent application submission.
8. If the grant application is to be mailed, it should be done through the MLBO Mail. Shipping is to be charged to the Grants Department. Allow up to 4 business days, or else the package must be shipped overnight.
9. A hard copy and electronic copy of each final grant application must be saved. The electronic copy must be filed. One hard copy will be kept within the Grants Department and the other will be created by the Project Director. All copies should include the grants request form, application and the confirmation of submission through, postal tacking number, or the like.
10. If the grant is awarded, the MLBO Department will notify the Grants Department and/or vice versa and all grant related documents will be forwarded to the Grants Department as soon as possible. The Project Lead, or appropriate MLBO employee specifically delegated for grant award implementation and the Grants Development Specialist will initiate the Grant Compliance Phase of the grant lifecycle.

Supporting Documents

Mille Lacs Band of Ojibwe – Grant Planning Guidelines

Tribal Resolution Process Guidelines

Principles of Grant Management

The following chart shows the order in which rules are in effect when rules at different levels conflict. Such as when a grant agreement requests more restrictive than this policy or departmental policies. In that case the agreement supersedes the trumps policy.

When rules are not in conflict, all rules must be followed (most restrictive rule being the critical point of compliance and adhered to).

Mille Lacs Band of Ojibwe Employees must read and monitor program and agreement rules closely to ensure compliance in situations when the funder's rule is stricter than MLBO Statute and Policies.

Departmental Policies
Mille Lacs Band of Ojibwe Policies
Grant Agreement Requirements
Code of Federal Guidance (C.F.R 200 Uniform Guidance)
Mille Lacs Band of Ojibwe Statutes
State Policies (where applicable)
Federal Polices

Supporting Documentation

<https://www.ecfr.gov/cgi-bin/text-idx?SID=5c0a21c679a0f912a2dc2e48660835e3&mc=true&node=pt2.1.200&rqn=div5>

- *This will need to be downloaded from the link provided.*

Negotiating and Accepting the Award

Post -Award process begins with the Notice of Award (NOA) from the funder. Any correspondence, such as award notification letters, or emails requesting Authorized Official Representative (AOR) contact information should immediately be forwarded to the Grants Director or your Grant Development Specialist for a timely response to the funder from MLBO. When award checks are received they must be deposited with MLBO OMB within 48 hours of receipt.

Every grant agreement must be reviewed by the Office of Solicitor General (OSG) and have an attached approval memo prior to any MLBO Authorized Official signing on behalf of MLBO. This review process should take no longer than 10 business days.

Terms and Conditions must always be reviewed to ensure that there is no waiver of sovereign immunity. Only Band Assembly Tribal Resolution can waive sovereign immunity through. Once review is completed the Grants Team will complete the acceptance process and obtain signature from designated AOR.

Appropriations – Account Establishment

Any funds awarded to MLBO need to be appropriated through Administrative Policy Board (APB) for and then through Band Assembly (BA).

Only Legislative Branch and Judicial Branch (Tribal PD) can complete the appropriations process directly through Band Assembly Parliamentarian.

No funds can be expended until they are properly appropriated through the APB and BA process.

All funds appropriated are maximum fund amounts and shall not be exceeded. Funds must be utilized for the purposes identified herein. Any negative account lines must be brought to the attention of Band Assembly and resolved in a timely manner.

Supporting Documents

Example OSG Approval Memo

APB Guidelines

Grant Management:

The Grants Director or Grant Development Specialist will conduct a one-on-one meeting grant orientation meeting with Project Directors for new awards. Depending on your division (HHS, DNR, Education, MLEE) we may need to invite additional support staff to this orientation.

Orientation provides the project director with information pertaining to successful grant management topics covered:

- Roles and Responsibilities
- OMB Policies and Procedures
- Project management plan/timeline
- Project application documents
- Reporting schedule (Financial and Programmatic)

Project Directors must fully understand their responsibilities as a Project Director. The Project Director oversees the financial and programmatic performance and overall management of awarded grants. Project Directors must partner with the Grants Team and OMB Grant Reporting Specialists to ensure compliance with all applicable laws and reporting timelines.

Management expectations include:

- Completion of required reports
- Financial monitoring on a monthly basis
- Budget modifications (both for Agency and MLBO)

Project Directors are responsible for complying with funder and MLBO Policies/guidelines, financial and programmatic reports; failure to meet the designated deadlines can have a serious impact on current funding source, future funding opportunities and in some cases hold up future awards to MLBO.

Cost transfer or Journal Vouchers must be well documented, Project Director must review any and all grant related expenditures and reports.

OMB Reporting Specialist will complete the financial reporting on behalf of MLBO, this is to ensure an internal system of controls as required by C.F.R 200 Uniform Guidance. It is important to include them in budget modification correspondence.

Communication:

Project Directors must return emails, calls within 2 business days. Staff on vacation or using sick time will have 2 business days upon their return to respond to information requests. Staff at a training will have 2 business days upon their return to reply to emails and calls. (This applies to the Grants Department as well MLBO Financial Analyst and OMB Grant Reporting Specialists.)

In the event of a granting agency sending information for a site monitoring visit, site visit or fiscal monitoring Project Directors are required to notify the Grants Director, Financial Analyst, and OMB Grant Reporting Specialists. This is to ensure that the date for such visit is ideal for Project Director, OMB and Grants Team Schedules.

In instances where a **notice of non-compliance** is issued to an MLBO Project Director you must immediately notify the Grants Director. This is to formulate an action plan that we can communicate to the Granting Agency, it is imperative that MLBO programs and Project Directors maintain proper compliance and adhere to reporting deadlines. If a deadline is missed, it can have detrimental effects to MLBO funding across all areas of Tribal Government. Depending on the severity of such notice of noncompliance, OSG may need to be involved.

If working in a grant funded position Project Director's and any grant funded staff positions are required to complete monthly time study to verify the actual hours worked under the funding.

Return of Property:

Employees are responsible for all Mille Lacs Band Property, materials or written information issued to them or in their possession or control. All Mille Lacs Band property must be returned by employees on or before their last day of work. This includes, but is not limited to cell phones, cell phone accessories, computers or tablets, keys, files, documents, or other materials used strictly for program operation. The Mille Lacs Band may withhold from the employees' check or final paycheck to defray the cost of any items that are not returned.

Access to Building/Data Systems/Accounts:

The Department Director will contact IS and any other data systems to remove access on the last day of employment for the employee. Badge access to properties will also be stopped on the last day of employment.

Supporting Documentation

Mille Lacs Band of Ojibwe – OMB Policies and Procedures

Mille Lacs band of Ojibwe – Personnel Policies

Conflicts of Interest:

Conflicts of interest can damage the reputation and credibility of MLBO. Further, the appearance of a conflict of interest can be just as damaging to MLBO's reputation and credibility as an actual conflict. The purpose of this policy is to avoid the appearance, as well as the actuality, of any conflict of interest or breach of trust by an official or employee of MLBO.

Conflict of interest situations may cover a broad range of matters from more to extremely serious, and may involve ethical, legal or other issues. Such situations, if unresolved, may be the cause of damage to MLBO. This policy is designed to protect both the individual and MLBO. It is not an attempt to define all of the areas or circumstances in which there is potential for conflict of interest to arise. The onus is on MLBO officials or employees to be diligent in the identification of potential conflicts of interest. This policy is applicable to all officials or employees of MLBO working in any capacity with any proposed or funded grant involving MLBO.

1. No employee of MLBO shall have any interest, financial or otherwise, direct or indirect, or have any arrangement concerning prospective employment that will, or may be reasonably expected to, bias the design, conduct, or reporting of a grant funded project on which she or he is working.
2. It shall be the responsibility of the Grant Project Director for each particular grant funded project to ensure that in the use of project funds, officials or employees of MLBO and nongovernmental recipients or sub-recipients shall avoid any action that might result in, or create the appearance of:
 - Using her or his official position for private gain.
 - Giving preferential treatment to any person or organization.
 - Losing complete independence or impartiality.
 - Making an official decision outside official channels
 - Affecting adversely public confidence in the grant funded program in particular and MLBO in general

Any violation of this statement for MLBO employees is governed by 5 MLBS §1151-1163 "Ethics Code".

DEFINITIONS:

Conflict of Interest – An officer or employee of MLBO acting or appearing to act on behalf of someone rather than MLBO; or in carrying out duties has or appears to have a self-interest from which a personal profit or gain is realized or that is actually or potentially adverse to the best interests of MLBO.

Official – Any person appointed or elected to an office, position, committee, or commission of MLBO, whether or not she or he receives compensation.

The Mille Lacs Band of Ojibwe Grant Policies and Procedures Manual has been developed for the purpose of standardizing grant development, management, and any other grant related activity associated with the Mille Lacs Band of Ojibwe.

The following rules contained within shall govern responsible parties for activities surrounding the submittal, implementation, maintenance, reporting and other related duties for grant funded projects by or on behalf of MLBO. The full development of a project requires the assistance and support from all affected parties.

- Chief Executive Office
- Band Assembly
- Office of the Solicitor General
- Office of Budget and Management
- Administration Division
- Grants Department
- All MLBO divisions and departments that apply for or receive grant funds

The Policies and Procedures are effective Month, Day, Year, and apply to all current and future grant activity.

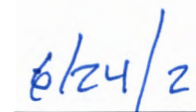
Revisions to this manual will be issued as required. The policies within the manual that require the change or update will be replaced.

All Mille Lacs Band of Ojibwe tribal government personnel must follow the policies and procedures included with this manual when engaging in grant related activity.

Any questions concerning this manual should be address to the Grants Department, Mille Lacs Band of Ojibwe Administration Division at (320) 532-7517.

Upon adoption, this Mille Lacs Band of Ojibwe Grant Policies and Procedures Manual is effective in its entirety.

APPROVED.


Administration Policy Board
Date



Mille Lacs Band of Ojibwe Funding Research Request Form

MLBO Department applying:

Project Director:

Funding Research Request Date:

Requested award amount:

Are you looking for a grant with no match (in-kind or monetary) requirement?

Can your Department assist with a match (in-kind or monetary) requirement?

Please describe the project you hope to implement/continue

Will the grant be in partnership with any outside organization, entity, or service provider, please explain:

If this grant requires collaboration with any departments within MLBO, please explain:

Please be prepared to offer any additional information the Grants Department may need to complete the funding research request.

Commissioner's Signature: **Date:**

Note: ALL funding research must have the appropriate Commissioner's prior approval before funding research begins.

Project Director's Signature: **Date:**

★★★★★★★★★★

Once completed, signed and dated send a copy of this form to the Grants Department. If you have any questions, please contact the grants department at (320) 532-7517.



Grant Writing Request and Tracking Form

Please ensure that you have read through the Request for Proposal/Notice of Funding Available/ Funding Opportunity Announcement/Solicitation PRIOR to completing this form.

1. MLBO Department applying:
2. Name of Granting Agency:
3. Grant Name:
4. Is there a Letter of Intent to Apply required: Y: ☐ N: ☐ Due Date (prior to application due date):
5. Grant due date: Estimated Project Start date (if available):
6. Is this a new or existing grant? New: ☐ Continuation Application: ☐
7. Maximum Award Amount: Requested Amount:
8. Match required: Y: ☐ N: ☐ If yes, identify match amount/percent:
9. Tribal Resolution required (yes, IF there is a required match): Y: ☐ N: ☐

10. Describe the Need of your program:

11. Goal (broad statement/long term outcome of what you intend to accomplish) of your project:

12. Identify at least 1 Objective (specific, measurable, achievable, realistic, and time-bound) of your project:

13. Identify at least 1 Activity (proposed efforts conducted to achieve the objectives outlined above) of your project:

14. Budget - Will you be needing new Job Descriptions Developed? Y: ☐ N: ☐

Do you anticipate any contracts for services or equipment purchases? Y: ☐ N: ☐

15. Identify relationships within MLBO that will assist and/or support your project:

****These partnerships must be acknowledged in a Letter of Support (LOS) or an MOU. ****

16. Identify relationships with any outside organization relationships that assist and/or support your project:

****These partnerships must be acknowledged in a Letter of Support (LOS) or an MOU. ****

All Grant Writing Request Forms must have Commissioner and Project Director's signatures and date.

*****If you choose not to use the Grant Department to assist in grant development, skip to the bottom of this form. YOU MUST have this form signed and initialed by your Commissioner and you are still Required to submit a copy of your application to the Grants Department.***

Project Director's Signature: _____ Date: _____

Project Director's Name and Title:

By submitting this form, you acknowledge that you have:

- 1. Read the Request for Proposal/Notice of Funding Available/ Funding Opportunity Announce/Solicitation in its entirety, including the grant financial and program reporting requirements***
- 2. Briefed your Commissioner about the Request for Proposal/Notice of Funding Available/ Funding Opportunity Announce/Solicitation and your proposed project***
- 3. Will comply with these upon grant award.***

Commissioner's Signature: _____ Date: _____

Commissioner's Name and Division:

By signing this form, you acknowledge that you have:

- 1. Been briefed by the Project Director listed above on the proposed project to ensure that is aligns with current Division Directives.***
- 2. That you understand that this document is non-binding and a formal award letter or agreement will need to signed once awarded. NO Award documents should be signed until Office of Solicitor General has reviewed them.***

Please note!

- Project Director must be prepared to provide additional MLBO specific data and information the Grants Department may need to develop a competitive and comprehensive grant submission.***
- All grant applications must receive Commissioner's prior approval before grant submission.***
- Once completed, signed and dated send a copy of this form to the Grants Department.***

*****This project director has chosen to NOT utilize the Grants Department for development of this project.***

I understand that they are still required to submit the entire application to the Grants Department to ensure that there are not two MLBO divisions applying for the same funding! ONLY 1 application is allowed per entity.

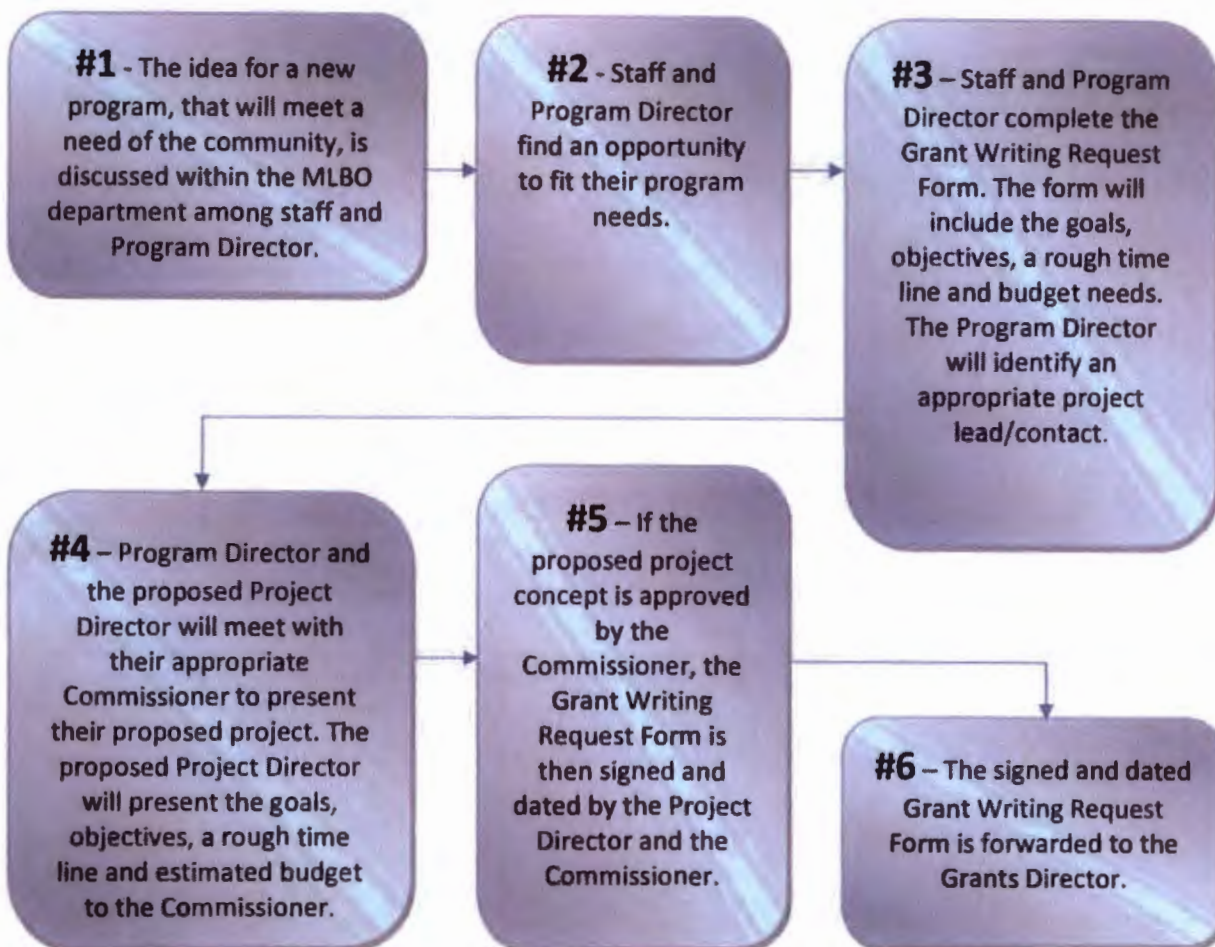
***** This area must be initialed by Commissioner!!***

Approved:

Denied:



GRANT WRITING REQUEST FORM - APPROVAL PROCESS



Why Follow The Process?

- ✓ Ensure appropriate Commissioner approves to proceed with grant development for the proposed project.
- ✓ Provides the Grants Team with the necessary project information to minimize review and planning time between the Project Director and the Grant Development Specialist during the grant development process.
- ✓ Ensures that multiple departments do not ask the same funder for support to prevent disqualifying one another.
- ✓ Allows Grants Team to identify established processes with Band Assembly and Chief Executive's Office to obtain necessary approvals that most grants require.
- ✓ Provides the Grants Team the opportunity to identify other potential funders or partnerships for your project.



Mille Lacs Band of Ojibwe Grants Department

GRANT PLANNING GUIDELINES

INTRODUCTION

The following guidelines include tips and insights that will help you begin the grant writing process. They answer some basic questions and outline the fundamental elements involved in researching and writing a grant proposal.

WHAT IS A GRANT?

A grant is an award made to an individual or an institution to support the specific costs of project implementation or continuation. Grantors make awards to grantees for many reasons, but the need of the grantee is usually the main consideration.

The components involved in preparing a grant proposal are:

- Planning
- Researching and identifying potential funding sources
- Understand grant guidelines which are also known as each Request for Proposals (RFP), Request for Applications (RFA), Notice of Funding Availability (NOFA)
- Organizing a budget
- Writing the proposal
- Formatting
- Writing a Letter of Intent

PLANNING A GRANT PROPOSAL

Grant proposals grow out of well planned, clearly organized, and goal oriented projects

Your proposal is, in essence, a description of your project. A proposal based on good planning and thorough research has the greatest chance of acceptance.

Grantors look for creative and innovative ideas that benefit communities. Before you write, start with an idea and be clear about your goals. Plan to address the following criteria:

Need – Identify the need or problem your organization has recognized and is prepared to address.

Solution – Present a clear description of how the project will provide a solution to the problem.

Objectives – Describe specific objectives and the activities that will be implemented to achieve them.

Timeline - Include a timeline that identifies progression of the project over the grant period. Timelines identify a chronological sequence of events and shows dates when certain objectives will be met.

The following questions can help provide focus for your project and create the foundation of a strong proposal.

- What is the problem you are addressing? (Look beyond need; look to the reasons for need.)
- Who else may be addressing this problem? How are they failing or succeeding?
- How will this problem be solved? How will the grantor's participation help realize the solution?
- How will you know the project is succeeding? What will be measured to monitor progress? How will you report this to the grantor?
- What resources do you have? Do you have volunteers, buildings, hardware?
- What qualifies us to solve this problem?
- What obstacles can you anticipate and how will you address them?

Keep in mind that even a perfectly planned written proposal may be rejected – do not be discouraged if your grant is not successful! There are different variables and reasons why proposals are accepted and rejected that in no way reflect on the quality of your proposed project!

When considering available grants, read through the grant request which are also known as Request for Proposals (RFP), Request for Applications (RFA), and/or Notice of Funding Availability (NOFA), with the following in mind:

- **Ensure that your project's objective match the grants objectives.**
- **Scrutinize eligibility requirements.** Lists of eligible entities and their qualifications accompany most grants – make sure MLBO fits those requirements.
- **Note deadlines.** Do the deadlines give you enough time to collect data, gain MLBO Band Assembly approval, obtain Chief Executive signature and write your proposal? Are you required to hold one or more meetings to obtain the views of MLBO members/residents on community development and/or publish a community development statement that allows for MLBO members/residents to submit comments?
- **Understand the grantor's priorities.** The purpose of the grant and the grantor's priorities will be clearly described in the grant request – READ THESE CAREFULLY.

- **Know your potential grantor.** Knowing the objectives and ideals of your grantor, especially if they are private or corporate, will help you appeal to their cause.

Remember, grants are not just funding sources – they are requests for partnerships. Present your project as one that meets your partner’s ideals and appeals to their priorities.

Submitting a Letter of Intent - Some grants will require a Letter of Intent. This is a strong, direct and condensed version of your proposal that allows the reviewer to quickly assess whether or not there is a good match between the grantor’s mission and goals and the proposed project. It should be no more than three pages and should consist of the following:

- **Summary Statement:** A brief statement of the need, objective(s) and goal of the project.
- **Statement of Need:** A brief description of the problem or opportunity addressed by the project.
- **Project Description:** A brief description of the approach, activities, potential challenges, approaches and execution methods, partnerships and individuals involved and other relevant information that describes the amount of work planned for implementation.
- **Outcomes:** A brief description of the changes in behavior or condition that reflect a positive impact and/or specific and measurable tracked data to monitor outcomes that result from the project. Please remember that activities or processes are NOT outcomes (i.e. hosting an event is an activity, increasing awareness is an outcome).
- **Organizational Background:** A brief description of MLBO’s vision statement, values, goals, history of MLBO, MLBO government organization summary, your department within MLBO government, and MLBO population statistics (pointing out the appropriate figures for target population for your project).
- **Credentials:**
- **Budget:**

ORGANIZING A BUDGET

Your budget is one of the first things grantors will look at when they open your proposal. Do your homework on costs and explain your budget, even if the application does not require it.

- Itemize the funds needed for the project.
- Itemize plans for future funding.

WRITING THE PROPOSAL

Writing is a process that requires effort and time. When writing a grant, be prepared to make several drafts, each taking us closer to the final proposal.

Follow the Request for Proposal (RFP) Guidelines

Pay very close attention to the RFP guidelines. Using the same section headers and numbering systems outlines in the guidelines will help grantors navigate your proposal.

Maintain a Problem Solution Theme

A problem solution theme should run through your entire proposal. You are describing a solution to a problem. Make this clear in your summary and introduction. Your project narrative will detail the activities, objectives and budgets that bind the two together.

Use Clear Language

Complicated language leads to confusion. Grantors do not have time to be confused – they may have a stack of hundreds of other proposals to read. Clearly explain your project in plain English. Use simple words, short sentences and clearly defined terms. Write as though your reader is unfamiliar with jargon and has no idea what your project involves.

Proofread

Give yourself time to proofread. Errors in grammar, punctuation or spelling will make your well-planned project appear sloppy.

Final Writing Tips

- Use simple, concise language. Be direct.
- Avoid jargon, acronyms, or strictly educational terms.
- Use action verbs.
- Be consistent.
- Do not plagiarize.
- Do not omit criteria.
- Demonstrate good organization and management,
- State credibility of MLBO; provide credentials of key personnel; and provide evidence of resources.
- Include letter of support.
- Prove how you intend to solve the problem with measurable data such as statistics and case studies.
- Budget format should be clear and detailed.
- Tell the means. Tell the end result.
- Proofread.
- Demonstrate tenacity. Follow up and stay in touch.

FORMAT

Formatting requirements are included in most RFPs. These often specify required fonts, spacing, and page limitations. The guidelines will also explain the number of copies required, how proposals may be bound and how the pages are to be formatted.

Do not lose a grant because you did not include enough copies for every reader or wrote in a font that is difficult to read.

Although formatting requirements will differ, certain components will remain consistent. Grant writers will typically need to organize in seven sections:

1. Summary

The summary is a slimmed down version of the entire proposal. It provides a quick overview of the project.

2. Introduction

The introduction describes MLBO, focuses on qualifications, history, and experience.

3. Statement of Need

The statement of need describes the problem, cite statistical and demographic detail related to the problem and clearly state the need the project will address

4. Objectives

The objectives will clearly explain the goals of the project and the expected impact it will have on MLBO. Objectives need to be measurable, or the proposal must indicate how progress towards the objectives will be monitored.

5. Methods

The methods must clearly describe how you are going to accomplish the objectives of the program. This is the core of the project. How will the project be implemented? What are the specific details?

6. Evaluation

The evaluation must clearly describe how the quantifiable methods will measure the success of your program. How will this information be reported to the grantor? How frequently will progress be checked?

7. Budget

The budget must be clearly itemize and detail the costs of the project.

CONCLUSION

The process of applying for a grant may seem painstaking at first. It can also be a rewarding one as you have the opportunity to both define and refine your proposed project to better meet the needs of MLBO.

INTEROFFICE MEMORANDUM

TO: Brittany Wind, Grants Director
Nathaniel Stoll, Grant Development Specialist

FROM: Angel Daher, Managing Attorney, OSG

SUBJECT: MN DHS SNAP Economic Assistance & Development-
Amendment #2, Grant Award # [REDACTED]

DATE: [REDACTED]



The Office of the Solicitor General has completed its review of the submitted contractual document(s) See 7 MLBSA § 26(b)(2).


The office has approved Amendment #2 to the original contract, *i.e.*, sanctioned the substantive legal provisions contained therein.

Please contact me if you have any further questions or concerns. I can be reached at (320) 364-0256 (cell during Covid).

/s/ Angel E. Daher

Angel E. Daher, Managing Attorney
Office of Solicitor General

INTEROFFICE MEMORANDUM

TO: ADMINISTRATIVE ASSISTANTS, DIRECTORS, SUPERVISORS, COMMISSIONERS
FROM: ANGEL OEHRLEIN, SENIOR EXECUTIVE ASSISTANT 
SUBJECT: ABP-BA AGENDA REQUESTS AND BACK UP
DATE: MARCH 22, 2021
CC: COMMISSIONER AND ASSISTANT COMMISSIONER OF ADMINISTRATION

Information submitted to Administration Policy Board requires a cover memo explaining what you want to have approved by APB. This is a reminder of the necessary paperwork you are required to include. **Remember that ALL original paperwork needs to be submitted to APB or as near to original as possible.**

All financial items being submitted need to have a memo attached explaining the **what, why, who, when, where, and how** of the item as it applies. The answers to these questions need to be in the body of your memo including full budget number and the amount of action. Financial items would include any budget revision, contracts and any requests to appropriate funds. The budget printouts from OMB need to be most current, should be clean copies with no additional notes other than what OMB may have written and should be attached to the budget revisions, budget transfers and appropriation requests for existing budgets. I have attached several memo examples previously used to give you an idea of what should be submitted. The examples should answer all the relevant questions.

All original documentation for personnel items presented for APB approval needs to be attached to your agenda request form in the order listed on the agenda request and submitted through my office. All Payroll Action Notice (PAN) forms need to be correctly filled out for any new hire, transfer, leave of absence, separation of employment (dismissal or resignation) or wage change with the correct percentage amount for annual appraisals, job title, department code. Be sure the correct effective date is also on the PAN. I will forward your originals to Human Resources once all the necessary approval signatures are complete. Remember annual appraisals must have HR approval prior to submission to APB.

You must have all items submitted to my office by noon on the Tuesday before the Thursday meeting. **APB meetings are held on the 2nd and 4th Thursday each month.** All documentation needs to be in order and correct. Your documentation should match the order of the agenda request form so I do not need to search through your items. **If the information is not complete, it will be returned to you and will not be put on the agenda until the next meeting. If received after the agenda deadline, your agenda items may not be included until the next meeting agenda.**

All information needs to be funneled through your Commissioner's Administrative Assistant or other supportive staff. They will receive all originals (with the exception of documents for HR) after the minutes have been approved and will return to appropriate staff.

I thank you in advance for your continued cooperation!

INTEROFFICE MEMORANDUM

TO: ADMINISTRATION POLICY BOARD
FROM: ANGEL OEHRLEIN, EXECUTIVE ASSISTANT
DATE: MARCH 18, 2004
SUBJECT: DIVERSIFIED NETWORKS CONTRACT



The Administration Department 107-2200-4 is requesting Administration Policy Board approval for the attached contract for Diversified Networks in the amount of \$5,291.00.

This contract provides the replacement of the Nortel Option 11c Chassis that is currently on loan to the Mille Lacs Band of Ojibwe located in the DNR building.

INTEROFFICE MEMORANDUM

TO: ADMINISTRATION POLICY BOARD
FROM: ANGEL OEHRLEIN, SENIOR EXECUTIVE ASSISTANT
DATE: JULY 13, 2015
SUBJECT: PITNEY BOWES CONTRACT FOR BAND ASSEMBLY APPROVAL



The Administration Department is requesting Administration Policy Board and Band Assembly approval for the attached contract with Pitney Bowes in the amount of \$38,400.00.

This contract provides for the lease of a new mail meter system including maintenance, repair and service over a 48 month period with \$800.00 due monthly. The contract is effective through July 31, 2019.

INTEROFFICE MEMORANDUM

TO: ADMINISTRATION POLICY BOARD
FROM: ANGEL OEHRLEIN, SENIOR EXECUTIVE ASSISTANT OF
ADMINISTRATION
DATE: NOVEMBER 20, 2019
SUBJECT: APPROVAL OF BUDGET REVISION

Administration is requesting approval of a budget revision in the amount of \$68,640.66 for the 107-2200 Admin budget. This revision will cover year end deficits as submitted.

INTEROFFICE MEMORANDUM

TO: ADMINISTRATION POLICY BOARD AND BAND ASSEMBLY
FROM: ANGEL OEHRLEIN, SENIOR EXECUTIVE ASSISTANT OF
ADMINISTRATION
DATE: NOVEMBER 22, 2019
SUBJECT: BUDGET REVISION TRANSFER



This memo is to request a budget transfer for Meshakwad 107-2050-0 in the amount of \$16,373.29 from Administration 107-2200-4 to cover deficit line items for year-end budget clean up as submitted

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INTEROFFICE MEMORANDUM

TO: ADMINISTRATION POLICY BOARD & BAND ASSEMBLY
FROM: ANGEL OEHRLEIN, SENIOR EXECUTIVE ASSISTANT
DATE: APRIL 10, 2020
**SUBJECT: REQUEST APPROVAL OF A RE-APPROPRIATION OF SELF
GOVERNANCE FUNDING**

Administration is requesting approval of a re-appropriation of FY 2019 Self Governance dollars in the amount of \$27,545.00 into the Administration budget 107-2200-4 as submitted

ADMINISTRATION POLICY BOARD PROCESSES

- 1. Administration Policy Board meetings are normally held the 2nd & 4th Thursday of the month with the first meeting held in the various districts and the last meeting held in District 1. The meeting on the 2nd Thursday is determined by Band Statute. Two separate meetings are held during each of these meeting times one specific to Administration Policy Board approval and the other specific to forwarding to Band Assembly for approval once through the APB process. At times Special meetings may be called when necessary between the regularly scheduled meetings. All meetings are digitally recorded and the recordings are stored in Administration drive on the computer network.**
- 2. Each Commissioner is responsible for informing the Chief Executive of any items being presented to Administration Policy Board for approval so the Chief is aware of them prior to receiving the minutes to review and approve. The draft agenda is forwarded to the Commissioners, those preparing agenda request forms, and to the Chief's office prior to meetings as well as the Solicitor General.**
- 3. Commissioner Administrative Assistants prepare agenda request forms for their respective departments and submit to the Senior Executive Assistant of Administration by noon on Tuesdays prior to that Thursday's meeting along with all supporting and original documentation as applicable. Submission of late agenda requests may delay those items until the next regularly scheduled meeting.**
- 4. The following is an overview of the proceedings during an Administration Policy Board meeting:**
 - The Chair calls the meeting to order providing there is a quorum present (three voting members along with Chair).**
 - Roll Call is taken and Approval of the agenda is completed with a motion, second and Roll Call vote.**
 - Minutes from the previous month's meetings are noted for the record at each meeting.**
 - All Regular FT or PT employee new hire/transfers require a motion, second and Roll Call vote as well as any Provisional or Interim FT or PT employee hire/transfers. Temporary Employee actions do not require APB approval.**
 - All wage changes are approved with a motion, second and Roll Call vote.**
 - All leaves of absence are noted for the record.**
 - All separation from employment actions are noted for the record.**
 - All Job Description revisions or creations are approved with a motion, second and Roll Call vote.**
 - All Financial documents including contracts over \$5,000 and up to \$25,000 and budget revisions over \$10,000 moving 50% of the total program budget within a given budget line if the program is under \$100,000 and up to 20% within a given budget line item for if the program is \$100,000 or greater are approved by motion, second and Roll Call vote.**

5. **The following is an overview of the proceedings during an Administration Policy Board for Band Assembly approval meeting:**
 - **The Chair calls the meeting to order. (same process as for APB meeting)**
 - **Roll Call is taken and Approval of the agenda is completed with a motion, second and Roll Call vote.**
 - **All Financial documents including contracts over \$25,000, budget revisions moving 50% of the total program budget within a given budget line if the program is under \$100,000 and up to 20% within a given budget line item for if the program is \$100,000 or greater are approved by motion, second and Roll Call vote.**
 - **All requests for transferring funds from one department budget to another department budget are approved by motion, second and Roll Call vote regardless of the amount.**
 - **All Requests for Appropriation are approved by motion, second and Roll Call vote regardless of the amount.**
6. **If at any point during any meeting an Executive Session is called, a motion to move into, along with second and Roll Call is taken. All in attendance outside of the Commissioners and Senior Executive Assistant will be asked to leave the room/meeting. Once the session is complete a motion to move out of, along with second and Roll Call is taken. Executive Sessions are not recorded. No discussion or actions during an Executive Session are included in the official meeting minutes.**
7. **Upon adjournment of either meeting, the minutes are then prepared by the Senior Executive Assistant. The draft minutes are sent to the board for review and approval of the draft version. The final version of the minutes is approved/signed by the Chair and the Senior Executive Assistant forwards the minutes with all attachments to the Chief Executive for review and approval. The Chief Executive shall have veto authority over any action of the Administration Policy Board.**
8. **Once the approved/signed minutes are returned from the Chief Executive, the Senior Executive Assistant prepares the attachments (number attachments and flag location for initial) for the Commissioner or Assistant Commissioner of Administration to initial APB approval of the attachments. The Senior Executive Assistant then prepares the minutes along with the supporting documentation for scanning and distributing via email to the Band Assembly Parliamentarian, (As per Band Statute, within five days after the convening of the Administration Policy Board, the approved official record of said meeting shall be transmitted to the Speaker of the Assembly who shall in turn present said record to the Band Assembly) and Office of Management and Budget Finance Analyst. The original minutes and copy of the attachments are kept on file in Administration. In addition, Regular Administration Policy Board & Administration Policy Board for Band Assembly minutes only (no attachments) are forwarded via email to the OMB Payroll Specialist and Human Resources Director. All original documents are returned to the various Commissioners' Administrative Assistant or other supporting staff with the exception of employment documents i.e. pans, evaluations and job descriptions which are forwarded to Human Resources.**

Original contracts needing approval by Band Assembly are forwarded by the appropriate Administrative Assistant to then provide the original documents to Band Assembly to be included by the Parliamentarian on an upcoming Band Assembly meeting. (note originals must be received by 10 a.m. on the Friday prior to a Wednesday Band Assembly meeting to be considered for the BA agenda)

- 9. A copy of the minutes are posted in a specific location at the Government Center in District 1 for public review and a scanned copy is emailed for posting to the Program Administrators in Districts 2, 2A, 3 and Urban.**