The information provided here is for informational and educational purposes and current as of the date of publication. The information is not a substitute for legal advice. Consult your attorney for advice concerning specific situations.

Clearing Up Grant Administration Confusion

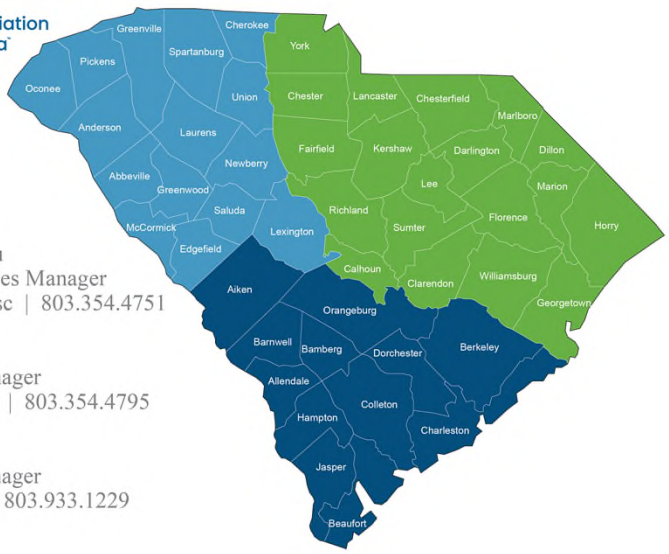
Rob Wolfe
Field Services Manager
October 29, 2026

@muniassnsc | www.masc.sc

Municipal Association of South Carolina

Field Services Managers

Municipal Association of South Carolina



Charlie Barrineau
Senior Field Services Manager
cbarrineau@masc.sc | 803.354.4751

Desirée Fragoso
Field Services Manager
dfragoso@masc.sc | 803.354.4795

Rob Wolfe
Field Services Manager
rwolfe@masc.sc | 803.933.1229

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Session Overview

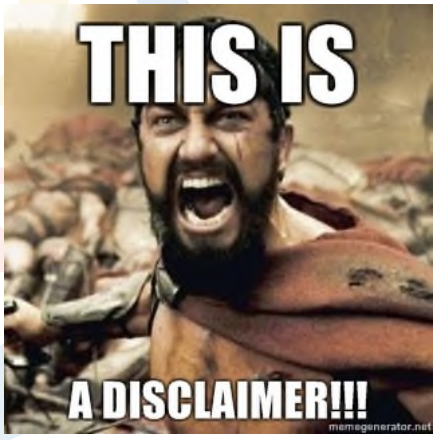
- Introduction
- Being Grant Ready
- Robert's Rules of Grant Management
- Grant Management
- Questions



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Presentation Disclaimer

- This presentation focuses on CDBG Grants. RIA has very similar requirements for its grant programs.
  - CDBG Programs in particular have multiple and sometimes complex requirements.
- Many of the requirements CDBG/RIA programs can still serve as best practices for other grants awarded to your municipality.
- If you can handle one of these, you can handle any grant.



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Presentation Disclaimer

- Links to CDBG and RIA Grant Management Documents
  - https://ria.sc.gov/grants/project-management/
  - https://www.sccommerce.com/incentives-grants/grants/community-development-block-grant/program-documents-resources

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Common Grants in South Carolina

Email me at rwolfe@masc.sc

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The Grant Lifecycle

- Application
- Award
- Implementation and Management
- Completion
- Sustainability and Maintenance

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Are You Grant Ready?

- Government Readiness
  - Do our local policies allow us to meet grant requirements?
  - Are we up to date on our audits?
  - Do we have matching funds?
  - Do we have staff in place to manage a grant?
- Project Readiness
  - Is our project bid ready?
  - Do we have cost estimates?
  - Do we have the data?

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Being "Government Ready"

- Procurement Policies
  - Your procurement policy must comply with 2 CFR Part 200 – 317-327 for RIA and CDBG Funds, and other Federally funded projects.*
  - Must provide for procurement under competitive bidding, Request for Proposals, and Request for Qualifications.
- Financial Situation
- Managing Cashflow
- Adequate Systems in Place
- SAM.gov Registration

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Being "Government Ready"

- Procurement Policies:

AN ORDINANCE PURCHASING AND PROCUREMENT PROCEDURES

FOR THE [CITY / TOWN] OF [MUNICIPALITY NAME]

WHEREAS, the [City / Town] of [Municipality Name] (the "Municipality") is a municipal corporation and political subdivision of the State of South Carolina;

WHEREAS, the Council of the Municipality (the "Council") is the duly elected governing body of the Municipality;

WHEREAS, S.C. Code § 11-35-5320 requires that "political subdivisions of the State shall adopt ordinances or procedures embodying sound principles of appropriately competitive procurement";

WHEREAS, the Council now desires to adopt an Ordinance establishing procurement and purchasing procedures for the Municipality;

WHEREAS, the Council has determined, as a fact and after appropriate investigation, that the procedures set forth in this Ordinance are appropriately competitive;

NOW, THEREFORE, be it ordained by the Council as follows:

Article I: General Provisions

Municipal Association of South Carolina

Being "Government Ready"

- Remember for CDBG Grants your community must pass a resolution declaring April as Fair Housing Month every year.

STATE OF SOUTH CAROLINA)
COUNTY OF CHESTERFIELD) **RESOLUTION 17-2025**
TOWN OF CHERAW)

A RESOLUTION DECLARING APRIL TO BE FAIR HOUSING MONTH IN THE TOWN OF CHERAW

WHEREAS, the Town of Cheraw desires that all its citizens be afforded the opportunity to attain a decent, safe, and sound living environment; and

WHEREAS, the Town of Cheraw rejects discrimination on the basis of race, religion, color, sex, national origin, disability, and/or familial status in the sale, rental, or provision of other housing services; and

WHEREAS, the State of South Carolina enacted the South Carolina Fair Housing Law in 1989; and

WHERAS, April is recognized nationally as Fair Housing Month;

NOW, THEREFORE, BE IT RESOLVED, that the Town of Cheraw does designate April 2025 as Fair Housing Month.

DONE AND ADOPTED IN A MEETING OF THE CHERAW TOWN COUNCIL DULY ASSEMBLED this 8th day of April, 2025; and will be published in The Link Newspaper on April 9th, 2025.

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Are You Grant Ready?

- Being Project Ready
  - Is there an outcome in mind?
  - Is the grant part of a larger plan?
  - Is the required engineering or design in place?
  - Do we have the data to support our application?
  - Do we have cost estimates of the project?



Plan to Grant Action





Applying for a grant?
- Make sure council knows you are applying!

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Data Sells Your Grant



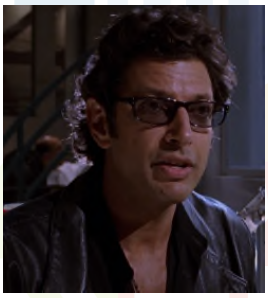
This project has the potential to serve an estimated 808 people based on average household size, the presence of apartment complexes, a senior living facility, and proximity to neighborhoods. A map is included with this application of service areas. These numbers were determined by contacting facilities and counting residences from aerial imagery.

Specifically, the proposed sidewalk will specifically serve:
West Forest Apartments (Affordable Housing Development) – Estimated 225 people with approximately 90 of whom are under the age of 18.
Long Meadow Apartments (Affordable Housing Development) – Estimated 140 people with approximately 35 of whom are under the age of 18.
Cheraw Healthcare Inc. – 120 residents and their visitors, senior citizen nursing home.
Approximately 127 residents inside the town limits along W. Market Street based on the census estimate of 2.4 people were household, with 53 households in the immediate area.
Approximately 196 residents outside the town limits in the Dogwood Circle Subdivision based on the census estimate of 2.4 people were household with 82 households in the immediate area.

This means a sidewalk along Moffat Road can potentially serve 808 people, of whom an estimated minimum of 125 are under the age of 18.

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Don't Get Stuck in a Bad Situation



"Your scientists were so preoccupied with whether or not they could, they didn't stop to think if they should" – Jurassic Park

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Don’t Get Stuck in a Bad Situation

“Every train needs a brakeman, I am that brakeman”

C. H. McBride, Mayor of Cheraw

Municipal Association of South Carolina

Don’t Get Stuck in a Bad Situation



“The recycling center was originally created with a grant secured by a previous administration. Although that grant expired several years ago, the City continued to fund the program in an effort to keep the drop-off service available as long as possible. Today, rising costs across all utility departments have made it financially unsustainable to continue operating a program that runs at a significant deficit. ” – City of Alexandria, Indiana

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The #1 Rule of Grants



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Robert's Rules of Grant Management

1. Read and understand the grant award agreement and requirements.
2. Talk to the granting agency, they are there to help.
3. Document everything.
4. Seriously document everything – every email, letter, procurement document, check, bank statement, contract, photographs, memos, resolutions. If it is anything related to the grant, you keep it.
5. Develop a filing system that works for you.

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Robert's Rules of Grant Management

6. Seek approval prior to taking action.
7. Make no changes without approval from the granting agency.
8. Understand your role in the grant management process.
9. Treat every decision as if someone is going to ask you why and how you did it (they will).
10. Be aware of extra conditions – many times grants add requirements beyond what your local policies require.

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Common Grant Requirements

- Blue Ink
- Restrictive covenants for historic properties
- Davis – Bacon Act
- Build America Buy America
- Proof of Performance
- Housing preservation covenants
- Non-Interest Bearing Checking Accounts
- Many others…

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Common Grant Requirements

- Public Input Requirements

PUBLIC OUTREACH EFFORTS

Significant efforts were made to outreach and to get citizens involved in attending the Public Hearings and with completing the attached Needs Assessment Survey for the Town of Cheraw. Specific efforts were made to engage and involve low and moderate income (LMI) and racial, ethnic and special population concentrations. These efforts included:

1. Posting the attached Flyers publicizing the Needs Assessment Hearing and the Application Hearing in the local Newspaper (The Link), at Town Hall, at the Cheraw Post Office Community Notice Board, and at the local Country Kitchen Bulletin Board.*
2. As Jannie Lathan/Lathan Consulting canvased the project neighborhood, she discussed the proposed project; the Needs Assessment and the Application Hearings; and encouraged everyone to attend.
3. Robert Wolfe/Town Manager also worked in the project neighborhood, encouraging citizens to be involved. He also discussed this proposed project at a recent Town Council Meeting and encouraged involvement from the Mayor, Council and all citizens attending.
4. Jannie Lathan attended an early morning Church Service at Pee Dee Union Baptist Church. Most of the church members are African American, and some of them live in the project neighborhood. Ms. Lathan discussed the proposed project. She requested and received completion of the Needs Assessment Survey from the members, immediately following service.

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Grant Management

- What should I do after the award?
  - Have a startup briefing
  - Create a deliverables calendar (reports, deadlines, etc)
  - Create a contact list
  - Prepare your filing system



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Grant Tracking Example

SOUTH CAROLINA CDBG | SIMPLE GRANT TRACKER

FICTIONAL TRAINING EXAMPLE • Budget → Paid invoices → Payment requests → Cash received

Municipality	Example Town, South Carolina	Example report date	Oct 28, 2026
Project	Maple Street drainage improvements		
Grant ID	DEMO-CDBG-001	Grant end date	Jun 30, 2027

All amounts, dates, vendors and allocations are invented. The local contribution is not a statewide match requirement.

CDBG AWARD	CDBG COSTS PAID	CASH RECEIVED	PENDING REQUESTS
$500,000	$215,000	$125,000	$65,000

1 | BUDGET COMPARED WITH PAID EXPENDITURES

Budget activity	CDBG budget	Local budget	Total budget	CDBG paid	Local paid	Total paid	Balance vs. paid
Construction	$475,000	-	$475,000	$200,000	-	$200,000	$275,000
Engineering	-	$45,000	$45,000	-	$30,000	$30,000	$15,000
Grant administration	$25,000	-	$25,000	$15,000	-	$15,000	$10,000
Other approved costs	-	$5,000	$5,000	-	-	-	$5,000
TOTAL	$500,000	$50,000	$550,000	$215,000	$30,000	$245,000	$305,000

2 | CASH FLOW

Paid CDBG costs not submitted	$25,000
Total unreimbursed CDBG costs	$90,000
Local contribution paid	$30,000
Local budget remaining	$20,000

3 | FOLLOW-UP

Invoices needing review	1
Payment requests needing review	0
CDBG budget spent	43.0%
Funding reconciliation	OK

Local funds are tracked separately. Whether a local expense qualifies as match depends on the approved award.

PRESENTATION PROMPT

The town is awaiting $65,000 on submitted requests, with another $25,000 in paid CDBG costs not submitted. What should finance check before the next request?

Balances exclude unbilled commitments and retainage; they are not available cash. Example report date is a label, not a date filter.

Grant Summary | Expense Log | Payment Requests | Start Here

Grant Management

- Financial Management Best Practices
  - Open separate checking accounts (if required, non-interest bearing)
  - Maintain project specific accounting
  - Amend the budget
  - Dual check signatures are required for most state and federal grants (it's a good practice anyways!)

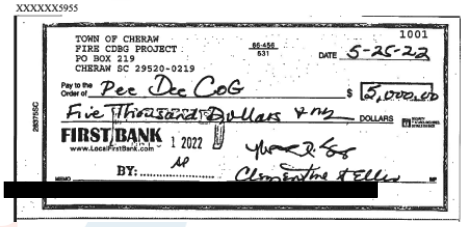
10-0419-00486	AGERTON/DAVIS ST GRANT REVENUE	0.00	0.00	-6,123.00		6,123.00
10-5000-05713	AGERTON/DAVIS ST. CDBG EXPENSE	40,000.00	0.00	0.00	0.00	40,000.00
10-5000-05714	CDBG AGERTON PHASE II EXPENSES	0.00	0.00	143,947.66		-143,947.66

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Grant Management

- Understand Match Requirements
  - Certain costs may count toward matching requirements but are not eligible for reimbursement.
  - Not all matching funds are equal!
  - Check with granting agency, but in general these expenses should still go through the grant checking account.

12/12/2024 4:51 PM
COMMERCIAL CHECKING
XXXXXX5955



10-5000-05957	GRANT CONSULTANT	15,000.00	0.00	7,953.00	53.02	7,047.00
30-0406-30531	SCIIP EXPENSES	0.00	0.00	983,545.00		-983,545.00

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Let's Get Ready to Spend!

Mr. Robert Wolfe
Manager, Town of Cheraw
Post Office Box 219
Cheraw, South Carolina 29520

Re: Approval for Release of Funds
CDBG Grant # 4-NR-23-001

Dear Mr. Wolfe:

Attached is an approved copy of the CDBG Start-up Checklist Form which indicates that all the documentation necessary to permit processing of requests for payment from your Community Development Block Grant has been received. You may now begin requesting funds as needed.

If you have any questions, please do not hesitate to contact me.

Sincerely,
Martha Whitaker

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Grant Management

- Awarding Contracts
  - Document the procurement process, from start to finish.
  - Use written resolutions to award contracts.

Resolution 04 – 2024

A Resolution Authorizing the Town Manager to Award a Contract to Davis and Floyd for Engineering Services Relating to the Town of Cheraw's SCIIP Grant Contingent Upon Approval by the South Carolina Rural Infrastructure Authority

WHEREAS, the Town of Cheraw has been awarded $10 million dollars for water/wastewater improvements by the South Carolina Rural Infrastructure Authority; and

WHEREAS, the Town of Cheraw followed an approved procurement procedure for engineering services set by the South Carolina Rural Infrastructure Authority; and

WHEREAS, a selection committee composed of five members ranked Davis and Floyd as the highest and most qualified responding engineering firm; and

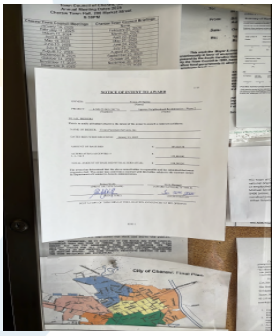
WHEREAS, the Town Manager is requesting authorization to enter into a contract with Davis and Floyd for engineering services relating to the Town of Cheraw's SCIIP Grant award with all final approval being contingent upon approval by the South Carolina Rural Infrastructure Authority.

NOW, THEREFORE, BE IT RESOLVED by the Town Council of the Town of Cheraw, South Carolina assembled this 12th day of September 2023 that the Town Manager is authorized to follow necessary procurement procedures set by the Rural Infrastructure Authority to enter into a contract with Davis and Floyd for engineering services.

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Grant Management

- Common Procurement Documents
  - Bid Solicitation, Request for Qualifications, Request for Proposals
  - Proof of Advertisement (Think SCBO!)
  - Copies of all bids received
  - Minutes of pre-bid meetings or bid openings
  - Bid tabulations or review sheets
  - Notice of Intents
  - Signed Contracts



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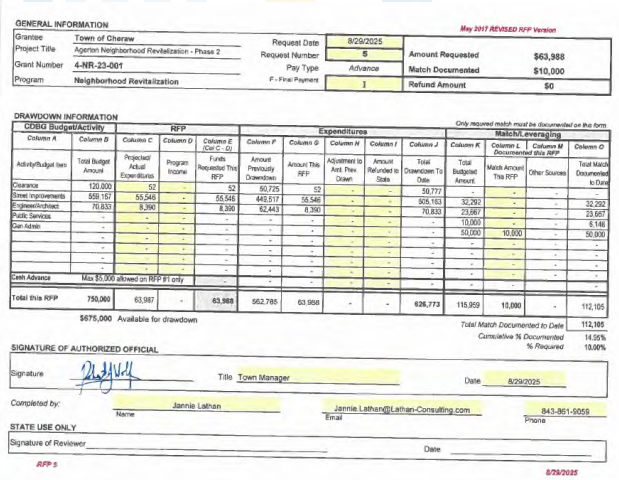
Grant Management

- Making Payments
  - Be aware that the timely disbursement of funds is critical for CDBG Grants
  - If you are receiving reimbursement for expenses, the CDBG program requires a reimbursement request within 30 days of the expenditure.
  - If you are using the cash advance method for expenses, funds must be disbursed within 10 days of receipt.
  - Under no circumstances should payment be made without approval.

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Grant Management

- Request for Payments



GENERAL INFORMATION

May 2017 REVISED RFP Version

Grantee	Town of Cheraw	Request Date	8/29/2025		
Project Title	Ageron Neighborhood Revitalization - Phase 2	Request Number	5	Amount Requested	$63,988
Grant Number	4-NR-23-001	Pay Type	Advance	Match Documented	$10,000
Program	Neighborhood Revitalization	F - Final Payment		Refund Amount	$0

DRAWDOWN INFORMATION

Only required match must be documented on this form

CDBG Budget/Activity		RFP			Expenditures					Match/Leveraging			
Column A	Column B	Column C	Column D	Column E (Col C - D)	Column F	Column G	Column H	Column I	Column J	Column K	Column L Documented this RFP	Column M	Column O
Activity/Budget Item	Total Budget Amount	Projected/ Actual Expenditures	Program Income	Funds Requested This RFP	Amount Previously Drawndown	Amount This RFP	Adjustment to Amt. Prev Drawn	Amount Refunded to State	Total Drawndown To Date	Total Budgeted Amount	Match Amount This RFP	Other Sources	Total Match Documented to Date
Clearance	120,000	52	-	52	50,725	52	-	-	50,777	-	-	-	-
Street Improvements	559,167	55,546	-	55,546	442,617	55,546	-	-	908,163	32,292	-	-	32,292
Engineer/Architect	70,833	8,390	-	8,390	62,443	8,390	-	-	70,833	23,667	-	-	23,667
Public Services	-	-	-	-	-	-	-	-	-	10,000	-	-	6,146
Gen Admin	-	-	-	-	-	-	-	-	-	50,000	10,000	-	50,000
	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash Advance	Max $5,000 allowed on RFP #1 only			-	-	-	-	-	-	-	-	-	-
Total this RFP	750,000	63,987	-	63,988	562,785	63,988	-	-	926,773	115,959	10,000	-	112,105

$675,000 Available for drawdown

Total Match Documented to Date 112,105

Cumulative % Documented 14.05%

% Required 10.00%

SIGNATURE OF AUTHORIZED OFFICIAL

Signature _____ Title Town Manager Date 8/29/2025

Completed by: Jannie Lathan (Name) Jannie.Lathan@Lathan-Consulting.com (Email) 843-861-9059 (Phone)

STATE USE ONLY

Signature of Reviewer _____ Date _____

RFP 5

8/29/2025

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Closeout, Monitoring, and Auditing

- Be prepared!
- Monitoring is a critical part of many state grants, including RIA and CDBG Programs:
  - Evidence of local match
  - Invoices and all supporting documents with approvals
  - Executed contracts and change orders
  - Any document provided by SC Department of Commerce or RIA (They will not re-issue documents)
  - Bank statements and copies of checks
  - Accounting records – journals and general ledgers from the beginning to the end of the grant

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Closeout, Monitoring, and Auditing

- Monitoring will occur for CDBG Grants once 70% of grant funds have been expended.
- At this point, SC Department of Commerce Staff will note any findings that need to be addressed or problems.
- If there are findings you will need to address those findings within 30 days of the monitoring visit.

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Closeout, Monitoring, and Auditing

- Common Findings
  - Unauthorized check signatures.
  - Comingling funds in other accounts.
  - Failure to drawdown or expend funds in a timely manner.
  - Improper approvals for expenditures.
  - Failure to complete a Single Audit (if required).
  - Repeat findings can jeopardize future grant opportunities.

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Closeout, Monitoring, and Auditing

- Single Audits
  - Single audits are required for any municipality that expends more than $1,000,000 in federal funds in a single fiscal year.
  - If you meet this audit threshold, the single audit must be submitted to SC Department of Commerce as part of a CDBG Grant.

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Closeout, Monitoring, and Auditing

- Closeout for CDBG and RIA Programs
  - Occurs once all funds have been expended
  - Requires the submission of multiple reports, including expenditure reports
    - Have your documentation ready!
  - Closeout requirements will vary depending on the specific grant.



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Final Thoughts

- A picture is worth a thousand words – take lots!
- Keep council informed of grant finances and progress.







Non ADA Accessible Ramp



Municipal Association of South Carolina

Questions?

Rob Wolfe
Field Services Manager
803-862-7110 / rwolfe@masc.sc

@muniassnsc | www.masc.sc

Municipal Association of South Carolina