

PROJECT DIRECTOR HANDBOOK

Office of
Resource Development



October 2024

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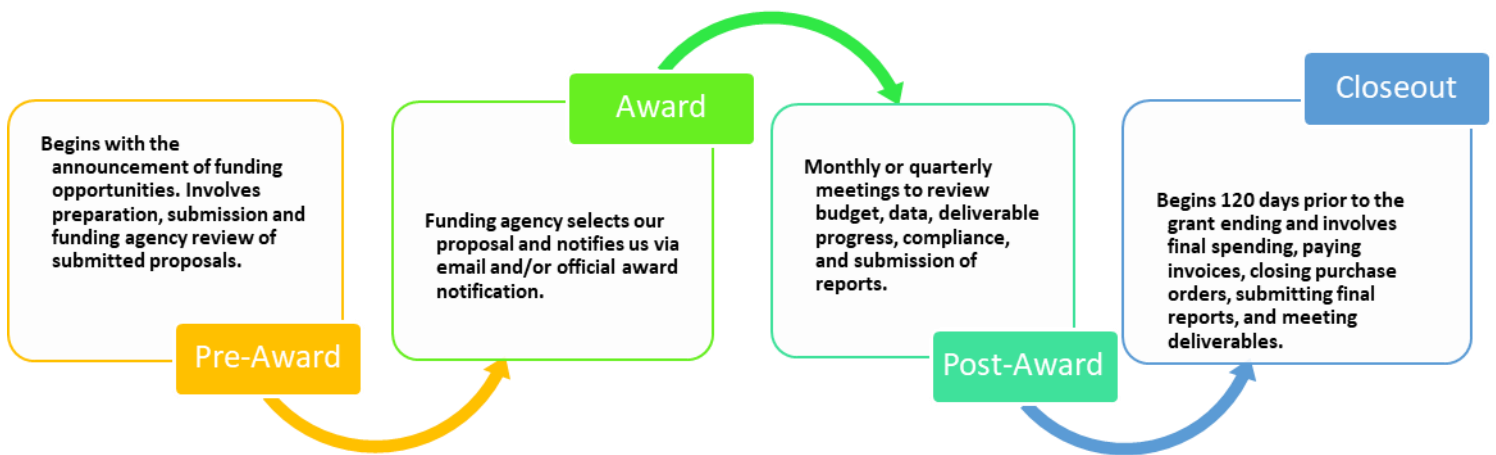
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OVERVIEW

LIFECYCLE OF A GRANT

The lifecycle of a grant consists of four phases: pre-award, award, post-award, and closeout. Resource Development provides support and guidance during each of these phases.



YOUR ROLE & RESPONSIBILITIES

Grants are awarded and accepted by the College’s Board of Trustees. The President accepts full legal responsibility for the funds and for fulfilling the granting agency’s requirements. The Project Director (also may be known as a Principal Investigator or Project Coordinator) accepts full responsibility for ensuring compliance with the terms, conditions, and regulations governing the grant project.

Your role as the Project Director is to ensure the integrity of the project. You are responsible for the overall administration of the grant project including:

- Documentation of project activities
- Supervision of personnel (if applicable)
- Purchasing equipment, materials, and supplies

- Monitoring and tracking of grant expenditures
- Collecting, maintaining, and disseminating reports and project data
- Coordination of evaluation activities
- Certification of time and effort records
- Timely submission of progress reports

It is your responsibility to ensure that grant activities are completed, funds are expended as budgeted, and project deliverables and objectives are met. You will need to take into consideration the College’s operating style, the complexity of your project, and the funding agency requirements.

However, you are not alone. Managing a grant is a collaborative effort that requires the support and involvement of many people in various departments. As a team, we will devote as much time as necessary to develop a successful implementation plan thus lessening the risk of expending unnecessary energy and resources while avoiding compliance issues.

GRANT SUCCESS TEAM



Resource Development

You will work closely with the Grants Manager to prepare and submit progress reports to the funding agency, prepare and submit amendments, troubleshoot problems, review and route MOU’s and contracts through the approval process, among many other tasks. Resource Development is your first point of contact for all programmatic matters related to your grant project.



Grants Accounting

The Grants Accounting team is your first point of contact for the financial aspects of your grant. You will work closely with the Grants Accounting Director to prepare and submit financial reports, track and manage your budget, prepare and submit budget amendments, and verify fund availability.



Purchasing

The Purchasing team will assist you with purchase requisitions, contractor and consultant agreements, purchasing card expenses, and any other questions you may have related to purchasing from your grant funds.



Institutional Research

The Institutional Research department reports data to the state as well as other agencies. The data included with any grant reports to funding agencies should be consistent with data maintained and reported by the Institutional Research department.



Institutional Review Board

The Institutional Review Board reviews and approves any research related documents such as student and staff surveys. Before administering any research related activities, please consult with the IRB.



Information Technology

The Information Technology (IT) department will assist you with any computer software or hardware purchases, as well as setting up any new technology within classrooms or offices. The HelpDesk is available for any technical assistance.



Human Resources

Human Resources (HR) coordinates the recruitment and hiring of project personnel, preparing and routing forms related to stipends, and coordinates the separation of project personnel.



Marketing

The Marketing team prepares press releases as well as any materials pertaining to DSC such as brochures, recruitment documents, and updates to project websites.



Funding Agency

The award notice usually includes contact information for the Program Officer assigned to the grant. It is important to establish a relationship with your assigned program officer. A supportive, productive relationship with your program officer will always help guide the successful implementation of your grant project.

KICKOFF

SO, YOU'VE BEEN AWARDED. WHAT'S NEXT?

Step 1

- **Read the award notice.**
Carefully read the conditions outlined in the award notice.
- **Note key information.**
Record the phone number and email of your program officer.

Step 2

- **Re-read the proposal.**
It's likely been awhile since you worked on the proposal or perhaps you were hired specifically for the Project Director position and need to familiarize yourself with the plan that the funding agency approved and funded. Know your grant!

Step 3

- **Review your budget.**
Grants Accounting will create your subfund and provide a trial balance at the kickoff meeting. Double check the proposed budget versus what was awarded and how the budget is allocated to different accounts on the trial balance.

KEY CHALLENGES AND CONSIDERATIONS

- Time required to finalize the award and budget documents.
- Time required to hire personnel.
- Time required to purchase and install equipment.
- Establishing a consistent data tracking process.

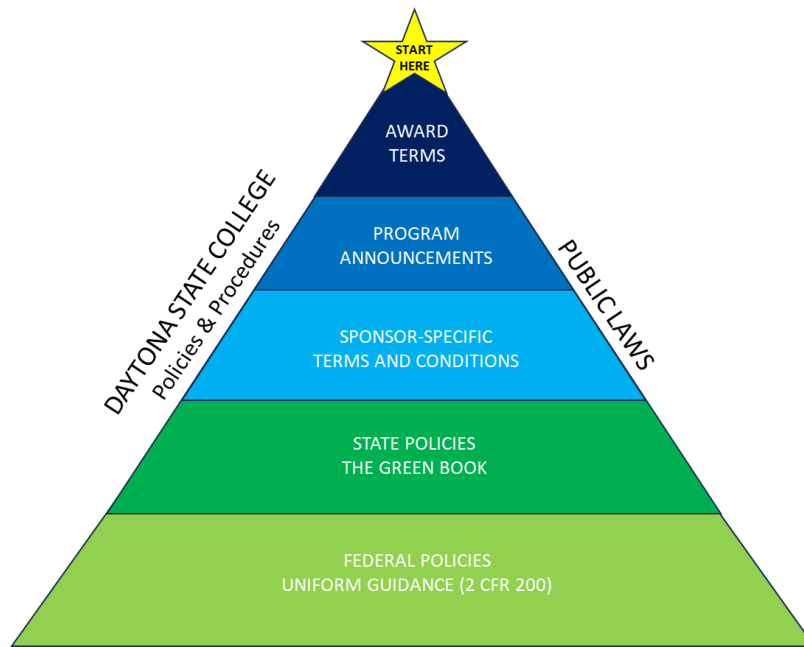
“Plan your work for today and every day, then work your plan.”

MARGARET THATCHER

COMPLIANCE

RULES AND REGULATIONS

Once a grant or contractual agreement is accepted by Daytona State College, the College becomes responsible for complying with the regulations, guidelines, technical and fiscal reporting and/or billing requirements, and management procedures as prescribed by the funding source awarding agency.



FEDERAL	STATE	DSC
<u>2 CFR 200 UNIFORM GUIDANCE</u>	<u>FDOE GREEN BOOK</u>	<u>POLICIES</u>
<u>USDOE EDGAR</u>	<u>FDOC ADMINISTRATIVE POLICIES</u>	3.01
<u>NSF PAPPG</u>	<u>FDAC GRANT ADMINISTRATION</u>	5.05
<u>NEH GENERAL TERMS & CONDITIONS</u>		5.14
		6.01
		<u>PROCEDURES</u>
		301
		503N
		505
		514
		601

CONFLICT OF INTEREST

It is imperative that Project Directors and employees ensure all grant funds are expended without the appearance of a conflict. Conflict can arise in purchasing products, contracting services, or in the general administration of the project. The College has policies and procedures governing the actions of its employees engaged in the selection, award, and administration of grants and contracts. The Project Director or other decision-maker must not use her/his position in a way that is, or appears to be, motivated by financial gain for others or the decision-maker.

DSC Policy 3.01: Standard of Ethics and Professionalism (page 6 of 11)

Grant or contract project directors and subcontractors are required to disclose all relevant financial interests. The grant or contract project director must disclose all relevant significant financial interests held by a spouse or dependent children that may result in conflict within a grant or contract.

If a conflict of interest exists, prior to any expenditure of awarded funds, the College must report any conflicts to the funding source and act to protect the project from bias due to the conflict of interest. Actions may include (1) public disclosure of significant financial interests, (2) monitoring of project activities by independent reviewers, (3) modification of the activity plan, (4) disqualification from participation in all or a portion of the funded activities, (5) divestiture of significant financial interests, or (6) severance of relationships that create actual or potential conflicts.

Disclosure information needs to be updated either annually, or more frequently as needed, if project personnel acquire new financial interests. The President of the College is authorized to implement all appropriate procedures to limit or eliminate any potential conflicts of interest. Appropriate monitoring and reporting throughout the grant or contract are essential by the project director or any person responsible for managing the grant to avoid any conflicts.

DOCUMENTATION & RECORDS

To comply with state and federal regulations, Project Directors, with support from the Grants Manager and Grants Accounting, must maintain thorough and accurate documentation of all grant activities. These records should include:

- Payroll documentation
- Participant eligibility
- Documents verifying program delivery

When evaluating the project, the funding source will need detailed information on what was done, when and how it was done, and the associated costs. These records are essential for audits, grantor monitoring visits, and external evaluations.

To document performance, the Project Director must establish a system for recording grant activities. These records can include items such as:

- The number of people served
- The number and type of activities conducted
- Curriculum developed
- Changes in student performance
- Agendas and minutes of any meetings held

For grants with participant eligibility requirements (such as demographic or economic status), additional documentation is needed including verification of eligibility. The Grants Manager can assist in determining the most appropriate types of documentation for the specific information required.

***If you didn't document it,
it didn't happen.***



B U D G E T

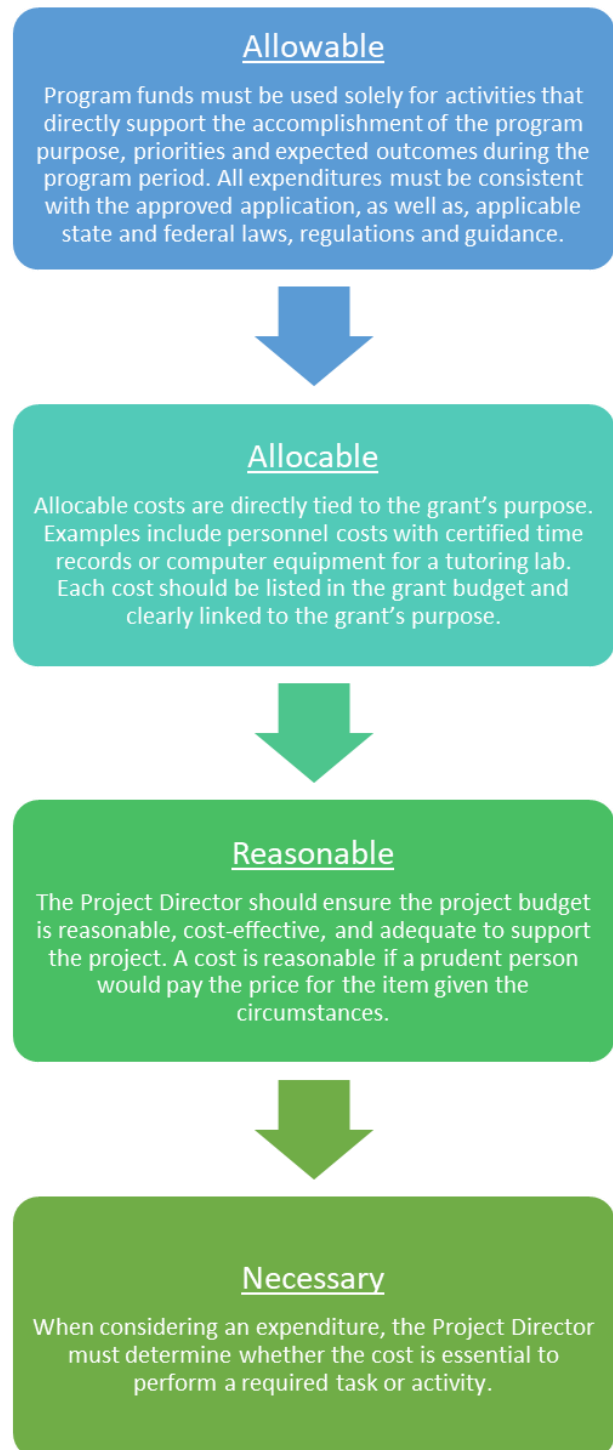
When a grant is funded, the funding agency expects the college to conduct all the activities outlined and committed in the proposal, including the budget.

This includes **grant** funds and the College's pledged cost share, also known as **match** funds. In some cases, the grant will generate fees or income because of grant activities. This is known as **program income**. Both match and program income fall under the same regulations as grant funds.

Grants Accounting will create separate **subfunds** and build separate budgets for each funding type based on the approved proposal budget.

Project Directors are responsible for expenditures allocated to the subfunds associated with their grant project.

Expenditures should be budgeted and **necessary** to the performance of the grant. Additionally, the costs must be **reasonable, allowable, and allocable**.



AMENDMENTS

To comply with grant guidelines, all programmatic and budgetary changes must be approved before implementation. The Grants Manager and Grants Accounting should be informed of needed changes promptly. The Project Director, with the Grants Manager, will coordinate and submit the necessary paperwork and official amendment requests. Changes are not officially approved until a written response is received.

PROGRAMMATIC

Programmatic amendments are sometimes necessary to ensure the successful implementation and management of grant-funded projects. These amendments may be required due to various changes that impact the project's scope, timeline, or personnel. Approval for these changes is often necessary. The Project Director should contact the Grants Manager for guidance to ensure compliance and proper management of the project.

BUDGET

Some funding agencies allow budget revisions or transfers within a certain threshold without prior approval, while others are more restrictive. The Project Director, Grants Accounting, and Grants Manager should be aware of these limitations and complete amendments to the funding agency as a team. No adjustments should be made until proper approval is obtained from the funding agency.

Common Reasons for Programmatic Amendments	Common Reasons for Budget Amendments
<ul style="list-style-type: none">❖ Change in Project Director❖ Modification of timeline❖ Modification of expected program outputs or outcomes❖ Change to the scope of work❖ Travel or equipment purchases not identified in the original budget	<ul style="list-style-type: none">❖ Excess funds available in personnel due to delay in hiring❖ Increased cost of equipment related to the time between proposal and purchase❖ Travel or equipment purchases not identified in the original budget

DATA

INSTITUTIONAL RESEARCH (IR)

Data and collaboration with DSC's Institutional Research department are crucial for tracking and recording deliverables in many grant-funded projects. Accurate data collection ensures that all project activities and outcomes are documented, providing evidence of progress and success.

The Institutional Research department helps analyze this data, ensuring compliance with grant requirements and facilitating informed decision-making. This collaboration also supports transparency and accountability, which are essential for maintaining funding and achieving project goals.

INSTITUTIONAL REVIEW BOARD (IRB)

All programs and grant proposals involving human subjects must be approved by DSC's Institutional Review Board (IRB) before starting and reviewed annually. Activities requiring IRB review include:

- Collecting information from identifiable individuals that isn't publicly available and will be made public
- Quantitative, qualitative, and correlational research with human participants
- Oral histories, interviews, surveys, and participant observations

The Project Director will collaborate with the IRB Committee to complete and submit the necessary forms.

“It is a capital mistake to theorize before one has data.”

SHERLOCK HOLMES

PURCHASING

The Purchasing department plays a crucial role in the grant purchasing process, ensuring that all expenses are necessary, reasonable, and compliant with grant guidelines. This team will assist you with purchase requisitions and orders, contractor and consultant agreements, purchasing card expenses, and any other questions you may have related to purchasing from your grant funds.

For grants with line items for equipment and contracts, a **Purchase Order (PO)** must be generated through PeopleSoft. The budget must be set up before any purchases can be made, and sufficient funds must be available in the account. Grants Accounting must approve all purchases made with grant funds.

The College has a system to ensure only allowable and allocable costs are charged to the grant. Purchasing procedures cover small operating purchases, competitive bid contracting, and sole-source justifications when applicable. Refer to **DSC Policy 5.05 and Procedure 505** for detailed guidelines and purchasing thresholds.

It is rare for a funding agency to approve expenses before the project start date or budget approval. No funds should be committed or expended outside the project dates unless authorized by the grantor. Unauthorized purchases may be considered a personal obligation of the purchaser.



EQUIPMENT

Equipment purchases must follow grant agreement policies and DSC's standard procedures and be made promptly—typically within the first quarter of a one-year award or the first year of a multi-year award. Project Directors must monitor expenses against the budget to ensure timely fund expenditure.

Uniform Guidance requires maintaining accurate property records for equipment bought with grant funds. DSC's Property Management department records all equipment purchases over \$1,000 in a property inventory system and conducts a physical inventory annually.

What happens to grant-funded assets varies by funding agency. At the project's conclusion, these disposition rules will be reviewed and implemented.

TECHNOLOGY

To purchase technology or computer equipment (including software), submit a **Technology Request** (TR) through the [DSC Service Portal](#) to the IT department.

The IT department will review the TR, assist with equipment or software selection to ensure alignment with the College's IT specifications, and submit the purchase order (PO) on your behalf.

Be sure to indicate in the TR that the purchase is funded by a grant and provide the necessary fund, subfund, project ID, and account information.

CONTRACTS

Some grants require the use of an external evaluator, subrecipient, or contractor to complete program requirements. In these cases, the Grants Manager will work with the Project Director, Purchasing department, and external partner to develop an agreement for the services to be completed.

After establishing the fundamentals of the agreement, the Grants Manager will work with the College’s legal counsel to get the appropriate approvals and signatures. This needs to occur as soon as possible to delay any payments to the external partner.

CONTRACTOR VS. SUBRECIPIENT

Sometimes, a project may need subrecipients or contractors to complete required services. The first step is to determine their relationship with the College: **are they a subrecipient or a contractor?** The following chart outlines the key differences between the two.

SUBRECIPIENT	CONTRACTOR
Determines who is eligible to receive Federal assistance under the program guidelines.	Provides the goods and services within normal business operations.
Has its performance measured in relation to whether objectives of a Federal program were met.	Provides similar goods or services to many different purchasers.
Has responsibility for making programmatic decisions.	Normally operates in a competitive environment.
Is responsible for adherence to applicable program requirements specified in the Federal award.	Provides goods or services that support the operation of the Federal program.
In accordance with its agreement, uses the Federal funds to carry out a program for public purpose specified in authorizing statute, as opposed to providing goods or services for the benefit of the pass-through entity.	Is not subject to compliance requirements of the federal program because of the agreement, though similar requirements may apply for other reasons.

T R A V E L

Faculty and staff must adhere to the College's standard travel policy and procedures. Travel must be included in the approved grant budget and directly related to the project's goals.

If travel isn't clearly allowable, contact the Grants Manager for guidance. They will help determine if the travel can be reimbursed by the grant, which may require permission from the funding agency official.

T R A V E L A U T H O R I Z A T I O N

If the grant allows for travel, you must complete the appropriate [travel authorization](#) form and obtain the necessary signatures for travel within the district (Volusia and Flagler counties), out of the district, and out of state.

Project Directors must review travel authorizations to ensure they are properly completed and signed. Travel authorizations need approval from the subfund manager, Grants Accounting, and senior management, depending on the dollar amount.

The Accounts Payable department and Grants Accounting will review travel authorizations to ensure expenses are applicable to the grant's administration, including staff travel status, duties conducted, and the training, workshops, or conferences attended.

M I L E A G E

Mileage reimbursement for [in-district travel](#) must be in accordance with the approved mileage chart. Mileage reimbursement for out-of-district and out-of-state travel must be accompanied with documentation showing the actual distance from a DSC campus location to your destination.

Please refer to DSC's **Travel Authorization Procedure 503(n)**.

PERSONNEL

Most grants have personnel costs included in the grant or match budget. Personnel working on grants must be treated the same as other college employees in the areas of hiring and employment. This means that they receive the same benefits and have the same institutional responsibilities as non-grant funded personnel. In many cases, existing DSC personnel may be utilized to accomplish the goals of the grant award. In other cases, new personnel are hired to fulfill the terms of the grant award.

NEW EMPLOYEES

Most grants, especially multi-year ones, require DSC to hire full-time employees to carry out grant activities. The HR Department has outlined the hiring process, starting with completing a [Staff Recruitment Request](#) (SRR). The Grants Manager can assist the Project Director with this process if needed.

All full-time and regular part-time employees funded by grants or matching funds must complete monthly Time and Effort reports.

Employment for grant-funded positions is only guaranteed for the duration of the grant with no assurance of employment beyond the grant's expiration.

EXISTING EMPLOYEES

College personnel may be reassigned or take on additional responsibilities for a set period to meet grant project requirements. These assignments are usually within their normal duties and may or may not include extra pay.

If an employee is fully or partially reassigned to a grant, their supervisor or the Project Director must complete an [Employee Action Form](#) (EAF). This form is submitted to the

responsible Dean, Associate Vice President, and Vice President for signatures. It is also routed through Grants Accounting to check the available budget and then to Human Resources for final processing. This documentation ensures that the employee is paid from grant or matching funds and informs various College levels of the change. These employees must certify monthly Time and Effort records to document their grant work.

S U P P L E M E N T A L P A Y

Employees taking on additional grant responsibilities may receive supplemental pay. Full-time faculty and administrative employees are eligible for these payments. The Project Director must document the additional duties and obtain the necessary approvals on the [Supplemental Pay Form](#) (SPF). Payments are made after the grant responsibilities have been substantially met.

C O N T R A C T E D P R O F E S S I O N A L S E R V I C E S

Sometimes, contracting for professional services is necessary to meet grant project needs. This requires completing a [Professional Services Agreement](#) (PSA), a Supplier Application with W-9, a requisition/purchase order, and an invoice for payment. These documents are available in the Document Repository. Follow the PSA instructions. If the cost exceeds \$100/hour or \$1,600/appointment, approval from the Vice President or President is required.

T I M E A N D E F F O R T

All grant-funded employees, whether fully or partially funded, must certify Time and Effort records to document expenditures. This includes those paid directly from the grant and those whose salary is documented as match. Employees should document

their time and effort spent on grant-related activities. The Project Director or supervisor should periodically check that employees' actual time and effort align with the percentage charged or pledged to the grant.

Employees certify their time and effort monthly or quarterly using the [Cayuse](#) effort management system, accessed with their DSC login and password. They will receive an email from the Grants Manager notifying them when their time and effort is ready to certify. Auditors may request time and effort statements from Cayuse to ensure College records match grant budgets.

Although the certification process is electronic, employees should maintain documentation as verification. This should show how reported percentages were calculated and confirm they are reasonable and accurate. At a minimum, it should include the grant activities performed and the hours spent on them during the reporting period.

While there is no standard document, the recommended one is the Outlook calendar. Project Directors may choose the most appropriate documentation method for their department. These documents should be kept by the employee and/or supervisor as verification, which is crucial in case of an audit or monitoring visit by a funding agency.

MARKETING

The Marketing Department approves DSC-related statements on project websites, brochures, and other documents. They create and design promotional materials and website pages following College advertising standards, develop and print program brochures and publications, and prepare and disseminate news releases to the media. Additionally, they provide guidance and direction for media interactions and public inquiries.

Project materials must follow grant guidelines and DSC's policies and procedures. All external marketing must be approved by DSC's Marketing department to ensure consistency across programs.

Additionally, **external marketing materials funded by grants must include a statement indicating support from the funding agency.** The Grants Manager will assist the Project Director with the specific language.

To start a marketing project, first submit a **Service Request (SR)** in [DSC's Service Portal](#). Once your request is received, you'll be assigned a Marketing team member. Collaborate with them to create the necessary materials, ensuring they align with DSC's standards and effectively promote your project.



IT

The Information Technology (IT) department at DSC plays a crucial role in supporting grant projects by ensuring that Project Directors have the necessary technological resources and assistance. For instance, the IT department handles the procurement of technology equipment and software essential for project execution. To request technology equipment or software, Project Directors must submit a **Technology Request** (TR) through the [DSC Service Portal](#), streamlining the process and ensuring all requests are tracked and managed efficiently.

Additionally, the IT department offers training sessions on new software and tools, provides cybersecurity guidance to protect sensitive project data, and assists with setting up and maintaining project-specific databases and servers. This comprehensive support ensures that grant projects run smoothly and efficiently, leveraging the latest technology to achieve their goals.

If Project Directors encounter any technical issues, they can reach out to the [IT Helpdesk](#) for prompt assistance, ensuring minimal disruption to their work.



C L O S E O U T

Grant closeout is a crucial part of the post-award management plan. The closeout period begins 120 days prior to the grant end date, but regular and consistent monitoring of program performance during the project period simplifies the closeout process. Review the following steps and take the necessary actions to ensure a timely, successful, and clean closeout.

Need more time? Contact the Grants Manager.

Complete final purchases. However, most purchasing activity should be complete by the 120-day closeout period.

Pay Invoices. Contact Grants Accounting to determine whether all invoices have been paid for any subcontracts or open Purchase Orders (PO). Final invoices should be submitted to DSC within 30 days after the grant ends.

Close Purchase Orders (PO). Contact Purchasing department to request a list of any open PO's and work with Accounts Payable to close them within the 120-day closeout period.

Contact Human Resources (HR) as soon as the project enters the closeout period to notify them of any personnel not continuing with DSC after the grant ends.

This allows HR to send a notice to the affected employees at least 90 days prior to the grant end date. The Project Director will also submit new Employee Action Forms (EAFs) for employees continuing with DSC after the grant ends.

Review General Ledger (GL) for possible unallowable costs. Confirm all payroll charges and other recorded expenditures are charged appropriately.

Collect equipment inventory list from Property Management. Determine the funding agency's rules on disposition of grant-funded assets.

Submit final reports – both programmatic and financial.

Store documents and program records. Contact Grants Manager to determine the record retention period and destroy date.

TIPS & TRICKS

- 1 Document and meet all reporting deadlines.**
All grant reports, including final, should be filed by due dates.
- 2 Keep your grant success team informed.**
We are a team! Keep us in the loop and copied on any important emails.
- 3 Don't lobby, politic, entertain, or support religious activities.**
All these activities are strictly prohibited with grant funds.
- 4 Refine your ability to spot misconduct.**
If an activity causes doubt, contact Resource Development.
- 5 Ask enough questions.**
This handbook provides essential resources to simplify your role. Your grant network is here to support you.
- 6 Credit the funding agency.**
Printed materials, news releases, brochures, or verbal presentations must include a credit line.
- 7 Provide lead time.**
Your grant is one of many College-wide activities and may require more lead time and special arrangements. Plan ahead!
- 8 Keep up with your budget.**
A grant project director should track their budget to ensure proper allocation and prevent overspending. Regular monitoring catches financial issues early.
- 9 Manage concerns proactively**
Large projects can sometimes go off track. If you sense this happening, contact your supervisor or Resource Development so we can help.
- 10 Join the college network.**
The Project Director and grant program are integral to the DSC community. Engagement builds support for project goals and outcomes.

About This Handbook: This handbook is designed to provide grant project directors with essential guidelines and resources for managing grant programs effectively. It covers key aspects of grant administration, including compliance, reporting, and best practices to ensure successful project outcomes. Whether you're new to grant management or an experienced director, this handbook will support you in navigating the complexities of your role.

Disclaimer: The content of this handbook is for informational purposes only. Additionally, the last update of this handbook was in October 2024 and some content could be outdated. Please contact your Grants Manager with any questions.

C O N T A C T U S

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Find us [online!](#)