



## **Results Oriented Accountability for Grants**

### **Goal Leaders**

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**Sheila Conley**, Deputy Chief Financial Officer, Department of Health & Human Services

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Federal Assistance Committee for E-Government Co-Chairs

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## Goal Statement

- Maximize the value of grant funding by applying a risk-based, data-driven framework that balances compliance requirements with demonstrating successful results for the American taxpayer.



## Challenge

- The Federal government uses grants to invest approximately \$700 billion each year in mission-critical needs for American taxpayers, but managers report spending 40% of their time using antiquated processes to monitor compliance instead of analyzing data to improve results.



## Opportunity

- Standardize the grants management business process and identify, open, standardize, and link data. Use standard business process and data to identify opportunities to build shared solutions that reduce burden and improve the user experience. Leverage data, including data produced by annual audits, to assess and manage recipient risk. Hold recipients accountable for good performance practices that supports achievement of program goals and objectives and streamline burdensome compliance requirements for those that demonstrate results.



### Executive Steering Committee

The Executive Steering Committee holds the primary responsibility for developing a governance structure for the CAP goal. It is the overarching governing body for all governmentwide work groups related to grants and reports to the Chief Financial Officers Council. The ESC also includes the participation from the Financial Assistance Committee for E-Government

### Strategy Leads

For each CAP goal strategy, ESC members are designated as strategy leads. Strategy leads serve as the executive sponsors for the strategy, providing strategic support, leadership, and vision for their respective strategy.

### Participating Agencies

All major grant making agencies are encouraged to participate and contribute to the execution of this goal. This includes active participation in governmentwide workgroups that inform each strategy.



# Goal Structure

## Strategy 1: Standardize the Grants Management Business Process & Data

Standardize the grants management business process and identify, open, standardize, and link data.

## Strategy 2: Build Shared IT Infrastructure

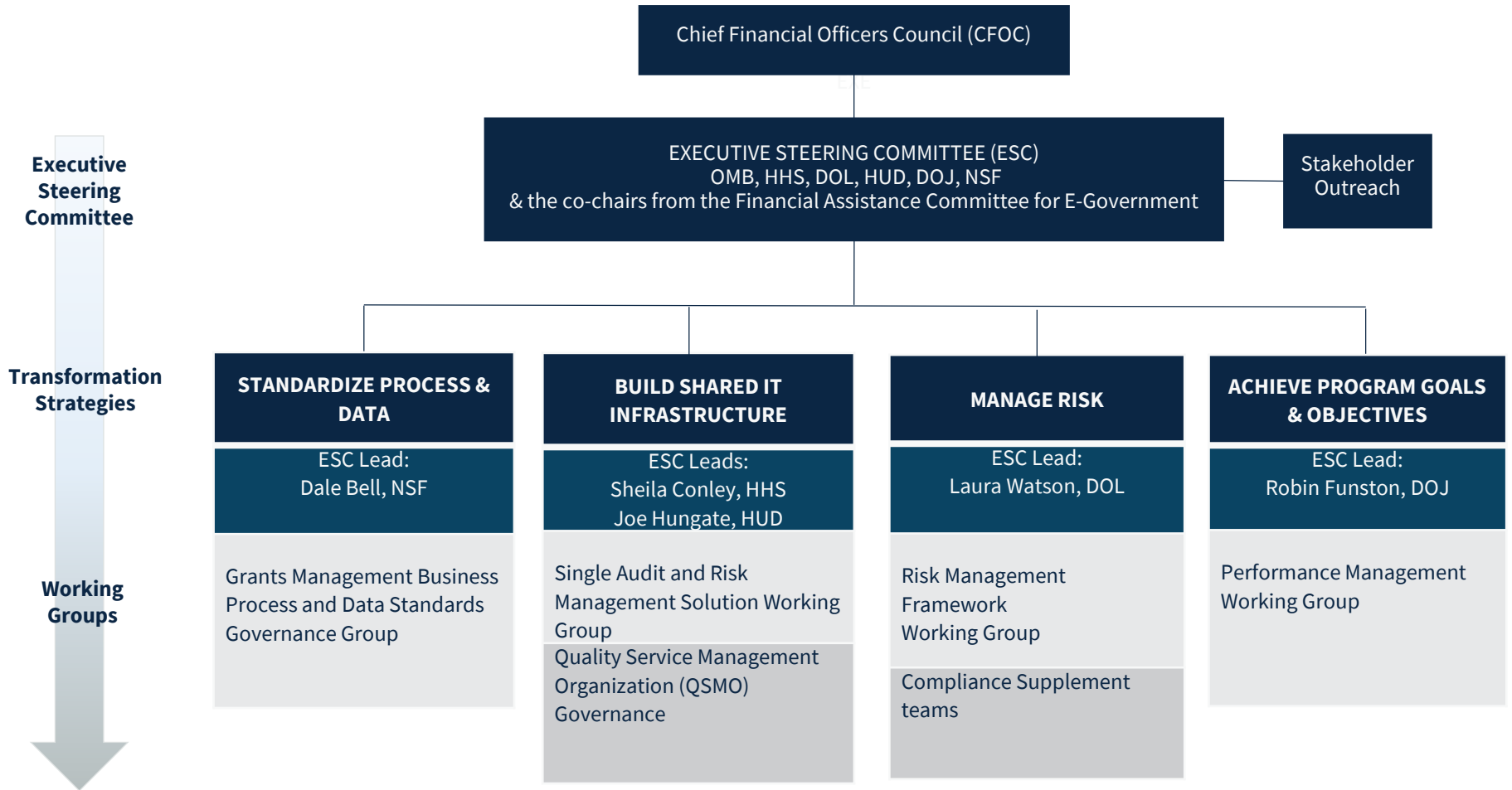
Use standard business process and data to identify opportunities to build shared solutions that reduce burden and improve the user experience.

## Strategy 3: Manage Risk

Leverage data, including data produced by annual audits, to assess and manage recipient risk.

## Strategy 4: Achieve Program Goals and Objectives

Hold recipients accountable for good performance practices that supports achievement of program goals and objectives and streamline burdensome compliance requirements for those that demonstrate results.





### Key Milestones December 2018 – May 2019

- Completed agency survey of current Federal business practices in performance within the grants lifecycle
- Over 1,100 public comments received on draft Grants Management standard data elements
- Single Audit and Risk Management Solution Industry Demonstration Days
  - Participation of 19 vendors and over 75 Federal employees
- M-19-16 Centralized Mission Support Capabilities for the Federal Government
  - HHS pre-designated the Quality Service Management Office (QSMO) for Grants



## Strategy 1: Standardize the Grants Management Process and Data

This strategy recognizes that recipient burden (such as excessive compliance requirements) can be reduced if the Federal government standardizes the grants management business process. In addition, recipient burden could be reduced if data is standardized and access to and collection of data is digitized. This strategy supports the Improving the Efficiency and Effectiveness of Administrative Services Across Government and Leveraging Data as a Strategic Asset CAP Goals.

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Leverage Federal Integrated Business Framework (FIBF) to develop comprehensive map of core capabilities for grants management	FY2018 Q3	Complete	No change	CFOC	
Based on FIBF capabilities, standardize data elements to inform comprehensive taxonomy for core grants management data standards	FY2018 Q4	Complete	No change	CFOC	
Release and solicit public feedback on the draft standard data elements	FY2019 Q2	Complete	Change	OMB	Comment period extended due to lapse in appropriations
Receive agency input on adoption grants management in accordance with OMB memorandum M-18-24	FY2019 Q3	In progress	Change	OMB, CFOC	Delayed due to lapse in appropriations
Develop a draft plan for governance and maintenance of data standards (aligned with CAP Goal 5)	FY2019 Q3	In progress	Change	OMB, CFOC	
Reconcile public feedback on the draft standard data elements	FY2019 Q3	In progress	Change	OMB	
Finalize and release version 1.0 of core standard data elements	FY2019 Q4	In progress	Change	OMB	
Issue OMB guidance to support adoption of standard data elements	FY2019 Q4	On track	Change	OMB, CFOC	
Initiate transfer of FIBF standards to the standards lead	FY2019 Q4	Not started	Change	OMB & Future Standards Lead	
Agencies take initial steps to prepare for adoption of FIBF standards	FY2020 Q1	Not started	Change	Agencies	





## Strategy 2: Build Shared Infrastructure

Use standard business process and data to identify opportunities to build shared solutions that reduce burden and improve the user experience. Future shared solutions will increase access to and use of data to support powerful analytics, setting the stage for risk-based performance management. This strategy supports the Improving the Efficiency and Effectiveness of Administrative Services Across Government, Leveraging Data as a Strategic Asset, and Modernizing IT to Increase Productivity and Security CAP Goals.

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Develop draft business capabilities for single audit resolution and risk management to inform future common solutions	FY2018 Q4	Complete	No change	CFOC	
Launch government-wide readiness assessment to evaluate agency system baselines against the Grants Management FIBF capabilities and data standards	FY2019 Q1	Complete	Change	OMB	
Solicit public for information on opportunities to build a standardized single audit and risk management solution for grants management	FY2019 Q3	Complete	Change	CFOC	Industry Demonstration Days delayed due to lapse in appropriations
Identify agency lead to oversee development of single audit and risk management solution (aligned with CAP Goal 5)	FY2019 Q3	Complete	Change	OMB	
Pre-designate Grants QSMO	FY2019 Q3	Complete	Change	OMB	
Receive agency Readiness Assessment in accordance with OMB memorandum M-18-24	FY2019 Q3	In progress	Change	OMB, CFOC	
Develop single audit and risk management common solution prototype	FY2020 Q1	On track	Change	CFOC	Delayed due to lapse in appropriations
Draft plan for development and implementation of standardized single audit and risk management solution for grants management	FY2020 Q1	In progress	Change	CFOC	Delayed due to lapse in appropriations
Final Grants QSMO Designation	FY2020 Q2	In progress	Change	OMB	
Update OMB Guidance, as needed	FY2020 Q4	On track	No change	OMB, CFOC	







## Strategy 3: Manage Risk

A comprehensive risk management tool for determining Federal funding awards that are low-risk and high value must include consideration of past performance results, financial risk, and an applicant's capabilities to deliver the proposed results. In order to do this, agencies need to have ready access to performance data and have the data infrastructure to include performance in risk modeling. The recent updated guidance on grants included requirements for performance reporting in grants, however there is much more that can be done to identify practices and data tools to enable agencies to incorporate performance into their grant award operations. This strategy includes an assessment of current capabilities, piloting promising strategies, and developing a framework so that other agencies can leverage these practices. This strategy also supports the Moving from Low-value to High-value Work CAP Goal.

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Issue 2018 'skinny' Single Audit Compliance Supplement	FY2018 Q3	Complete	No change	OMB	
Draft Risk Management Framework	FY2018 Q3	Complete	No change	CFOC	
Develop draft 2019 Single Audit Compliance Supplement framework	FY2018Q1	Complete	Change	OMB	
Issue streamlined 2019 Single Audit Compliance Supplement with an increased focus on compliance requirements that inform performance	FY2019 Q3	On track	Change	OMB	Delayed due to lapse in appropriations
Completion of sprint for The Opportunity Project which connects spending to performances	FY2019 Q1	Complete	Change	Various Owners	
Collaborate with stakeholders to assess input received for risk management framework	FY2019 Q4	On track	Change	OMB	
Update OMB Guidance to support improved risk management	FY2019 Q4	On track	No change	OMB, CFOC	
Based on stakeholder feedback, develop long-term strategy to improve risk management	FY2020 Q1	On track	Change	OMB, CFOC	





## Strategy 4: Achieving Program Goals & Objectives

To demonstrate achievement of grant program goals and objectives, recipients need to be held accountable for good performance practices. Once recipients can successfully demonstrate strong program performance practices, there may be an opportunity to leverage the risk management framework developed in Strategy 3 to alleviate select compliance requirements and appropriately tailor the terms and conditions of each award to provide flexibility to better execute the mission. Recognizing this is a long term vision, initial efforts focus on developing performance management processes to help grant-making entities improve their ability to monitor performance and ultimately improve the performance of grantees.

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Solicit information from agencies on current grants performance management practices	FY2019 Q1	Complete	Change	OMB, CFOC	
Identify emerging and innovative performance practices	FY2019 Q3	Complete	Change	OMB, CFOC	Delayed due to lapse in appropriations
Develop draft performance management framework based on feedback from experts for relevant grant categories	FY2019 Q4	On track	Change	OMB, CFOC	
Highlight programs that demonstrate effective performance practices	FY2019 Q4	On track	Change	OMB, CFOC	
Research examples of the grant programs that demonstrate effective performance practices that measure results	FY2020 Q1	On track	Change	OMB, CFOC	
Publish resource(s) that includes best practices and templates to improve grant recipient and program performance	FY2020 Q2	On track	Change	OMB, CFOC	Shift from pilot to development of future resource(s) that includes best practices and templates to improve performance management practices
Refine resource(s) and develop criteria for the waiver of compliance requirement(s)	FY2021 Q4	On track	Change	OMB, CFOC	
Update OMB guidance, as needed based on recommendations	FY2021 Q4	On track	No change	OMB	





## Key Stakeholders



- Diverse stakeholders impact and are impacted by grants.
- Stakeholder input and insight is vital to the success of this effort.
- We need your help to improve federal grants management.



### CONGRESS

The Senate and House of Representatives appropriate funds to Federal agencies for grants. They also propose and vote for legislation that impacts grants.



### OVERSIGHT COMMUNITY

Includes Agency Offices of Inspector General, Government Accountability Office, etc. This community ensures that grant investments are a good use of government funds.



### FEDERAL AWARDING AGENCIES

Over 28 Federal agencies award grants each year. They are responsible for implementation, measuring program success, and assessing financial impact.



### AMERICAN TAXPAYERS

American citizens support grants programs through taxes that benefit programs in their communities.



### FUNDING RECIPIENTS

Recipients receive Federal Grant funding each year to operate mission-driven programs.



### INDUSTRY PARTNERS

Industry partners include groups such as associations, nonprofits, and vendors with vested interests in grants management.



### OPPORTUNITIES

- Public comment on standard data elements —————→
- Survey of Federal agency promising performance practices —→
- Industry Demonstration Days —————→
- 1<sup>st</sup> Innovation Exchange Session —————→



### STAKEHOLDER ENGAGEMENT

- Received over 1,100 public comments from diverse stakeholders
- Input from 24 Federal Awarding Agencies on over 100 programs
- Interest from over 20 vendors and participation from 75 staff from diverse Federal Awarding Agencies
- Grant recipient shared best practices with over 160 Federal, state, local, tribal, education, and industry participants

**THERE ARE MORE OPPORTUNITIES TO COME TO GET INVOLVED AND CONTRIBUTE  
TOWARDS IMPROVING OUR GRANTS COMMUNITY**

**STAY INFORMED BY JOINING THE RESULTS-ORIENTED ACCOUNTABILITY FOR GRANTS  
COMMUNITY OF PRACTICE LISTSERV**

[https://www.performance.gov/CAP/CAP\\_goal\\_8.html](https://www.performance.gov/CAP/CAP_goal_8.html)



## Key Indicators – CAP Goal Progress Indicators

Indicators will be developed to monitor progress towards standardizing data; leveraging digital tools and streamlining requirements to reduce recipient and agency burden; and improved risk-based performance management. Such as:

- Number of agency OMB approved information collection requests for grants reporting
- Number of recipient burden hours attributed to agency information collection requests
- Use of self-assessment data, such as percentage of Federal agency and recipient time dedicated to administrative and financial compliance requirements as compared to analyzing data to monitor results



The following organizations are supporting the accomplishment of the CAP goal:

- National Association of Public Administration (NAPA)
- Federal Demonstration Partnership (FDP)
- Association of Government Accountants (AGA)
- American Institute of Certified Public Accountants (AICPA)
- National Association of State Auditors, Comptrollers and Treasurers (NASACT)
- Council of the Inspectors General on Integrity and Efficiency (CIGIE)
- Data Foundation
- Center for Open Data Enterprise (CODE)
- Over 500 members of the Results-Oriented Accountability for Grants Community of Practice