Results-Oriented Accountability for Grants

Goal Leaders

Dale Bell, Division Director, Institution of Award Support, National Science Foundation
Sheila Conley, Deputy Chief Financial Officer, Department of Health & Human Services
Patrick Corrigan, Senior Advisor, Office of Management and Budget
Robin Funston, Director of Strategic Planning & Performance, Department of Justice
John Pasquantino, Acting Deputy Controller, Office of Management and Budget
Laura Watson, Administrator, Office of Grants Management, Employment & Training Administration, Department of Labor

Federal Assistance Committee for E-Government Co-Chairs

January 2021
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 establish a robust marketplace of modern solutions that ease burden and drive efficiencies, respond to customer needs, and deliver on mission. Leverage data, including data produced by annual audits, to assess and manage recipient risk. Hold recipients accountable for good performance practices that support 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 government-wide 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 government-wide workgroups that inform each strategy.
Strategy 1: Operationalize the Grants Management Standards

Operationalize and maintain the grants management standards to streamline recipient reporting, increase transparency, support the development of future shared solutions, and implement the GREAT Act.

Strategy 2: Establish a Robust Marketplace of Modern Solutions

Use standard business processes and data to establish a robust marketplace of modern solutions that ease burden and drive efficiencies, respond to customer needs, and deliver on mission.

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 support achievement of program goals and objectives and streamline burdensome compliance requirements for those that demonstrate results.
Phases of Transformation and Associated Milestones

- **Access Landscape**
  - Communication & Outreach

- **Setting the Stage**
  - Proposed Changes to 2 CFR

- **Infrastructure Current Phase**
  - Finalize 2 CFR/OMB Guidance

- **Institutionalize & Scale**
  - Change Management & Workforce for the Future

### Strategy 1
- **Common Language & Standard Data**
- Publish 1.0 of the GM Standards
- Implement Standards
- Publicly Display the Collection of Data

### Strategy 2
- **Readiness Assessment**
- Pre-Designate GM QSMO
- QSMO Designation
- Robust Marketplace of Shared Solutions

### Strategy 3
- **Draft Risk Management Framework**
- Streamline Single Audit Compliance Supplement
- Revamp the Single Audit
- Strengthen Pre-Award Risk Management
- Government-wide Assess / Display Use of Risk Management

### Strategy 4
- **Survey Performance**
- Performance Playbook
- Increase Adoption of Promising Performance Practices
- Agencies Establish Meaningful Goals & Objectives that Measure Results

**Phases of Transformation**
- **Setting the Stage**
- **Infrastructure Current Phase**
- **Institutionalize & Scale**

**All Strategies**
- Communication & Outreach
- Proposed Changes to 2 CFR
- Finalize 2 CFR/OMB Guidance
- Change Management & Workforce for the Future
- Agencies Establish Meaningful Goals & Objectives that Measure Results

**Institutionalize & Scale**
- Change Management & Workforce for the Future

**Access Landscape**
- Communication & Outreach

**Setting the Stage**
- Proposed Changes to 2 CFR

**Infrastructure Current Phase**
- Finalize 2 CFR/OMB Guidance

**Institutionalize & Scale**
- Change Management & Workforce for the Future

**Phases of Transformation**
- Setting the Stage
- Infrastructure Current Phase
- Institutionalize & Scale

**All Strategies**
- Communication & Outreach
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- Streamline Single Audit Compliance Supplement
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- Government-wide Assess / Display Use of Risk Management

**Strategy 4**
- Survey Performance
- Performance Playbook
- Increase Adoption of Promising Performance Practices
- Agencies Establish Meaningful Goals & Objectives that Measure Results
Maximize the value of grants

Efficient mission support delivery

Results that are understandable & transparent

Competency-based skilled grants workforce

Less time on compliance

More time achieving results

2030 Outcomes
EXECUTIVE STEERING COMMITTEE (ESC)
OMB, HHS, DOL, DOJ, NSF
& the co-chairs from the Financial Assistance Committee for E-Government

Chief Financial Officers Council (CFOC)

OPERATIONALIZE THE GRANTS MANAGEMENT STANDARDS
ESC Lead: Dale Bell, NSF
Grants Management Standards Working Group

ESTABLISH A ROBUST MARKETPLACE OF SOLUTIONS
ESC Lead: Sheila Conley, HHS
Single Audit and Risk Management Solution Working Group
Quality Service Management Organization (QSMO) Governance

MANAGE RISK
ESC Lead: Laura Watson, DOL
Risk Management Working Group
Compliance Supplement teams

ACHIEVE PROGRAM GOALS & OBJECTIVES
ESC Lead: Robin Funston, DOJ
Performance Management Working Group

Stakeholder Outreach

Governance

Executive Steering Committee
Transformation Strategies
Working Groups
Significant Developments from Last Update

- Revisions to OMB Guidance (2 CFR) were implemented by Federal awarding agencies. These finalized and implemented revisions to OMB guidance set the stage for enhanced results-oriented accountability for grant program results.

- Under the work of strategy 4, Achieve Program Goals and Objectives, developed a change management strategy focused initially on dialogue and listening sessions with Federal stakeholders and the grants community.

- Official designation of HHS as the Standards Setting Agency, per the GREAT Act.

- HHS designated as the Grants Management Quality Service Management Office

Strategy 1: Operationalize the Grants Management Standards

This strategy recognizes that recipient burden (such as excessive compliance requirements) can be reduced if the Federal government standardizes the grants management business process. Prior milestones under this strategy are completed and the focus has shifted to operationalizing the grants management standards in support of GREAT Act Implementation. This strategy was formally known as “Standardize the Grants Management Business Process & Data”, see Appendix for additional details.

<table>
<thead>
<tr>
<th>Key Milestones</th>
<th>Milestone Due Date</th>
<th>Milestone Status</th>
<th>Change from last quarter</th>
<th>Owner</th>
<th>Anticipated Barriers or other Issues Related to Milestone Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiate and finalize transfer of FIBF standards to the standards lead</td>
<td>FY2020 Q2</td>
<td>Complete</td>
<td>Change</td>
<td>OMB &amp; HHS</td>
<td>Completed in FY2021 Q1.</td>
</tr>
<tr>
<td>Develop a draft plan for governance, implementation, and maintenance of FIBF</td>
<td>FY2020 Q2</td>
<td>Complete</td>
<td>Change</td>
<td>OMB &amp; HHS</td>
<td>Completed in FY2021 Q1.</td>
</tr>
<tr>
<td>standards (aligned with CAP Goal 5)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Issue OMB proposed guidance to support adoption of standard data elements</td>
<td>FY2020 Q2</td>
<td>Complete</td>
<td>No change</td>
<td>OMB &amp; CFOC</td>
<td>OMB issued proposed guidance to support adoption of standards.</td>
</tr>
<tr>
<td>In conjunction with standards lead, establish cadence for review of standards</td>
<td>FY2020 Q4</td>
<td>Complete</td>
<td>Change</td>
<td>OMB &amp; Standards Setting Agency</td>
<td></td>
</tr>
<tr>
<td>Establish standard report intake for Single Audit to support GREAT Act</td>
<td>FY2021 Q1</td>
<td>In progress</td>
<td>No change</td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>Implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engage with outside stakeholders to prioritize standards adoption to support</td>
<td>Critical long-term</td>
<td>In progress</td>
<td>Change</td>
<td>OMB, Standards Setting Agency, &amp; CFOC</td>
<td></td>
</tr>
<tr>
<td>GREAT Act implementation</td>
<td>milestone</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop long-term plan for operationalization of standards based on stakeholder</td>
<td>Critical long-term</td>
<td>Not started</td>
<td>No change</td>
<td>OMB, HHS &amp; CFOC</td>
<td></td>
</tr>
<tr>
<td>feedback and QSMO needs</td>
<td>milestone</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publically display the collection of standard data elements</td>
<td>Critical long-term</td>
<td>Not started</td>
<td>No change</td>
<td>OMB &amp; CFOC</td>
<td></td>
</tr>
</tbody>
</table>
Strategy 2: Establish a Robust Marketplace of Modern Solutions

Leverage standards to identify opportunities that establish a robust marketplace of modern solutions, reducing administrative burden and improving the user experience. Future solutions will increase access to and use of data to support powerful analytics, setting the stage for risk-based performance management. This strategy was formally known as “Build Shared IT Infrastructure” and supports the Sharing Quality Services CAP Goal. Additional details regarding completed milestones associated with this strategy are available in the Appendix.

<table>
<thead>
<tr>
<th>Key Milestones</th>
<th>Milestone Due Date</th>
<th>Milestone Status</th>
<th>Change from last quarter</th>
<th>Owner</th>
<th>Anticipated Barriers or other Issues Related to Milestone Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finalize acquisition plan for development and implementation of standardized single audit solution for grants management</td>
<td>FY2020 Q2</td>
<td>Delayed</td>
<td>No change</td>
<td>CFOC</td>
<td>Delayed. Milestone is under reassessment in light of COVID-19 response activities.</td>
</tr>
<tr>
<td>Award contract for the development of a single audit and risk management solution</td>
<td>FY 2020 Q3</td>
<td>Delayed</td>
<td>No change</td>
<td>CFOC</td>
<td>Delayed. Milestone is under reassessment in light of COVID-19 response activities.</td>
</tr>
<tr>
<td>ESC approve Guiding Principles and Long-Term Vision for Grants Technology Modernization</td>
<td>FY2020 Q3</td>
<td>Complete</td>
<td>No change</td>
<td>ESC</td>
<td></td>
</tr>
<tr>
<td>Final Grants QSMO Designation</td>
<td>FY2021 Q1</td>
<td>Complete</td>
<td>No change</td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>Publish Marketplace 1.0 to provide transparency into existing Federal Grants Service Providers</td>
<td>FY2020 Q4</td>
<td>Complete</td>
<td>Change</td>
<td>Grants QSMO</td>
<td>Federal document.</td>
</tr>
<tr>
<td>Host QSMO Marketplace Day to promote feedback on new tools (e.g. beta.grants.gov, beta.sam.gov, risk management tool, and recipient seamless user experience prototype)</td>
<td>FY2021 Q2</td>
<td>Not Started</td>
<td>No change</td>
<td>Grants QSMO</td>
<td></td>
</tr>
<tr>
<td>Develop Recipient Seamless User Experience prototype (through Recipient User-Centered Design workshops)</td>
<td>FY2021 Q2</td>
<td>In Progress</td>
<td>Change</td>
<td>Grants QSMO</td>
<td>Delayed due to approval of funding; expected to be complete in FY2021 Q4.</td>
</tr>
<tr>
<td>Initiate government-wide Grants Customer Satisfaction Survey</td>
<td>FY2021 Q2</td>
<td>Not Started</td>
<td>No change</td>
<td>OMB/GSA</td>
<td>Dependent on timeline and budget of GSA’s Customer Satisfaction survey.</td>
</tr>
<tr>
<td>Implement a Single Audit solution with multiple agencies</td>
<td>FY2022 Q2</td>
<td>Not Started</td>
<td>No change</td>
<td>CFOC</td>
<td></td>
</tr>
</tbody>
</table>
Agencies need to actively manage risk to assess the 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 proposed updates to OMB 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 also recognizes there is an opportunity to reform the Single Audit requirements and process to improve the management of risk.

<table>
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<tr>
<th>Key Milestones</th>
<th>Milestone Due Date</th>
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<th>Owner</th>
<th>Anticipated Barriers or Other Issues Related to Milestone Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vet draft 2020 Single Audit Compliance Supplement</td>
<td>FY2020 Q1</td>
<td>Complete</td>
<td>No change</td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>Issue 2020 Single Audit Compliance Supplement</td>
<td>FY2020 Q2</td>
<td>Complete</td>
<td>No change</td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>Collaborate with stakeholders to assess input received for risk management framework with a focus on pre-award risk</td>
<td>FY2020 Q3</td>
<td>Complete</td>
<td>Change</td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>Stakeholder engagement and outreach to identify opportunities to improve the Single Audit report intake (linked to efforts under Strategy 1)</td>
<td>FY2020 Q4</td>
<td>Delayed</td>
<td>Change</td>
<td>OMB &amp; CFOC</td>
<td>In progress. Estimated completion in FY2021 Q1.</td>
</tr>
<tr>
<td>Based on stakeholder feedback, develop long-term strategy to improve risk management with a focus on pre-award risk</td>
<td>FY2020 Q4</td>
<td>Delayed</td>
<td>Change</td>
<td>OMB &amp; CFOC</td>
<td>In progress. Estimated completion in FY2021 Q2.</td>
</tr>
<tr>
<td>Identify major COVID-19 programs and complete Compliance Supplement Addendum for them.</td>
<td>FY2021 Q1</td>
<td>Complete</td>
<td>Change</td>
<td>OMB</td>
<td>Project started in July 2020.</td>
</tr>
<tr>
<td>Identify core grants risk data points applicable to most recipients for use in shared pre-award grants risk management solutions.</td>
<td>FY 2021 Q2</td>
<td>On Track</td>
<td>No change</td>
<td>OMB &amp; CFOC</td>
<td></td>
</tr>
<tr>
<td>Agencies adopt risk management solution that incorporates the risk management framework (linked to efforts under Strategy 2)</td>
<td>Critical long-term milestone</td>
<td>Not Started</td>
<td>No change</td>
<td>OMB &amp; CFOC</td>
<td></td>
</tr>
<tr>
<td>Develop a new framework for the Singe Audit process, focusing on program performance and results</td>
<td>Critical long-term milestone</td>
<td>Not Started</td>
<td>No change</td>
<td>OMB &amp; CFOC</td>
<td></td>
</tr>
<tr>
<td>Share collection of successful risk management strategies to improve risk management practices government-wide</td>
<td>Critical-long term milestone</td>
<td>Not Started</td>
<td>No change</td>
<td>OMB &amp; CFOC</td>
<td></td>
</tr>
</tbody>
</table>
Strategy 4: Achieve Program Goals & Objectives

It is a challenge to show that Federal dollars are spent wisely and that those dollars have the intended impact and produced value to the taxpayer. Strategy 4 aims to tell the American people the value for the funds spent on Financial assistance. Strategy 4 is a long-term strategy focused on demonstrating grant program results by assessing the landscape of current performance practices, promoting a common understanding of performance practices and tools, proposing revisions to guidance, developing and implementing a change management strategy, launching a national dialogue, and producing a centralized location for performance data for consumers.

<table>
<thead>
<tr>
<th>Key Milestones</th>
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<th>Anticipated Barriers or other Issues Related to Milestone Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publish the first version of a performance playbook that promotes a common understanding of performance practices that includes promising practices to improve grant recipient and program performance</td>
<td>FY2020 Q2</td>
<td>Complete</td>
<td>No change</td>
<td>OMB, CFOC</td>
<td></td>
</tr>
<tr>
<td>Propose revisions to OMB guidance in 2 CFR to emphasize promising performance practices</td>
<td>FY2020 Q2</td>
<td>Complete</td>
<td>No change</td>
<td>OMB, CFOC</td>
<td></td>
</tr>
<tr>
<td>Develop a change management strategy to include a dialogue, listening sessions with Federal stakeholders and the grants community.</td>
<td>FY2020 Q4</td>
<td>Complete</td>
<td>Change</td>
<td>OMB, CFOC</td>
<td></td>
</tr>
<tr>
<td>Finalize revisions to OMB guidance in 2 CFR that emphasize promising performance practices (this supports all strategies)</td>
<td>FY2020 Q4</td>
<td>Complete</td>
<td>No change</td>
<td>OMB, CFOC</td>
<td></td>
</tr>
<tr>
<td>Plan, organize, and launch stakeholder feedback and listening sessions to increase adoption of promising performance practices</td>
<td>FY2021 Q2</td>
<td>On track</td>
<td>No change</td>
<td>OMB, CFOC</td>
<td></td>
</tr>
<tr>
<td>Develop resources to increase adoption of promising performance practices</td>
<td>FY2021 Q4</td>
<td>On track</td>
<td>No change</td>
<td>OMB, CFOC</td>
<td></td>
</tr>
<tr>
<td>Identify programs as early adopters that demonstrate promising performance practices for each Federal grantmaking agency</td>
<td>FY2022 Q1</td>
<td>On track</td>
<td>No change</td>
<td>OMB, CFOC</td>
<td></td>
</tr>
<tr>
<td>Track progress of early adopters; promote broad awareness; share success stories and lessons learned; and consider future changes or update OMB guidance</td>
<td>Critical long-term milestones</td>
<td>On track</td>
<td>No change</td>
<td>OMB, CFOC</td>
<td></td>
</tr>
</tbody>
</table>
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

- Partner with stakeholders on initiatives to advance the strategies of the Grants CAP Goal that may include identifying promising practices, developing playbooks, and testing prototypes
- Continue to grow and engage with the membership of the Grants Community of Practice

JOIN US FOR MONTHLY GRANTS INNOVATION EXCHANGE SESSIONS
SESSIONS ARE HELD THE 4TH THURSDAY OF THE MONTH FROM 12:00 PM TO 12:45 PM

HAVE AN INNOVATION YOU WOULD LIKE TO SHARE? EMAIL GrantsTeam@omb.eop.gov

STAY INFORMED BY JOINING THE GRANTS COMMUNITY OF PRACTICE
As this CAP goal transitions into the infrastructure phase, the ESC will develop future indicators to monitor progress towards the following outcomes:

- Results under Federal grants are understandable and transparent to the American public.
- Federal and non-Federal grant managers spend less time on administrative compliance activities and more time achieving and advancing program results.
- Competency-based skilled grants management workforce.
- Efficient mission support delivery.
The following organizations support this CAP goal:

- American Institute of Certified Public Accountants (AICPA)
- Association of Government Accountants (AGA)
- Council of the Inspectors General on Integrity and Efficiency (CIGIE)
- Council on Governmental Relations (COGR)
- Data Coalition
- Federal Demonstration Partnership (FDP)
- National Association of Public Administration (NAPA)
- National Association of State Auditors, Comptrollers and Treasurers (NASACT)
- National Grants Management Association (NGMA)
- Over 2,000 members of the Results-Oriented Accountability for Grants Community of Practice
Below are the completed milestones associated with Strategy 1, currently known as Operationalize the Grants Management Standards.

<table>
<thead>
<tr>
<th>Key Milestones</th>
<th>Milestone Due Date</th>
<th>Milestone Status</th>
<th>Change from last quarter</th>
<th>Owner</th>
<th>Anticipated Barriers or other Issues Related to Milestone Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leverage Federal Integrated Business Framework (FIBF) to develop comprehensive map of core capabilities for grants management</td>
<td>FY2018 Q3</td>
<td>Complete</td>
<td>No change</td>
<td>CFOC</td>
<td></td>
</tr>
<tr>
<td>Based on FIBF capabilities, standardize data elements to inform comprehensive taxonomy for core grants management data standards</td>
<td>FY2018 Q4</td>
<td>Complete</td>
<td>No change</td>
<td>CFOC</td>
<td></td>
</tr>
<tr>
<td>Release and solicit public feedback on the draft standard data elements</td>
<td>FY2019 Q2</td>
<td>Complete</td>
<td>No change</td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>Receive agency input on adoption grants management in accordance with OMB memorandum M-18-24</td>
<td>FY2019 Q3</td>
<td>Complete</td>
<td>No change</td>
<td>OMB, CFOC</td>
<td></td>
</tr>
<tr>
<td>Reconcile public feedback on the draft standard data elements</td>
<td>FY2019 Q3</td>
<td>Complete</td>
<td>No change</td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>Publish version 1.0 of standard data elements</td>
<td>FY2019 Q4</td>
<td>Complete</td>
<td>Change</td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>Issue OMB proposed guidance to support adoption of standard data elements</td>
<td>FY2020 Q2</td>
<td>Complete</td>
<td>Change</td>
<td>OMB, CFOC</td>
<td>OMB issued proposed guidance to support adoption of standards</td>
</tr>
</tbody>
</table>
Below are the completed milestones associated with Strategy 2, currently known as Establish a Robust Marketplace of Modern Solutions.

<table>
<thead>
<tr>
<th>Key Milestones</th>
<th>Milestone Due Date</th>
<th>Milestone Status</th>
<th>Change from last quarter</th>
<th>Owner</th>
<th>Anticipated Barriers or other Issues Related to Milestone Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop draft business capabilities for single audit resolution and risk management to inform future common solutions</td>
<td>FY2018 Q4</td>
<td>Complete</td>
<td>No change</td>
<td>CFOC</td>
<td></td>
</tr>
<tr>
<td>Launch government-wide readiness assessment to evaluate agency system baselines against the Grants Management FIBF capabilities and data standards</td>
<td>FY2019 Q1</td>
<td>Complete</td>
<td>No change</td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>Solicit public for information on opportunities to build a standardized single audit and risk management solution for grants management</td>
<td>FY2019 Q3</td>
<td>Complete</td>
<td>No change</td>
<td>CFOC</td>
<td></td>
</tr>
<tr>
<td>Identify agency lead to oversee development of single audit and risk management solution (aligned with CAP Goal 5)</td>
<td>FY2019 Q3</td>
<td>Complete</td>
<td>No change</td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>Pre-designate Grants QSMO</td>
<td>FY2019 Q3</td>
<td>Complete</td>
<td>No change</td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>Receive agency Readiness Assessment in accordance with OMB memorandum M-18-24</td>
<td>FY2019 Q3</td>
<td>Complete</td>
<td>No change</td>
<td>OMB, CFOC</td>
<td></td>
</tr>
<tr>
<td>Develop open source single audit prototype</td>
<td>FY2019 Q4</td>
<td>Complete</td>
<td>No change</td>
<td>CFOC</td>
<td></td>
</tr>
</tbody>
</table>
Below are the completed milestones associated with Strategy 3.

<table>
<thead>
<tr>
<th>Key Milestones</th>
<th>Milestone Due Date</th>
<th>Milestone Status</th>
<th>Change from last quarter</th>
<th>Owner</th>
<th>Anticipated Barriers or other Issues Related to Milestone Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issue 2018 ‘skinny’ Single Audit Compliance Supplement</td>
<td>FY2018 Q3</td>
<td>Complete</td>
<td>No change</td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>Draft Risk Management Framework</td>
<td>FY2018 Q3</td>
<td>Complete</td>
<td>No change</td>
<td>CFOC</td>
<td></td>
</tr>
<tr>
<td>Develop draft 2019 Single Audit Compliance Supplement framework</td>
<td>FY2018 Q1</td>
<td>Complete</td>
<td>No change</td>
<td>OMB</td>
<td></td>
</tr>
<tr>
<td>Completion of sprint for The Opportunity Project which connects spending to performances</td>
<td>FY2019 Q1</td>
<td>Complete</td>
<td>No change</td>
<td>Various Owners</td>
<td></td>
</tr>
<tr>
<td>Issue streamlined 2019 Single Audit Compliance Supplement with an increased focus on compliance requirements that inform performance</td>
<td>FY2019 Q3</td>
<td>Complete</td>
<td>No change</td>
<td>OMB</td>
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</table>
Below are the completed milestones associated with Strategy 4.

<table>
<thead>
<tr>
<th>Key Milestones</th>
<th>Milestone Due Date</th>
<th>Milestone Status</th>
<th>Change from last quarter</th>
<th>Owner</th>
<th>Anticipated Barriers or other Issues Related to Milestone Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solicit information from agencies on current grants performance management practices</td>
<td>FY2019 Q1</td>
<td>Complete</td>
<td>No change</td>
<td>OMB, CFOC</td>
<td></td>
</tr>
<tr>
<td>Identify emerging and innovative performance practices</td>
<td>FY2019 Q3</td>
<td>Complete</td>
<td>No change</td>
<td>OMB, CFOC</td>
<td></td>
</tr>
<tr>
<td>Develop draft performance management framework based on feedback from experts for relevant grant categories</td>
<td>FY2019 Q4</td>
<td>Complete</td>
<td>No change</td>
<td>OMB, CFOC</td>
<td></td>
</tr>
<tr>
<td>Research and document grant program practices that assist in helping to achieve, improve, and document grant program results</td>
<td>FY2020 Q1</td>
<td>Complete</td>
<td>Change</td>
<td>OMB, CFOC</td>
<td></td>
</tr>
</tbody>
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