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Washington, D.C.

FEDERAL GRANTS LIFECYCLE

Manage Federal Funding *from* Pre-Award to Closeout & Audits

July 30–August 3, 2012

November 13–16, 2012

EVALUATE
Cost Principles and Allowability to Maximize Resource Allocation

Avoid the pitfalls of unallowable costs with in-depth knowledge of cost principles

IMPROVE
Program Results with Proper Grant Management Fundamentals

Develop better and more efficient management skills through practical application and examples from the pre-award phase to audits and closeouts

MASTER
the Audit Phase to Ensure Successful Future Funding Efforts

Learn to spot common errors in audit preparation that can jeopardize continued funding

In Association with:

The Performance Institute

ASMI American Strategic Management Institute

PerformanceInstitute.org/lifecycle



Esteemed Colleague,

Between the current economic conditions and the uncertainty of the federal budget, securing and maintaining federal funding has become even more critical for those who rely on those dollars. A simple mistake in applying for or managing federal grants could result in having to terminate a program that is at the heart of your organization's mission and success. Because of that, there is increased pressure and greater scrutiny on the teams that are responsible for winning and administering grant funds.

Thompson Publishing, renowned for award-winning publications in the areas of grant seeking and grants management, has partnered with the Performance Institute to bring you an intensive 4-day learning experience that will cover all the essential information on federal grants that every grant manager should know. During this course, you will be immersed in interactive exercises as you follow a federal grant through the 4 major phases of its lifecycle: pre-award, award, post-award and audits. A sample of topics that will be covered in this course include grant application do's and don'ts, assembling a comprehensive grants file, federal cost principles and the all-important OMB circular A-133.

We wholeheartedly believe that this course will help you lead your organization through these uncertain fiscal times and **we look forward to seeing you in Washington, DC!**

Sincerely,

The Performance Institute

GUARANTEE PROGRAM RESOURCES WITH

EFFECTIVE & PRACTICAL

KNOWLEDGE ON FEDERAL GRANTS

You Will Learn To:

1. **VISUALIZE** and review phases in the Federal grant lifecycle
2. **IDENTIFY** and learn new funding opportunities for your program
3. **GAIN** and utilize critical knowledge of Federal cost principles
4. **PREPARE** and allocate the proper organizational resources for an easy audit
5. **ENGAGE** in and evaluate hands-on and interactive activities based on actual cases

Who Should Attend:

- ✓ Executive Directors and CEOs
- ✓ Grant Managers
- ✓ Fundraisers/Development Officers
- ✓ Program Administrators
- ✓ Program Directors
- ✓ Grant Writers
- ✓ Grantee Financial Staff
- ✓ Grant Coordinators
- ✓ Government Relations Officers
- ✓ Financial Officers
- ✓ Development Directors
- ✓ Grants Officers
- ✓ State and Local Health, Social Service and Research Agencies
- ✓ Community-Based Development Organizations

…and anyone involved with grants administrative management and auditing

Agenda-at-a-Glance

DAY 1: Federal Grants Pre-Award *(Optional)*

8:30	Continental Breakfast and Registration
9:00	• Federal Grants Lifecycle Overview • Finding the Right Grant Opportunities • Navigating through Grants.Gov
12:00	Lunch
1:00	• Evaluate Essential Steps in Application Process • Review Grant Application Do's and Don't's • Understand the Grant Competition Process
4:00	Day One Adjourns

DAY 2: Federal Grants Award and Post-Award

8:30	Continental Breakfast and Registration
9:00	• Sources of Legal Requirements • Understanding the Grant Agreement • Knowing Your Grants Team
12:00	Lunch
1:00	• Establishing Written Policies and Procedures for Managing the Grant • Financial Management Standards • Federal Cost Principles Overview • Review Selected Items of Costs
4:00	Day Two Adjourns

DAY 3: Federal Grants Post-Award Management

8:30	Continental Breakfast and Registration
9:00	• Documenting Matching Costs • Managing Program Income • Financial and Progress Report Overview • Monitor budgets to ensure compliance
12:00	Lunch
1:00	• Conducting Procurements Properly • Subrecipient Awards and Monitoring
4:00	Day Three Adjourns

DAY 4: Federal Grants Closeout and Audit

8:30	Continental Breakfast and Registration
9:00	• Closeout Overview • Enforcement, Disputes, and Terminations • Types of Audits • Common Audit Findings • Prepare to respond to the 5 elements of controls
12:00	Lunch
1:00	• Preparing for an Audit • A-133 Audits and Compliance Supplement • OIG Audits, Resolution Process, and Appeals
4:00	Day Four Adjourns





DAY 1 Federal Grants Pre-Award Phase *(Optional Day)*

8:30 Registration and Continental Breakfast

9:00 Federal Grants Lifecycle Overview

- Review a detailed breakdown of the Federal grant lifecycle from Application to Audit
- Breakdown a lifecycle map into 8 key components that includes performance reports and cost allowances
- Create a lifecycle flowchart that will help you keep track of all necessary phases

Finding the Right Grant Opportunities

- Utilize the Catalog of Federal Domestic Assistance to help locate funds
- Identify other potential funding listings such as state and local government websites and FedBizOpps that may post available funding opportunities
- Discern and coordinate the proper essential pre-requisite steps such as DUNS registration that will help facilitate the application process

Navigating Grants.gov

- Review instructions for searching grant opportunities on Grants.gov
- Decipher the Grants.gov layout and flow for better time and resource management
- Understand and utilize SF 424, R&R, SF425, SF 269, federal property reports and progress report forms found on site

12:00 Lunch Break

1:00 Evaluate Essential Steps in the Application Process

- Analyze a sample Federal Funding Opportunity Notice (FFO) and its components
- Review agency solicitations for eligibility requirements and additional opportunities

Review Grant Application Do's and Don'ts

- Ensure a successful application by cascading awareness of best practices in federal grant applications
- Read and re-read the FFO, related statutes and agency regulations to address all evaluation criteria
- Customize proposals with specific and concise project objectives, timelines and a detailed budget

Understanding the Grant Competition Process

- Comprehend how the announcement of availability of funds plays into grant competition
- Initiate a possible Q&A meeting with the funding agency
- Evaluate key pieces of the announcement that describes purpose, application ranking and laws of general relevance

4:00 Day One Adjourns



DAY 2 Federal Grants Award and Post-Award Phases

8:30 Registration and Continental Breakfast

9:00 Sources of Legal Requirements

- Learn the role of public policy in creating a federally funded program and what types of grants may apply
- Review the guidance of Federal Grants and Cooperative Agreements Act in discerning grants from cooperative agreements
- Asses the additional statutes that act as sources of requirements to include the Single Audit Act and Government Performance and Results Act
- Understand the role of Title 2 CFR and the OMB circulars A-110 or A-102 in Federal grants administration

Understanding the The Grant Agreement

- Understand the role of the grant agreement as the "award instrument" for execution
- Verify the components of the grant agreement that include award amounts, project period, conditions of the award and specific limitations on the grant
- Strategically align the grant agreement components with program goals and objectives

Knowing Your Grants Team

- Know and understand the duties and requirements of your grants team
- Review and commit to the standardized definitions and differences of key terms such as prime and subrecipients, third party contributors and vendors
- Determine the role of a program officer as a counterpart to the agency's grants officer in reviewing progress reports

12:00 Lunch Break

1:00 Compiling a Comprehensive Grant File

- Create and manage a complete source of documentation that will encompass the four stages of award
- Practice efficient organization for easy access to necessary documents
- Enact a flow down of documentation of both legal authority and internal policies to support your grant

Establishing Written Policies and Procedures for Managing the Grant

- Institute standards for your organization's operations to help maintain crucial information
- Improve new employee orientation with the proper documentation of organizational practices
- Assist with consistency and clear communication of expectation within your grant team
- Create an effective outline of policy and procedures that clearly defines the rationale and includes completed forms

Financial Management Standards

- Understand the period of availability in relation to federal appropriations and the grant funding period
- Review OMB Circular 2 CFR 215.21/45CFR 92.20 for financial management guidance
- Create a system that is capable of identifying costs, distinguishing expenditures and recording in-kind contributions
- Document written procedures that will help determine the reasonableness, allocability and allowability of expenses

CONTINUED ON PAGE 6...



DAY 2 Federal Grants Award and Post-Award Phases

DAY 2 CONTINUED…

Federal Cost Principles Overview

- Review the 3 criteria for expenses to be properly charged to a Federal award
- Understand OMB Circulars A-110 and A-102 as "The Common Rules" for cost principles
- Identify the proper OMB circular that may relates to your organization
- Discern what it means for a cost to be considered allowable, reasonable and allocable
- Differentiate direct and indirect costs for improved expense management

Review Common Selected Items of Cost

During this portion, course attendees will go over selected items of cost that may be commonly disputed between the grantee and granting organization. With the knowledge of Federal cost principles, attendees will review the allowability of the following commonly incurred costs:

- Advertising and Public Relations
- Bad Debts
- Contingencies
- Professional or Consulting Services
- Travel
- Lobbying
- Entertainment/Employee Moral Expenses
- Depreciation and Use Allowances
- Donations
- Fundraising
- Attorney's Fees

While analyzing these common items of cost, attendees will be immersed in various interactive exercises that include evaluating actual cases of cost disputes as well as analyzing the statutory authority or OMB guidance behind them.

4:00 Day Two Adjourns







DAY 3 Federal Grants Post-Award Management

8:30 Registration and Continental Breakfast

9:00 Documenting Matching Costs

- Understand what constitutes cost sharing and matching in reference to program funding
- Identify the applicability of cost sharing and matching to subrecipients
- Evaluate 2 CFR § 215.23 for guidance on in-kind matching and its requirements on documentation

Managing Program Income

- Regularly monitor budgets to ensure compliance with laws, regulations and possible CNCS provisions
- Review the Cash Management Improvement Act of 1990 (CMIA) for guidance on accrued interest and exchange of funds
- Set budget controls that may help identify expenditures that may need approval before being claimed

Financial and Progress Report Overview

- Understand the factors that may influence changes in budget and in scope and how it may effect program funding
- Review the guidance provided by 2 CFR pt 215 and A-110 on deviations from budget and program plans
- Utilize the SF-424 form family for tracking any changes in program budget or scope

12:00 Lunch Break

1:00 Conducting Procurements Properly

- Determine the proper methods for initiating procurement
- Define and understand procurement standards as defined by OMB
- Research the" ground rules" and specific agency procurement standards that directly apply to Federal grant management

Subrecipient Awards and Monitoring

- Differentiate vendors from subrecipients for future auditing purposes
- Evaluate the "use of judgement" clause that guides determination of a subrecipient or vendor relationship
- Understand pass thru entitiy responsibilities as laid out by OMB

4:00 Day Three Adjourns



DAY 4 Federal Grants Closeout and Audit Phase

8:30 Registration and Continental Breakfast

9:00 Reviewing Closeout Procedures

- Review provisions in 2 CFR § 215.70 and 2 CFR § 215.71 that affect after award and closeout requirements and procedures
- Understand the record keeping requirements that involve equipment, financial and programmatic records
- Know the varying lengths of time that grantees need in order to inventory equipment and keep financial records

Understanding the Different Types of Audits

- Recognize the different auditing federal agencies such as GAO, OIG and DCAA
- Identify other possible auditing organizations and sources
- Assess the source of authority for audits that range from OMB circulars A-133, A-110 and A-102 and the Inspector General Act

Common Audit Findings

- Reference part VI of the compliance supplement for good examples and controls over compliance
- Prepare to respond to the 5 elements of controls
- Encourage continuous conversations with the auditor to ensure alignment with any findings or questioned costs
- Recognize the expectations of both the auditee and auditing body

12:00 Lunch Break

1:00 A-133 Organization-Wide Audits

- Reference OMB Circular A-133 to guide single audits
- Understand the changes instituted with the 2003 and 2007 revisions
- Identify requirements set forth by OMB Circular A-133 and the Single Audit Act

A-133 Compliance Supplement

- Utilize the A-133 compliance supplement as a tool to identify new laws, regulations and possible grant provisions
- Review developments found in the supplement such as eligibility, allowable costs and program income that may affect your audit

OIG Audits, Resolution Process and Appeals

- Know the appropriate venue to challenge audit findings
- Follow the administrative appeal process during a challenge to an audit finding
- Review debt workout and collection litigation as it applies to challenging your audit

4:00 Day Four Adjourns



Professional Certification

BECOME A

CERTIFIED GOVERNMENT PERFORMANCE MANAGER



To ensure professional success, you must continually expand your skills and education. The bar has been raised in government agencies and organizations and many government managers are now required to receive formal certification to stay up to date on the latest trends, best practices and mandates.

To address these needs, the Institute offers a Certificate in Government Performance Management. Completing a certification program is easy. Just attend three "core" courses and an additional three "elective" courses you select based on topics that meet your agency's unique needs. Upon successful completion, you will emerge from the Institute's certification program with a thorough understanding of all course concepts—and poised to apply what you learned in a real and practical way.

ADVANCE YOUR CAREER

Education and professional certification are becoming necessary for promotion and requirements for coveted positions. In the Certified Government Performance Manager program, you will acquire the skills and tools to make you the lead performance management resource for your organization.

MEET NEW CERTIFICATION REQUIREMENTS

To hold a position as a performance manager in government, you must demonstrate compliance with new skills sets required by OMB and Congress. Receiving your certificate is one key way to demonstrate your skills.

CUSTOMIZE A PROGRAM TO FIT YOUR NEEDS

Working with Institute training managers, you can select courses that will have direct application and impact to your work.

FOR MORE INFORMATION ABOUT CERTIFICATION

Please contact **Andrea DiRaddo at 202.739.9601** or email her at **Andrea.DiRaddo@PerformanceInstitute.org.**



Training and Sponsorship Options



IN-HOUSE TRAINING & CUSTOMIZATION

One of the more popular vehicles for accessing the Institute's educational offerings is the delivery of on-site trainings and management facilitations. Bringing a training or facilitation in-house gives you the opportunity to customize a program that addresses your exact challenges and provides a more personal learning experience, while virtually eliminating travel expenses. While many training providers will offer you some variation of their standard training, The Performance Institute's subject matter experts will work with you and your team to examine your programs and determine your exact areas of need.

AREAS OF EXPERTISE

On-site delivery of single courses, certification programs, and entire packages of specialized courses are available in the following areas:

- Strategic Planning
- Lean Six Sigma
- Performance-Based Contracting
- Administrative Management
- Performance Measurement
- Workforce Management
- Performance Reporting
- Leadership and Change
- Project Management
- Performance-Based Budgeting
- Program Evaluation

FOR MORE INFORMATION ABOUT IN-HOUSE TRAINING & CERTIFICATION OPTIONS,
please contact: Chris Kamal at 202-739-9506 or email him at Chris.Kamal@PerformanceInstitute.org.

SPONSORSHIP OPPORTUNITIES

As a conference and training provider, PI is an expert in bringing together leaders to share and discuss best practices and innovations. We connect decision-makers with respected solutions providers. The Institute offers four different pre-designed sponsorship packages:

- Event Co-Sponsor
- Luncheon Sponsor
- Session Sponsor
- Exhibit Booth Sponsor

FOR MORE INFORMATION ABOUT EXHIBITING & SPONSORSHIP OPPORTUNITIES, please contact: Andrew Goodwin at 202-739-9707 or email him at Andrew.Goodwin@PerformanceInstitute.org.



Logistics

VENUE

Federal Grants Lifecycle will be held at The Performance Learning Center in Washington DC. The Learning Center is just a few blocks from the Gallery Place Chinatown metro which services the red, yellow and green lines. If you plan on driving, a public parking garage is located inside of the building. You can access the parking garage on K Street and the parking is $18.00 a day.

The Performance Institute Learning Center
901 New York Ave, NW, Washington, DC 20001
3rd Floor West Tower
202-524-8041

PLEASE NOTE: The building elevators do not allow delegates up into the Learning Center until 8:30am.

HOTEL

The Performance Institute has secured a group rate discount at a surrounding hotel provider. Please contact customer service for the most up to date rate at **877-992-9521**.

TO REGISTER ONLINE: Click on the Venue and Hotel tab at www.PerformanceInstitute.org/lifecycle.

TUITION & GROUP DISCOUNTS

Tuition rates for **Federal Grants Lifecycle**:

Event Date:	$999 until…	$1099 until…	$1199 until…
July 30	June 8	July 6	Closing
November 13	September 21	October 12	Closing

For more information on pricing and group discounts, contact:

Chavonne Primus at 202.739.9601 or Chavonne.Primus@PerformanceInstitute.org

EARN UP TO 24 CPE CREDITS!

Sponsor Organization Name and Sponsor ID Number:
Thompson Media Group 109435
Delivery Method: Group-live
Program Level: Intermediate
CPE Credits: 24
Prerequisites: None
Preparation: None

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CANCELLATIONS & QUALITY ASSURANCE

The Performance Institute (PI) strives to provide you with the most productive and effective educational experience possible. If after completing the course you feel there is some way we can improve, please write your comments on the evaluation form provided upon your arrival. Should you feel dissatisfied with your learning experience and wish to request a credit or refund, please submit it in writing no later than 10 business days after the end of the training to:

The Performance Institute: Quality Assurance
805 15th Street, NW, 3rd Floor, Washington, DC 20005

Note: As speakers are confirmed six months before the event, some speaker changes or topic changes may occur in the program. The Institute is not responsible for speaker changes, but will work to ensure a comparable speaker is located to participate in the program. If for any reason PI decides to cancel this conference, PI accepts no responsibility for covering airfare, hotel or other costs incurred by registrants, including delegates, sponsors and guests.

- All 'Early Bird' Discounts must require payment at time of registration and before the cut-off date in order to receive any discount.
- Any discounts offered by The Institute (including team discounts) must also require payment at the time of registration.
- All discount offers cannot be combined with any other offer.
- Discounts cannot be applied retroactively.
- Payment must be secured prior to the conference. If payment is not received by the conference start date, a method of payment must be presented at the time of registration in order to guarantee your participation at the event.



Reserve Your Spot Today!

CALL:
877-992-9521

FAX FORM TO:
866-234-0680

VISIT US ONLINE:
www.PerformanceInstitute.org/lifecycle

REGISTRATION FORM

☐ Yes! Register me for **Federal Grants Lifecycle**

Choose a Program Date: ☐ July 30 ☐ November 13

☐ Please call me. I am interested in a special group discount for my team.

Delegate Information

Name _____ Title _____

Organization _____ Dept. _____

Address _____

City _____ State _____ Zip _____

Telephone _____ Fax _____

Email _____

Payment Information

☐ Check ☐ Purchase Order/Training Form ☐ Credit Card

Credit Card Number _____ Expiration Date _____ Verification no. _____

Name on Card _____

Billing Address _____ City _____ State _____ Zip _____

Please make checks payable to: The Performance Institute

CANCELLATION POLICY: The Performance Institute will provide a full refund less a $399 administration fee for cancellations requested four weeks prior to the event start date unless cancellation occurs within two weeks prior to the event start date. If a cancellation is requested less than two weeks prior to the event start date, no refund will be issued. Registrants who fail to attend and do not cancel prior to the event will be charged the entire registration fee. All cancellations must be requested through the cancellation link found in your attendance confirmation email. Please note that cancellation is not final until you receive a cancellation confirmation email.

☐ I have read and accepted the Cancellation Policy above.

ACKNOWLEDGED AND AGREED

By: _____ Date: _____

Priority Code: N148-N151-WEB