
**Report to
The Vermont Legislature**

Report on
Improving Grants Management for Results-Based Programs

In Accordance with

H.590 Act NUMBER. 172 Sec. E.300.1 3 V.S.A. §3022a:
An act relating to making appropriations for the support of government; IMPROVING
GRANTS MANAGEMENT FOR RESULTS-BASED PROGRAMS.

Submitted to: General Assembly

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I. Sec. E.300.1 Statutory Language

HUMAN SERVICES; IMPROVING GRANTS MANAGEMENT FOR RESULTS-BASED PROGRAMS

The Secretary of Human Services shall compile a grants inventory using the Department of Finance and Management's master list of all grants awarded during the prior fiscal year by the Agency or any of its departments to any public and private entities. The inventory should reflect:

- (1) the date and title of the grant;
 - (2) the amount of federal and State funds committed during the prior fiscal year;
 - (3) a summary description of each grant;
 - (4) the recipient of the grant;
 - (5) the department responsible for making the award;
 - (6) the major Agency program served by the grant;
 - (7) the existence or nonexistence in the grant of performance measures;
 - (8) the scheduled expiration date of the grant;
 - (9) the number of people served by each grant;
 - (10) the length of time the entity has had the grant; and
 - (11) the indirect rate of the entity.
- (b) Annually, on or before January 15, the Agency shall submit the inventory to the General Assembly in an electronic format.
- (c) The Secretary of Human Services and the Chief Performance Officer shall report to the Government Accountability Committee in September of each year and to the House and Senate Committees on Appropriations annually, on or before January 15, regarding the progress of the Agency in improving grant management in regard to:
- (1) compilation of the inventory required in subsection (a) of this section;
 - (2) establishing a drafting template to achieve common language and requirements for all grant agreements, to the extent that it does not conflict with Agency of Administration Bulletin 5 - Policy for Grant Issuance and Monitoring or federal requirements contained in 2 C.F.R. Chapter I, Chapter II, Part 200, including:
 - (A) a specific format covering expected goals and clear concise performance measures that demonstrate results and which are attached to each goal; and
 - (B) providing both community organizations and the Agency the same point of reference in assessing how the grantees are meeting expectations in terms of performance;
 - (3) executing Designated Agency Master Grant agreements using the new drafting template;
 - (4) executing grant agreements with other grantees using the new drafting template; and
 - (5) progress in improving the overall timeliness of executing agreements.

II. SFY17 Agency of Human Services Grants Inventory

Drawing from the Department of Finance and Management inventory of FY17 Grants, the Agency of Human Services incorporated columns to satisfy the requirements of the

report. In order to complete this inventory, the Agency of Human Services worked with each Department to validate a working Catalog of AHS Programs and Services (COPS) that had been developed originally by the Health and Human Services Enterprise. AHS is further developing the COPS in order to include a list of services delivered by programs and associated performance measures.

Certain improvements have been made to the Grants Inventory from the 2017 report of FY16 Grants. These include increased accuracy of information related to the relationship between AHS program and grant, use of common definitions across Departments, and incorporation of the pivot table as a filter.

The Agency of Human Services recommends that to further improve the utility of the Grants Inventory Report to produce meaningful information and support grants management systems reform at AHS, the State of Vermont Vision system be updated in order to align information fields with legislative and executive branch interests and reinforce standard conventions for department and agency reporting. This will greatly improve the accuracy of information in the Inventory, reduce administrative burden on staff to compile the report information, and streamline reporting and documentation processes in business units across the Agency. Changes to the Vision system at the statewide level would also enable the Legislature and Executive Branch visibility into grants across state agency and department beyond AHS.

For the purposes of the Grants Inventory and the COPS, “program” has been defined as “an identifiable segment of State government delineated by a set of activities with specific goal.” Definitions of all additional terms are included in the Excel sheet labeled “Definitions” within the attachment and are to be used as a guide to understand the detail of the Grants Inventory.

The AHS Grants Inventory is attached in a Microsoft Excel Document, “AHS Grants Inventory_February2017”.

III. Draft Template for Grant Agreements (Attachment A) and Grants Management Process Improvement Project

The Agency of Human Services is piloting a newly developed template to strengthen the way that we measure and monitor the effectiveness of grants toward comprehensive strategies to improve conditions of well-being for the Vermonters we and our community partners serve. On Page 6 is a reproduction of the working draft template (*Attachment A: Specifications of Work to be Performed*) that clarifies common language around performance measurement and monitoring, and standardizes use of Results-Based Accountability in alignment with Vermont’s Act 186.

The Agency of Human Services worked collaboratively with Vermont Care Partners to pilot the use of this template for the FY17 Designated Agency Mastergrant and continued use in the FY18 Designated Agency Mastergrant.

The Agency of Human Services is undergoing an agency-wide grants management process improvement project throughout 2018. The goals of this proposal are to make agency-wide reforms to process that increases visibility and transparency of grants management, enables strategic decision-making about our investments to improve outcomes, and reduce the administrative burden and cost associated with grants at the state and provider level.

The project will include documenting, improving, and standardizing processes related to developing, issuing, and managing grants and requests for proposals in each Department. Standardizing use of templates, inclusive of the Results-Based Accountability-informed Attachment A, is a critical component of the project.

AHS will assess and analyze the design of processes documented by other State of Vermont agencies and departments to implement use of an electronic grants management system. AHS will assess the comparability of needs in the interest of leveraging existing applications owned by the State of Vermont to automate major components of grants management. The scope of the project toward automation is dependent on available resources through the year and is subject to narrowing in order to accomplish key dependencies and to build incrementally.

**ATTACHMENT A:
 SPECIFICATIONS OF WORK TO BE PERFORMED**

1. PROGRAM NAME

Click or tap here to enter text.

A. Brief Program Description

Brief Program Description

B. Program Purpose

i. Program-Specific Population

Who is the program designed to benefit? Briefly describe the population of people who will be served (demographic profile as well as eligibility requirements).

ii. Purpose(s) of the Program

1	<i>What does the program seek to accomplish?</i>
2	
3	

C. Scope of Work

i. Description of Strategies or Services to be Performed

Describe the strategies or service array that Grantee will provide to accomplish stated purpose. Include expectations for services provided, including standards or regulations governing services, evidence-based practice or tools.

D. Performance Measurement

The Grantee will report the following performance measures to the State in order to measure achievement of stated program purpose(s). Performance measures measure **quantity** (“how much are you doing?”), **quality** (“how well are you doing it?”), and **impact** of services delivered (is anyone better off?) in accordance with grant requirements and expectations.

Table 1: Performance Measures

	Measure	Target	Time Period	Monitoring Method	Type
1	<i># of people served</i>				<i>Quantity?</i>

2					<i>Quality?</i>
3					<i>Impact?</i>

**Further specifications for data collection referenced in separate document.*

E. Program-Specific Monitoring and Reporting

The following table identifies how performance measures and other data will be reported, monitored, and improved. This section meets State of Vermont Bulletin 5.0 requirements for grant monitoring.

Table 2: Monitoring Procedures

Monitoring Activities	Format	Frequency/ Due Date	Recipient/ Attendees	Purpose / Information Required
<i>Performance measure reporting</i>	<i>Electronic Report</i>	<i>Quarterly</i>	<i>Emma Harrigan, DMH</i>	<i>Performance monitoring</i>
<i>Site Visit</i>	[[[[[[[[
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