

Managing Effectively in Today's Public Health Environment



**BUDGET AND FINANCIAL
MANAGEMENT
PROJECT MANAGEMENT
COURSE WRAP-UP
DECEMBER 1, 2016**

Acknowledgements

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Boston University School of Public Health
Activist Lab

Acknowledgement

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**This course was developed and delivered
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**by Lu'Ann Thibeau and
Grace Cleaves**

for a training delivered by

**University of New England, a Local
Performance Site of the New England Public
Health Training Center.**

Today's Presenters



Lu'Ann Thibeau

Manager of Finance and
Administration

UNE Center for Excellence
in Health Innovation



Beyond Clinical Competence LLC



Leadership and Communications in Health Care

Rules of engagement

5

- ✓ Limit use of competing technology
- ✓ Share the floor – be respectful
- ✓ Ask questions at anytime
- ✓ Protect confidentiality
- ✓ Bring in context and reality
- ✓ Participate actively

Learning outcomes



- Understand the process of building and managing proposal budgets by learning and practicing new tools
- Understand and practice the principals and practical tools of project management

Agenda



Time	Segment
9:00	Welcome, warm-up and setting the stage
9:15	Living on Grants – Part 1
10:30	Break
10:45	Living on Grants – Part 2
12:00	Lunch

Time	Segment
12:30	Practical project management
1:15	Applying PM to planning
2:15	Closing activities Plus/Delta of course Ways to continue cohort alliance Appreciations
3:00	Adjourn

Warm-up

Signature Strengths and Resilience



24 universal strengths found across cultures, nations, religions and politics. They are moral strengths – strengths that we value in and of themselves.

Martin Seligman, 2012

Creativity Perspective
Judgment Curiosity
Honesty Bravery HUMOR Fairness
Zest
PERSEVERANCE Teamwork
Love Kindness **Leadership**
Social Intelligence Love of Learning
Forgiveness Humility PRUDENCE
Appreciation of Beauty & Excellence Gratitude SELF-REGULATION
HOPE Spirituality

Signature Strengths



- “Does this strength express who I am?”
- “Do I feel excited to display this quality?”
- “Do I feel that no one can stop me when I’m using this strength?”
- “Do I express enthusiasm and joy when using this strength?”
- “Do I feel invigorated by it?”

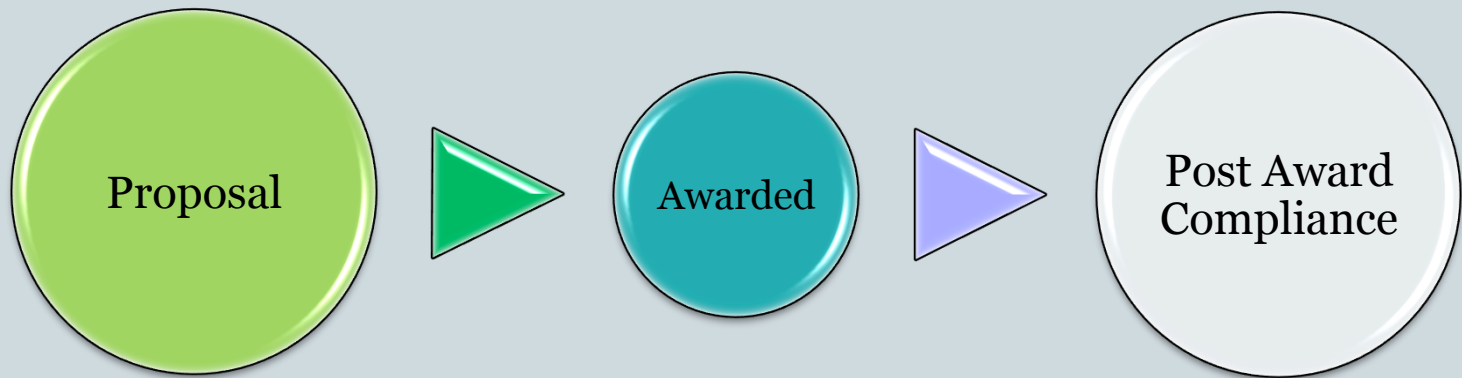
Living on Grants: Preparing and Monitoring Grant Budgets



Preparing a proposal budget can be overwhelming and intimidating without some budget tools and guidance.

Today we hope you develop some knowledge and understanding to confidently prepare a basic proposal budget and comply with grant guidelines after it is awarded.

Lifecycle of Budget Management



Lifecycle of Budget Management



Samples of FOA/RFP/RFA



- HRSA
- State of Maine

ADMINISTRATIVE GUIDANCE FOR AHEC PROGRAMS

All qualified applications will be forwarded to an objective review committee. Based on the advice of the objective review committee, the HRSA program official with delegated authority is responsible for final selection and funding decisions. When making final funding decisions regarding Section 751 awards, consideration will be given to the Sense of the Congress “that every state have an area health education center program in effect under this section.”

The following Administrative Guidance is intended to enhance on-going or new AHEC programs:

- At least one staff member representing the awardee (AHEC program office) and at least one staff member from an AHEC center should attend one HRSA technical assistance meeting in Washington, DC, or elsewhere as deemed by the federal project officer, using staff travel funds as itemized in the proposed budget;
- Confirm through a written submission that a contractual arrangement, which includes a statement of work negotiated, is in place between the AHEC program awardee and the governing body of each AHEC center (submit signed page of each agreement with application);
- The Program Director should hold a faculty appointment in the applicant school and assume responsibility for the overall direction and coordination of the AHEC program;
- The AHEC Center Director should have at least 75 percent time allocated solely to the conduct of center duties and responsibilities;
- The AHEC program awardee should have an advisory board to advise the Program Director on all aspects of the conduct of the program including administration, education, and evaluation. It is suggested that the board meet quarterly with the Program Director to review progress and barriers and collectively plan for further development of the program;
- The AHEC center community-based governing or advisory board should be responsible for the hiring and/or termination of the AHEC Center Director;

The AHEC programs are encouraged to provide a response to Bureau Initiatives specific to developing linkages to Historically Black Colleges and Universities, Hispanic Serving Institutions, and/or Tribal Colleges and Universities and improving the quality of life for African Americans, Latinos, Asian Americans and Pacific Islanders, and American Indians and Alaska Natives as strategies to obtain highly qualified, culturally competent, underrepresented minority health care professionals who will work in medically underserved areas.

2. Coordination of Deliverables

The development and implementation of all state and local-level monitoring and evaluation activities must be coordinated by the contractor. The contractor shall use all available opportunities for leveraging similar work or tools in the production of each deliverable. The contractor will work with other parts of state government as requested by the Maine CDC such as, but not limited to, the University of Southern Maine Epidemiology Team for the Division of Population Health, and the Office of Substance Abuse and Mental Health Services (SAMHS). The contractor will be expected to work with any SAMHS evaluation contractor, sharing data, aligning projects, and communicating results as necessary to achieve efficiencies as requested by Maine CDC.

The successful bidder is expected to meet regularly with both Senior Program Managers, to conduct regular meetings of the evaluation team in which they participate, and to participate in HMP and PTM meetings as requested.

3. Capacity to complete the requirements of the contract

The successful bidder is expected to form and maintain an evaluation team composed of experienced and qualified evaluation professionals. The successful bidder must provide one full-time Project Manager with assigned responsibility for the overarching evaluation project, along with, at a *minimum*, one full time experienced evaluator for the Partnership for a Tobacco-Free Maine. Personnel in these positions must meet the approval of Maine CDC and be readily accessible in person to Augusta, Maine. Because the success of both of these initiatives is closely tied to the local context of the state, responses that propose an on-site Project Manager and lead evaluator for PTM supported by an out of state evaluation team will be considered minimally responsive and will be scored as such.

Project Management

The full-time Project Manager will possess at a minimum a Master of Public Health or equivalent with a concentration in evaluation, or be able to demonstrate equivalent knowledge and experience. This Project Manager will be responsible for coordinating the overall work to meet the requirements of this contract. It is not necessary that the Project Manager serve as the technical evaluation expert, but must be skilled in the effective deployment and use of technical experts.



Register

Proposal Costs



Expenses to consider when preparing a budget:

- ❑ Admin/Professional Salaries
- ❑ Fringe Benefits
- ❑ Project Related Supplies
- ❑ Capital Equipment (excluded from MTDC)
- ❑ Photocopying/Printing
- ❑ Lab Supplies
- ❑ Software Licenses
- ❑ Consultants
- ❑ Speakers/Honorariums
- ❑ Subawards (excess of \$25,000 excluded from MTDC)
- ❑ Dues and Subscriptions
- ❑ Travel & Conference/Meetings
- ❑ Functions
- ❑ Telephones
- ❑ Stipends/Fellowship
- ❑ Indirect Costs (facilities/admin/overhead)

Project Costs



When considering project costs, it's best to keep in mind what costs are reasonable and what costs are necessary



Proposal Requirements



It is common for a request for a proposal (RFP) to have specific requirements that need to be followed such as:

- ❑ Salary/Consultant Rate Limitations
- ❑ Required FTE's (min/max)
- ❑ Exclusion of Capital Equipment
- ❑ Details of Consultants
- ❑ Meetings
- ❑ Conferences
- ❑ Lodging/Meals/Mileage Limits



- ❑ Limit or exclusion of Honorariums
- ❑ Food
- ❑ Stipends – Definition
Amounts
% of Budget
- ❑ Limitation of Indirect Costs

Approved Indirect Rate



The rates approved in this agreement are for use on grants, contracts and other agreements with the Federal Government, subject to the conditions in Section III.

SECTION I: Facilities And Administrative Cost Rates

RATE TYPES: FIXED FINAL PROV. (PROVISIONAL) PRED. (PREDETERMINED)

EFFECTIVE PERIOD

<u>TYPE</u>	<u>FROM</u>	<u>TO</u>	<u>RATE (%)</u>	<u>LOCATION</u>	<u>APPLICABLE TO</u>
PRED.	06/01/2016	05/31/2019	71.40	On-Campus	All Programs
PRED.	06/01/2016	05/31/2019	29.00	Off-Campus	All Programs
PROV.	06/01/2019	Until Amended			Use same rates and conditions as those cited for fiscal year ending May 31, 2019.

*BASE

Direct salaries and wages excluding all fringe benefits.



Remember to review the RFP a final time after the proposal budget is prepared to ensure you have followed all the requirements and restrictions

Once the budget is final, you can prepare the detailed budget justification explaining the necessary costs



The Proposal Budget

ABC Company
October 1, 2016 through September 30, 2017

Total Months
12

Position	Name	FTE	Hours	Annual Salary	Requested Salary
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Personnel Costs

PI		0.15	312.00	90,000	\$ 13,500
Co-PI		0.10	208.00	85,000	8,500
Program Manager		0.10	208.00	70,000	7,000
Research Assistant		0.10	208.00	40,000	4,000
Technical Advisor		0.20	416.00	77,000	15,400
Admin Assistant		0.05	104.00	35,000	1,750
Subtotal		0.70	1456.00		\$ 50,150
Fringe Benefits				24.0%	12,036
Total Personnel Costs					\$ 62,186

Subawards

Subaward 01	Partners R Us				\$ 10,000
Subaward 02	Hospital Association				25,688
Subaward 03					-
Total Subawards					\$ 35,688

Other Costs

	Name/Description	Quantity	Rate	
Consultant 01	Here to Help, LLC	70	\$ 70.00	\$ 4,900
Consultant 02	Mediator Services	1	\$ 55.00	55
Consultant 03				-
Supplies	Project Related Supplies \$50 per month			600
	Pedometers 300 @ 3.5			1,050
Focus Groups	See 'Focus Groups' tab			-
Incentives	\$25 x 30 participants x 8 weeks			
Telephone	Conference Calls - \$30 per month			360
Travel-Local	See 'Travel' tab			25,145
Travel-Out of State	See 'Travel' tab			4,659
Other	Stipend payments @ \$12,000			120,000

Total Other Costs				\$ 156,769
Total Direct Costs				\$ 254,643
Indirect Costs - MTDC	Base	\$ 253,955	10.0%	25,395
Total Year One				\$ 280,038

Travel Breakdown



ABC Company Travel Breakdown

Mileage Rate 0.54

Local Travel Destination	# Staff	# Trips	# Nights	# Days	Miles	Lodging Rate	Meal Rate	Air/ Ground	Fee	Parking & Tolls	Lodging Costs	Meal Costs	Miles	Cost per Person	Total Cost
Trainees - Portland to Bangor	10	1	2	3	300	150.00	75.00	-	-	4.00	\$ 300.00	\$ 187.50	\$162.00	\$ 653.50	\$ 6,535.00
											-	-	-	-	-
											-	-	-	-	-
											-	-	-	-	-

Total Local Travel \$ 6,535.00

Out of State Travel Destination	# Staff	# Trips	# Nights	# Days	Miles	Lodging Rate	Meal Rate	Air/ Ground	Fee	Parking & Tolls	Lodging Costs	Meal Costs	Miles	Cost per Person	Total Cost
Grantee Conference DC	2	1	3	4	10	225.00	75.00	500.00	1,250.00	48.00	\$ 675.00	\$ 262.50	\$ 5.40	\$2,740.90	\$ 5,481.80
											-	-	-	-	-
											-	-	-	-	-
											-	-	-	-	-

Total Out of State Travel \$ 5,481.80

Samples of Proposal Forms



- HRSA
- State of Maine

IC Flavours, LLC



Request for a Proposal

IC Flavours, LLC is offering \$75K to each state to conduct a statewide taste testing of our new 12 trial ice cream flavors. The awarded bidder's project director and manager will present their results to our board members at our annual meeting in our corporate office located in San Diego, CA. The 12-month project will begin February 1, 2017. No incentives allowed and samples for testing will be provided at \$.50/sample, per flavor. Indirect costs up to 8% MTDC is allowed.

TBOTRIBE Foundation



Request for a Proposal

TBOTribe Foundation is offering \$300K for a 18 month period to conduct a study of the mental state of stay at home moms with three or more children living in the State of Maine. The number of participants must be the same in each district. The program specialist needs to commit .80FTE annually to the project and is expected to meet each participant. Incentives up to \$20 per participant is allowed. Biweekly meetings at our Scarborough, Maine office is required. Indirect costs are limited to 12% of MTDC.

Lifecycle of Budget Management



Award Notification



Notice of Award (NoA) provides details of
your award

- Project Officer
- Budget Management Officer
- Award Amount
- Reporting Requirements
- Guidelines

Lifecycle of Budget Management



Post Award
Compliance

Post Award



Prepare
Agreements

Review
Internal
Policies

Review
Funder's
Policies

Purchases

Time
Allocation

Reporting

Prepare Agreements



Consulting and Subaward Agreements should be prepared and fully executed immediately after your award is executed in case changes are necessary before the project begins

Included in agreements:

Subaward

- Funder's Terms
- Reporting Requirements
- Budget and Justification
- Workplan/Scope of Work

Consultant

- Scope of Work
- Project Period
- Total Cost and Rate
- Exclusions/Inclusions

Subaward or Consultant?



Consider a subaward agreement if **any** of the following conditions are met:

- Is the entity working in collaboration with the PI to perform a significant portion of the programmatic efforts on an award?
- Represents a significant portion of the programmatic decision-making?
- Does he/she have the authority to make administrative and programmatic decisions and to control the method and results of work made?
- The work results involve intellectual property or lead to publications?

Normally a consultant will have one or more of the following characteristics:

- Is an individual or business where his/her expertise is required to perform on the project,
- The services are typically temporary and may be specialized or highly technical,
- The independent contractor was excluded with the development of the project objectives and is not responsible for the overall outcome of the project,
- The scope of work was defined by the PI,
- Independent contractor will have discretion in how they accomplish the work.

Internal and Funder's Policies



It is important to follow your organization's policies as well as the funder's policies and requirements/restrictions

- Purchases
- Time Reporting
- Travel
- Approval Documentation

Purchases: Supplies



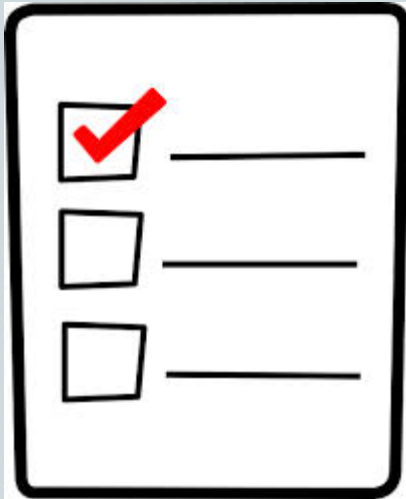
Although necessary, supplies may be restricted based on the funder's guidelines. Generally, allowable supplies are as follows:

- ❑ Office equipment, supplies, postage and duplication costs that are necessary to carry out the project's objectives and were approved in the proposal are allowable to charge to the project
- ❑ Office supplies that are common and have a joint purpose are generally not allowable on the project

Purchases—continued



All costs must satisfy the RAN test:



- ❑ **Reasonable**—a cost that a prudent person would opt to incur under the circumstances. Is the cost comparable to similar products?
- ❑ **Allocable**—the cost of an item is chargeable or assignable to the program.
- ❑ **Necessary**—the cost of an item's relationship to the mission and objectives of the program. Can the program continue if the product was not purchased?

Travel



Allowable on the grant if it was included in your proposal

- ❑ Mileage
 - Organization's or funder's reimbursement rate-whichever is less
 - Federal, State, Private

- ❑ Detailed meal receipts
 - Alcohol and associated tax may not be allowable

- ❑ Reasonable meals, lodging and tips
 - Per diem rates: <http://www.gsa.gov/portal/content/104877>
 - Refer to your organization's or funder's restrictions

- ❑ Conferences excluded from awarded proposal
 - Require approval from the funder

Follow your organization's internal travel policy as well as the funder's restrictions

Time Reporting



It is important to certify personnel time charged to the project is fair and an accurate representation of one's effort.

Budget Summary



ABC Company

October 1, 2016 through September 30, 2017

Sum of Amount Row Labels	Column Labels Budget	Expenses	Additional Expenses	Total Expenses	Available Balance
Salaries	50,150.00			-	50,150.00
Fringe Benefits	12,036.00			-	12,036.00
Consultant 01	4,900.00	550.00		550.00	4,350.00
Consultant 02	55.00			-	55.00
Consultant 03	0.00			-	-
Focus Groups	0.00			-	-
Incentives	0.00			-	-
Other	120,000.00			-	120,000.00
Subaward 01	10,000.00			-	10,000.00
Subaward 02	25,688.00			-	25,688.00
Subaward 03	0.00			-	-
Supplies	1,650.00	940.00		940.00	-
Telephone	360.00			-	360.00
Travel-Local	6,535.00	244.00		244.00	6,291.00
Travel-Out of State	5,481.80			-	5,481.80
0		0.00		-	-
Indirect Costs	23,616.78		173.40	173.40	23,443.38
Grand Total	260,472.58	1,734.00	173.40	1,907.40	257,855.18

Reporting



Funder's have their own guidelines for financial reports

- ❑ Format
- ❑ How often
- ❑ Process for submitting

Federal Financial Report

(Follow form Instructions)

OMB Number: 4040-0014

Expiration Date: 01/31/2019

1. Federal Agency and Organizational Element to Which Report is Submitted		2. Federal Grant or Other Identifying Number Assigned by Federal Agency (To report multiple grants, use FFR Attachment)	
<input type="text"/>		<input type="text"/>	
3. Recipient Organization (Name and complete address including Zip code)			
Recipient Organization Name: <input type="text"/>			
Street1: <input type="text"/>			
Street2: <input type="text"/>			
City: <input type="text"/>		County: <input type="text"/>	
State: <input type="text"/>		Province: <input type="text"/>	<input type="text"/>
Country: <input type="text" value="USA: UNITED STATES"/>		ZIP / Postal Code: <input type="text"/>	
4a. DUNS Number	4b. EIN	5. Recipient Account Number or Identifying Number (To report multiple grants, use FFR Attachment)	
<input type="text"/>	<input type="text"/>	<input type="text"/>	
6. Report Type	7. Basis of Accounting	8. Project/Grant Period	9. Reporting Period End Date
<input type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annual <input type="checkbox"/> Annual <input type="checkbox"/> Final	<input type="checkbox"/> Cash <input type="checkbox"/> Accrual	From: <input type="text"/> To: <input type="text"/>	<input type="text"/>
10. Transactions			Cumulative
<i>(Use lines a-c for single or multiple grant reporting)</i>			
Federal Cash (To report multiple grants, also use FFR attachment):			
a. Cash Receipts			<input type="text" value="0.00"/>
b. Cash Disbursements			<input type="text" value="0.00"/>
c. Cash on Hand (line a minus b)			<input type="text" value="0.00"/>
<i>(Use lines d-o for single grant reporting)</i>			
Federal Expenditures and Unobligated Balance:			
d. Total Federal funds authorized			<input type="text" value="0.00"/>
e. Federal share of expenditures			<input type="text" value="0.00"/>
f. Federal share of unliquidated obligations			<input type="text" value="0.00"/>
g. Total Federal share (sum of lines e and f)			<input type="text" value="0.00"/>
h. Unobligated balance of Federal Funds (line d minus g)			<input type="text" value="0.00"/>
Recipient Share:			
i. Total recipient share received			<input type="text" value="0.00"/>

QUARTERLY REPORT OF REVENUE AND EXPENSES

AGREEMENT BUDGET	ACCRUAL YEAR TO DATE	EXPENSES AS % OF BUDGET
---------------------	-------------------------	----------------------------

REVENUE SOURCES TO BE COST SHARED

AGREEMENT FEDERAL REVENUE

Federal DHHS Agreement Funds (Enter Amount from Budget Form 1, Line 5 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Federal BLOCK GRANT Agreement Funds (Enter Amount from Budget Form 1, Line 6 and YTD Amo

\$	-	\$	-	
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AGREEMENT STATE REVENUE

State DHHS Agreement Funds - GF (Enter Amount from Budget Form 1, Line 9 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

State DHHS Agreement Funds - FHM (Enter Amount from Budget Form 1, Line 10 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

State DHHS Agreement Funds - OTHER (Enter Amount from Budget Form 1, Line 11 and YTD Amol

\$	-	\$	-	
----	---	----	---	--

EXPENSE SUMMARY

PERSONNEL EXPENSES (Enter Amount from Budget Form 2, Line 7 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

EQUIPMENT PURCHASES (Enter Amount from Budget Form 2, Line 8 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

SUBRECIPIENT AWARDS (Enter Amount from Budget Form 2, Line 9 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

ALL OTHER EXPENSES

Occupancy - Depreciation (Enter Amount from Budget Form 2, Line 11 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Occupancy - Interest (Enter Amount from Budget Form 2, Line 12 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Occupancy - Rent (Enter Amount from Budget Form 2, Line 13 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Utilities/Heat (Enter Amount from Budget Form 2, Line 14 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Telephone (Enter Amount from Budget Form 2, Line 15 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Maintenance/Minor Repairs (Enter Amount from Budget Form 2, Line 16 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Bonding/Insurance (Enter Amount from Budget Form 2, Line 17 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Equipment Rental/Lease (Enter Amount from Budget Form 2, Line 18 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Materials/Supplies (Enter Amount from Budget Form 2, Line 19 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Depreciation (non-occupancy) (Enter Amount from Budget Form 2, Line 20 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Food (Enter Amount from Budget Form 2, Line 21 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Client-Related Travel (Enter Amount from Budget Form 2, Line 22 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Other Travel (Enter Amount from Budget Form 2, Line 23 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Consultants - Direct Service (Enter Amount from Budget Form 2, Line 24 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Consultants - Other (Enter Amount from Budget Form 2, Line 25 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Independent Public Accountants (Enter Amount from Budget Form 2, Line 26 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Technology Services/Software (Enter Amount from Budget Form 2, Line 27 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Third Party In-Kind (Enter Amount from Budget Form 2, Line 28 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Service Provider Tax (Enter Amount from Budget Form 2, Line 29 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Training/Education (Enter Amount from Budget Form 2, Line 30 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Miscellaneous (Enter Amount from Budget Form 2, Line 31 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--

Indirect Allocated - G&A (Enter Amount from Budget Form 2, Line 33 and YTD Amount)

\$	-	\$	-	
----	---	----	---	--



Department of Health
and Human Services

Maine People Living
Safe, Healthy and Productive Lives

Paul R. LePage, Governor

Mary C. Mayhew, Commissioner

Community Agency: _____
 Program/Service: _____
 Agreement Number: _____
 CT Number: _____
 Agreement Period: _____ through _____
 Agreement Amount: _____

AGREEMENT CLOSEOUT REPORT

(Provider fills orange cells only. See Agreement Closeout Instructions and MAAP)

REVENUE	EXPENSE	BALANCE
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PART I - AGREEMENT TOTALS

Refer to Rider F-1 Pro-Forma Part I for guidance

1 Actual income and expense per agency records and reports	\$ -	\$ -	\$ -
2 Enter Agreement Adjustments below as (negative) or positive amounts. (See instructions)			
a _____	\$ -	\$ -	\$ -
b _____	\$ -	\$ -	\$ -
c _____	\$ -	\$ -	\$ -
d _____	\$ -	\$ -	\$ -
e _____	\$ -	\$ -	\$ -
f _____	\$ -	\$ -	\$ -
g _____	\$ -	\$ -	\$ -
3 Total Agreement Adjustments	\$ -	\$ -	\$ -
4 Total Available for Cost Sharing	\$ -	\$ -	\$ -

PART II - AGREEMENT COST SHARING

Refer to Rider F-1 Pro-Forma Part II for guidance

	% OF BUDGET			
5 Agreement State Funds (Verify against Rider F-1 Pro forma Part II.)				
6 Agreement Federal Funds (Verify against Rider F-1 Pro forma.)				
7 All Other (Verify against Rider F-1 Pro forma.)		\$ -		
8 Total Available for Cost Sharing (Locked cell:Formula links to Line 4.)	0.00%	\$ -	\$ -	\$ -

PART III - AGREEMENT SETTLEMENT

9 Agreement Expense (Sum line 5 & line 6 plus sub-recipient expenses and other adjustments on Line 2.)	\$ -
10 Agreement Amount (This locked cell fills & links to Agreement Amount in the header.)	\$ -
11 Lesser of Line 9 or Line 10 (The formula in this cell will calculate this amount.)	\$ -

Other Project Reminders



- ❑ Focus group payments should be properly documented
- ❑ Cost matching funds need to follow the same project guidelines as the awarded funds
- ❑ Detailed documents are required to support all costs charged to the project
- ❑ Only project-related costs are allowed to be posted to the award
- ❑ Sales tax exempt status

Always contact your grant accountant with any project-related questions or concerns

Budget Revisions



If your approved estimated budget is not realistic to your project needs, it may be necessary to revise the approved budget.

- ❑ Refer to the funder's guidelines for formal budget revisions requirements/deadline for submissions
- ❑ Contact your Office of Sponsored Programs, if applicable, to formally submit the revision

References



Federal:

- ❑ Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Federal Register)
<https://www.gpo.gov/fdsys/pkg/FR-2013-12-26/pdf/2013-30465.pdf>
- ❑ eCFR – Electronic Code of Federal Regulations
http://www.ecfr.gov/cgi-bin/text-idx?SID=90d83f573e096f4ff09af6a7d3e571d4&mc=true&tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl

State of Maine:

- ❑ Division of Contract Management: Policy & Procedures Manual
<http://www.maine.gov/dhhs/contracts/policy-procedure-manual.html>
- ❑ Maine Uniform Accounting and Auditing Practices (MAAP)
<http://www.maine.gov/sos/cec/rules/10/144/144c030.doc>

Tempered Radicals



“People who want to succeed in their organizations yet want to live by their values or identities, even if they are somehow at odds with the dominant culture of their organizations.”

Debra Meyerson



Traits of Tempered Radicals



- Speak their truths, even when afraid
- Have strong support networks
- Take bias toward action, especially “small “deviant” actions”
- Have clarity about and focus on their most important goals
- Promote experimentation and deep conversations, by example and with their advocacy



**Duke's WISER
program**

Rely on
signature
strengths

**“How can
we be
clever?”**

Monique Valcour
Harvard Business Review
November, 2106
“On Beating Burnout”

**Acknowledge Reality
Ritualize ingenuity**

Resilience at Work



Tools and
Practices to
Enhance
Resilience at
Work



Project Management



- What is your project at work right now?
 - Have you just started something?
- Are you about to take on something new?



How to get started with a new project



Create the Project Charter, addressing:

- Project team members
- Project objectives and scope
- Timeline, including interim milestone due dates
- Funding constraints
- Kick-Off meeting

How to build team trust



- New situations, like joining a project team, means that team members are vulnerable and often lack trust
- As PM, lead by example:
 - ✦ Share your strengths as well as your weaknesses
 - ✦ Don't be afraid to be wrong and "own it"
 - ✦ Don't do everything in the group setting

Effective Decision Making in a Team Setting



Decision-Making Method	How It Works
Consensus	Every member must agree to adopt a decision. If consensus is impossible, new alternatives are developed and presented for evaluation.
Majority rule	Members provide input, discuss the decision, then vote. The choice receiving more than 50% of the votes is adopted.
Small group/committee	A subset of individuals with relevant experience and skills makes specific decisions.
Leader with input	The team leader gathers input from members and uses it to make decisions.
Leader announcement	The leader decides and announces

How to form your project plan



- Brainstorm with your team members to develop detailed scope
- Identify key milestones needed to complete project and sequence
- Assign resources and deadlines
- Determine plan for communication and status updates
- Schedule routine team meetings to discuss progress and resolve issues

Handout
How to make an
action plan

Handout
Gantt Chart

How to get buy-in for the plan



- Communicate, communicate, communicate
- Present your plan to ALL stakeholders, over and over, to ensure that everyone understands what is to be done, when its to be done, why its to be, and who will be involved
- Circle back to the project team on ANY adjustment in the plan communicated by sponsor or stakeholders to ensure understanding and impact of change

Handout
Project Communication
Plan

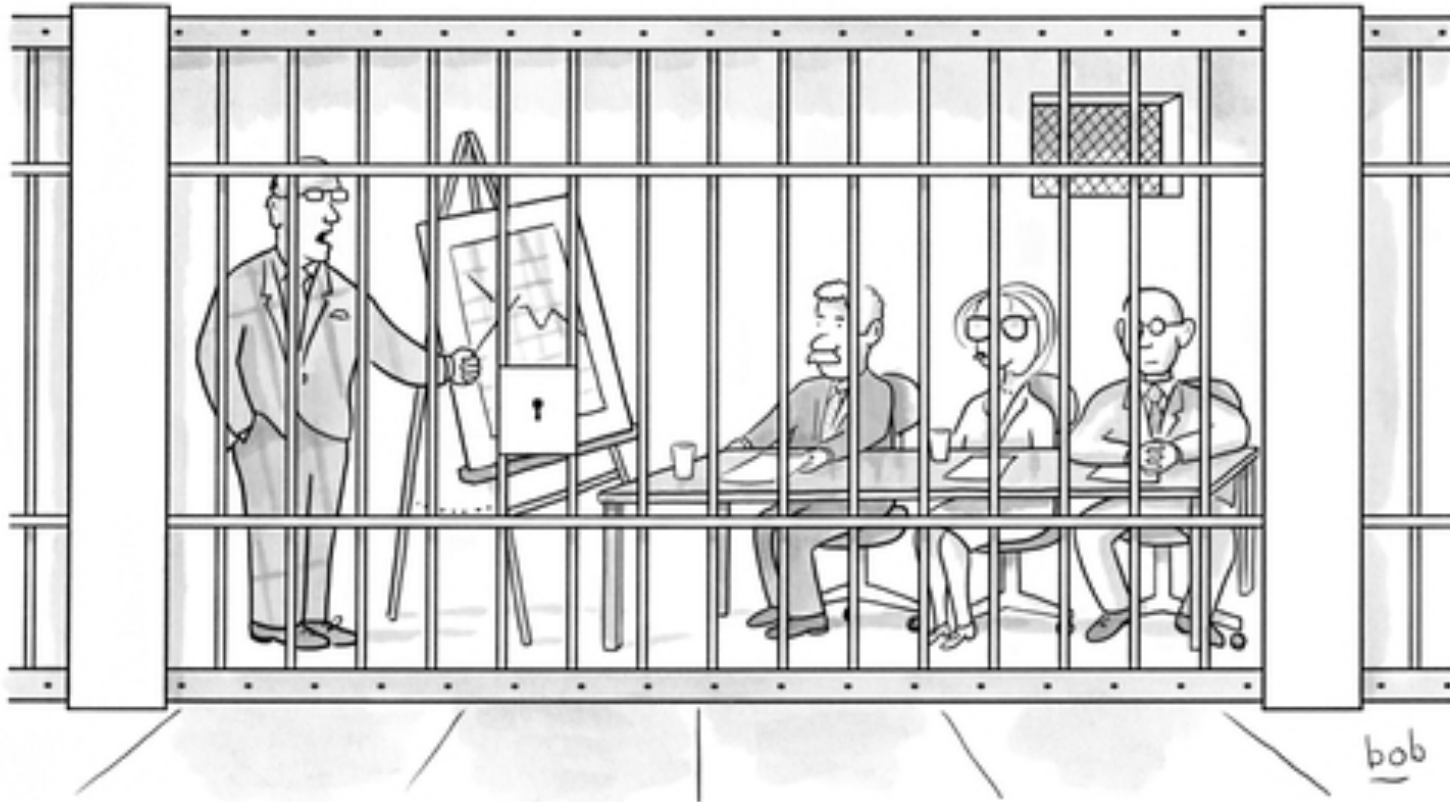
Completing the project



- Monitor the 3 S' s carefully
 - Schedule
 - Scope
 - Spending



Present to your colleagues



“Let’s stay positive. Who would like to start with what went right?”

Celebrate!



Building your own project plan



- What is your project at work right now?
 - Have you just started something?
- Are you about to take on something new?



Project Viability



What did your group discover?

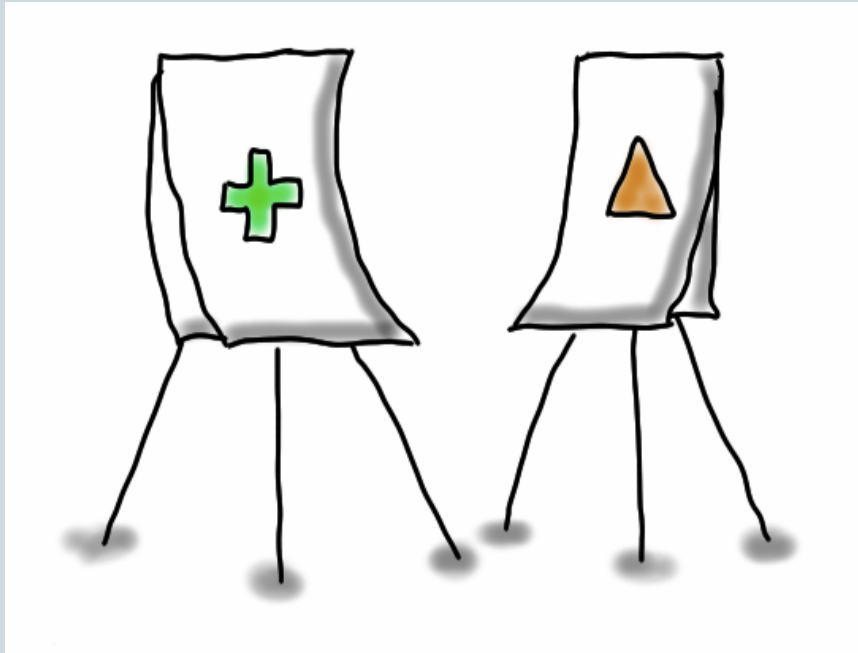
How much support already exists for your stated outcomes?

How good are the chances of you beginning your project? Finishing it?

What is your attitude?



Closing thoughts



Continuing
alliance?

Appreciations

Session evaluation

Thanks for attending!



gracecleaves@gmail.com
207-899-7079