## **End-to-End Business Process: 8. Apply to Perform**

#### **Business Scenario(s) Covered**

- L1.02 Non-Discretionary Award
- L1.20. Sovereign Entity
- L1.05 Advance Payment
- L1.24. Award Recipient with Past Performance/Compliance Issues

**Business Actor(s)** 

**Primary:** Grants Office; Award Recipients

Other: Program Office; Finance Office

#### **Synopsis**

The award calculation based on the program funding formula is developed, and the program package is finalized. The funding opportunity is created for a non-discretionary formula grant to eligible sovereign entities (e.g., tribal organizations, etc.). Applications are received and reviewed for eligibility and other applicant qualifications. During the review, several eligible applicants are noted for having had past performance issues and concerns. Award recipients are approved. Funding for awards is determined and committed based on the program funding formula calculation. Terms and conditions for the awards are developed. For award recipients with past performance/compliance issues and concerns, a predetermined advance payment schedule is included. Funds are obligated, the award agreements are executed, and advance payment schedules are set up. Initial advance payments are issued to award recipients with payment schedules and full advance payments for other award recipients. Performance and financial reports are received. Performance, financial, and compliance reviews are performed, and current performance and financial issues and concerns are discovered for some award recipients with past performance/compliance issues and concerns. Award recipients are notified of performance and financial issues and concerns, and the suspension of scheduled advance payments. Improvement plans are requested. The next advance payments are issued to award recipients without current performance and financial issues and concerns. Improvement plans are provided by award recipients. Improvement plan actions are completed, and issues and concerns are resolved. The next scheduled advance payments are issued to award recipients with resolved issues and concerns. After the end of the period of performance, the awards are closed out.

## **Assumptions and Dependencies**

- 1. There is no presumption as to which events are executed by which business actor.
- 2. There is no presumption as to which events are automated, semi-automated, or manual.
- 3. There may or may not be automated interfaces between service areas/functions/activities and between provider solutions/systems.
- 4. All predecessor events required to trigger the Initiating Event have been completed.
- 5. Authorizing legislation containing the program funding formula has been passed, and funding has been allocated to the program.
- 6. A draft program package has been developed, with the CFDA identifier.
- 7. The funding and spend plan has been documented and submitted.
- 8. An initial advance payment is issued to all award recipients. Subsequent scheduled advance payment are requests are subject to review and approval based on current performance, financial reports and compliance review results.
- 9. All of the funds awarded to award recipients are expended during the period of performance.
- 10. Audits were not performed by the Federal agency as expenditures in Federal awards are < \$750,000, during the award recipient's fiscal year.

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- 11. The grant program is funded with annual appropriations, and new awards are issued each year to eligible award recipients.
- 12. Grant program reporting and review are performed at the next program review cycle.

**Initiating Events** 

A draft program package has been developed.

<b>Typica</b>	l Flow	of Events
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	al Flow of Events	Non CDM Frank	lmm::4/->	Outroit(s) / Outroin()
#	GRM Event	Non-GRM Event	Input(s)	Output(s) / Outcome(s)
1	<ul> <li>a. Develop and document the program funding formula calculation and incorporate into draft program package</li> <li>b. Route draft program package for review and approval</li> <li>(GRM.010.010 Grant Program Set-up and Maintenance)</li> </ul>		Draft program package	Approved program package
2	<ul> <li>a. Develop the application instructions and submission and review process</li> <li>b. Determine the eligibility criteria</li> <li>c. Develop the risk evaluation criteria</li> <li>d. Develop, review, and route for approval the funding opportunity</li> <li>e. Request funds availability check for commitment (GRM.010.020 Grant Program Funding Opportunity)</li> </ul>		Approved program package	<ul> <li>Approved funding opportunity</li> <li>Application submission and review process</li> <li>Risk evaluation criteria</li> <li>Request for funds availability check for commitment</li> </ul>
3		<ul> <li>a. Receive and process request for funds availability check for commitment</li> <li>b. Provide response to funds availability check for commitment</li> <li>(FFM.010.020 Funds Allocation and Control)</li> </ul>	Request for funds availability check for commitment	Response to funds availability check for commitment
4	<ul> <li>a. Receive response to funds availability check for commitment</li> <li>b. Submit documentation for funds commitment</li> <li>c. Publish the funding opportunity</li> <li>(GRM.010.020 Grant Program Funding Opportunity)</li> </ul>		<ul> <li>Response to funds         availability check for         commitment</li> <li>Approved funding         opportunity</li> </ul>	<ul><li>Funds commitment documentation</li><li>Published funding opportunity</li></ul>
5		<ul> <li>a. Receive funds commitment documentation</li> <li>b. Commit funds for award recipients</li> <li>(FFM.030.020 Obligation Management)</li> </ul>	Funds commitment documentation	Appropriate funds commitment entries created with reference to source information

Typic	al Flow of Events			
#	GRM Event	Non-GRM Event	Input(s)	Output(s) / Outcome(s)
6	<ul> <li>a. Establish applicant account and access, if needed</li> <li>b. Receive and respond to requests for additional information regarding the funding opportunity</li> <li>c. Publish responses to requests for additional information regarding the funding opportunity, as appropriate</li> <li>(GRM.020.010 Grant Application Support and Receipt)</li> </ul>		<ul> <li>Approved program package</li> <li>Published funding opportunity</li> </ul>	<ul> <li>Applicant accounts and access established</li> <li>Published responses to requests for additional information regarding the funding opportunity</li> </ul>
7	<ul> <li>a. Receive, record and acknowledge application submissions and resubmissions</li> <li>b. Evaluate consistency with application submission instructions and record results</li> <li>c. Notify applicants of incomplete submissions (GRM.020.010 Grant Application Support and Receipt)</li> </ul>		<ul> <li>Application packages</li> <li>Approved program package</li> <li>Published funding opportunity</li> </ul>	<ul> <li>Application receipt notifications</li> <li>Validated application packages</li> <li>Non-compliant application notifications</li> </ul>
8	<ul> <li>a. Identify, approve, and document application reviewers</li> <li>b. Develop, approve, and provide the application review schedule to reviewers</li> <li>(GRM.020.020 Grant Application Review and Selection)</li> </ul>		<ul><li>Approved program packages</li><li>Published funding opportunity</li></ul>	<ul> <li>Approved list of application reviewers</li> <li>Approved application review schedule</li> </ul>
9	<ul> <li>a. Review the applications against the eligibility criteria and sovereign entity qualifications and document results</li> <li>b. Conduct risk reviews, identifying applicants with past performance/compliance issues and concerns (GRM.020.020 Grant Application Review and Selection)</li> </ul>		<ul> <li>Application review process</li> <li>Risk evaluation criteria</li> <li>Published funding opportunity</li> <li>Information in sovereign entity qualifications</li> <li>Validated application packages</li> <li>Past performance information for applicants</li> </ul>	Eligible applications     Identified applicants with past performance/ compliance issues and concerns

<b>Typical</b>	Flow	of	<b>Events</b>
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	al Flow of Events			0
#	GRM Event	Non-GRM Event	Input(s)	Output(s) / Outcome(s)
10	a. Determine and document applicant award recommendations		Eligible applications	<ul><li>Award funding information</li><li>Approved award applicants</li></ul>
	b. Determine funding for awards, based on program			Approved award applicants
	funding formula calculation			
	c. Route applicant award recommendations for review			
	and approval			
	d. Document final applicant award approvals			
ļ	(GRM.020.020 Grant Application Review and Selection)			
11	Notify approved applicants of award selection		Approved award applicants	Approved award applicants'
	(GRM.020.020 Grant Application Review and Selection)			notifications
12	a. Develop, negotiate and document specific award		Approved program	Payment schedules for
	terms and conditions		packages	award applicants with past
	b. Develop and document advance payment schedules for award applicants with past		Published funding	performance/compliance issues and concerns
	performance/compliance issues and concerns		<ul><li>opportunity</li><li>Eligible applications</li></ul>	Approved award
	c. Develop and route award agreements for review		Approved award applicants	agreements
	and approval		Approved award applicants	agreements
	(GRM.030.010 Grant Award Issuance)			
13	Request funds availability check for obligation		Approved award	Request for funds
	(GRM.030.010 Grant Award Issuance)		agreements	availability check for
				obligation
14		a. Receive and process	Request for funds	Response to funds
		request for funds	availability check for	availability check for
		availability check for	obligation	obligation
		obligation b. Provide response to funds		
		availability check for		
		obligation		
		(FFM.010.020 Funds		
		Allocation and Control)		
15	a. Receive response to funds availability check for		Response to funds	Funds obligation
	obligation		availability check for	documentation
	b. Submit documentation for funds obligation		obligation	<ul> <li>Issued award agreements</li> </ul>
	c. Issue the award agreements			
	(GRM.030.010 Grant Award Issuance)			

**Typical Flow of Events** # **GRM Event** Output(s) / Outcome(s) Non-GRM Event Input(s) 16 a. Receive funds obligation Funds obligation Appropriate funds documentation documentation obligation entries created b. Obligate funds for awards with reference to source (FFM.030.020 Obligation information Management) a. Receive from award recipients signed award Signed award agreements 17 Executed award agreements agreements b. Record executed award agreements (GRM.030.010 Grant Award Issuance) 18 a. Receive and verify award recipients bank Award recipients' bank • Verified award recipients' information information bank information b. Route verified award recipients' bank information Executed award for payee set-up agreements (GRM.030.010 Grant Award Issuance) 19 Establish non-Federal payee Verified award recipients' • Non-Federal payee information for each recipient bank information accounts (FFM.030.010 Payee Set-up Executed award and Maintenance) agreements a. Provide award and unsuccessful applicants Published award 20 Executed award information to OMB designated sources information agreements b. Notify unsuccessful applicants Applications review results Unsuccessful applicant (GRM.030.010 Grant Award Issuance) notifications Approved initial and full 21 a. Receive, review, and approve awards initial Initial and full advance advance payment requests for award recipients advance payment requests payment requests with payment schedules and full advance payments Executed award • Request for funds for other award recipients availability check for agreements b. Request funds availability check for advance advance payments payments (GRM.030.020 Grant Award Payment Processing)

Typica	I Flow of Events			
#	GRM Event	Non-GRM Event	Input(s)	Output(s) / Outcome(s)
22		<ul> <li>a. Receive and process requests for funds availability check for advance payments</li> <li>b. Provide response to funds availability check for advance payments</li> <li>(FFM.010.020 Fund Allocation and Control)</li> </ul>	Request for funds availability check for advance payments	Response to funds availability check for advance payments
23	<ul> <li>a. Receive response to funds availability check for initial advance payments for award recipients with payment schedules and full advance payment for other award recipients</li> <li>b. Submit disbursement request for initial advance payments for award recipients with payment schedules and full advance payment for other award recipients</li> <li>c. Calculate and submit award liability accrual estimates for remaining advance payments for award recipients with payment schedules</li> <li>(GRM.030.020 Grant Award Payment Processing)</li> </ul>		Response to funds availability check for advance payments	<ul> <li>Disbursement requests for initial and full advance payments</li> <li>Award liability accrual estimates for remaining advance payments for award recipients with payment schedules</li> </ul>
24	,	a. Receive and process disbursement requests for initial and full advance payments (FFM.030.080 Payment Processing - Grant Payments) b. Receive and process award liability accrual estimates for remaining advance payments for award recipients (FFM.090.030 Accrual and Liability Processing)	<ul> <li>Disbursement requests for initial and full advance payments</li> <li>Award liability accrual estimates for remaining advance payments for award recipients with payment schedules</li> </ul>	<ul> <li>Disbursements of initial and full advance payments to award recipients</li> <li>Appropriate award liability accrual estimates entries created with reference to source information</li> </ul>

<b>Typica</b>	l Flow	of	<b>Events</b>
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Туріс	/pical Flow of Events					
#	GRM Event	Non-GRM Event	Input(s)	Output(s) / Outcome(s)		
25	<ul> <li>a. Receive award recipients' performance reports</li> <li>b. Evaluate award recipients' performance reports against award agreements and record results, as appropriate</li> <li>c. Identify current performance issues and concerns for award recipients with past performance/ compliance issues</li> <li>(GRM.040.020 Grant Award Performance Review)</li> </ul>		<ul> <li>Performance reports from award recipients</li> <li>Executed award agreements</li> </ul>	<ul> <li>Award recipients'         performance report review         results</li> <li>Award recipients' current         performance issues and         concerns</li> </ul>		
26	<ul> <li>a. Receive the award recipients' financial reports</li> <li>b. Evaluate award recipients' financial and performance results to determine alignment of performance results with expenditures and record results</li> <li>c. Identify current financial issues and concerns for award recipients with past performance/ compliance issues</li> <li>(GRM.040.030 Grant Award Financial Review)</li> </ul>		<ul> <li>Performance reports from award recipients</li> <li>Financial reports from award recipients</li> <li>Executed award agreements</li> </ul>	<ul> <li>Award recipients' financial review results</li> <li>Alignment of performance results with expenditures</li> <li>Award recipients' current financial issues and concerns</li> </ul>		
27	<ul> <li>a. Conduct compliance review of award recipients reviewing internal controls and procedures</li> <li>b. Evaluate award recipients' financial and performance reports against award agreements and record results, as appropriate</li> <li>c. Document award recipient compliance review results</li> <li>(GRM.040.040 Grant Award Compliance Review)</li> </ul>		<ul> <li>Award recipients' performance review results</li> <li>Award recipients' financial review results</li> </ul>	Award recipients' compliance review results		

	al Flow of Events			
#	GRM Event	Non-GRM Event	Input(s)	Output(s) / Outcome(s)
28	<ul> <li>a. Notify award recipients of current performance and financial issues and concerns</li> <li>b. Request response from award recipients with current performance and financial issues and concerns</li> <li>c. Review response from award recipients with current performance and financial issues and concerns and record results</li> <li>d. Request improvement plans from award recipients with current performance and financial issues and concerns</li> <li>(GRM.040.020 Grant Award Performance Review)</li> <li>(GRM.040.030 Grant Award Financial Review)</li> </ul>		<ul> <li>Award recipients' current performance issues and concerns</li> <li>Award recipients' current financial issues and concerns</li> <li>Award recipient responses to current performance and financial issues and concerns</li> </ul>	<ul> <li>Notifications to award recipients of current performance and financial issues and concerns</li> <li>Requests for improvement plans from award recipients with current performance and financial issues and concerns</li> </ul>
29	<ul> <li>a. Determine that issues and concerns warrant suspension of scheduled advance payments, pending resolution of issues and concerns</li> <li>b. Document and provide notice to award recipients of suspension of scheduled advanced payments, pending resolution of issues and concerns</li> <li>(GRM.030.020 Grant Award Payment Processing)</li> </ul>		<ul> <li>Award recipients' current performance issues and concerns</li> <li>Award recipients' current financial issues and concerns</li> <li>Award recipient responses to current performance and financial issues and concerns</li> </ul>	Notice to award recipients of suspension of scheduled advanced payments
30	<ul> <li>a. Develop and provide notice of suspension of scheduled advance payments</li> <li>b. Recalculate and provide award liability accrual estimates for remaining scheduled advance payments for award recipients with current performance and financial issues and concerns (GRM.030.020 Grant Award Payment Processing)</li> </ul>		Advance payment schedules	<ul> <li>Notice of suspension of scheduled advanced payments</li> <li>Recalculated award liability accrual estimates for remaining scheduled advance payments for award recipients with current performance and financial issues and concerns</li> </ul>

Typica	l Flow of Events			
#	GRM Event	Non-GRM Event	Input(s)	Output(s) / Outcome(s)
31		<ul> <li>a. Receive notice of suspension of scheduled advanced payments (FFM.030.080 Payment Processing - Grant Payments)</li> <li>b. Initiate suspension of scheduled advance payments (FFM.030.080 Payment Processing - Grant Payments)</li> <li>c. Receive and process recalculated award liability accrual estimates for remaining scheduled advance payments for award recipients with current performance and financial issues and concerns (FFM.090.030 Accrual and Liability Processing)</li> </ul>	<ul> <li>Notice of suspension of scheduled advanced payments</li> <li>Recalculated award liability accrual estimates for remaining scheduled advance payments for award recipients with current performance and financial issues and concerns</li> </ul>	<ul> <li>Suspension of scheduled advanced payments</li> <li>Appropriate recalculated award liability accrual estimates entries created with reference to source information</li> </ul>
32	<ul> <li>a. Receive and review award recipient improvement plans to address current performance and financial issues and concerns</li> <li>b. Route award recipient improvement plans for review and approval</li> <li>c. Issue approval of improvement plans for award recipients with current financial and performance issues and concerns</li> <li>(GRM.040.020 Grant Award Performance Review)</li> <li>(GRM.040.030 Grant Award Financial Review)</li> </ul>	, 0,	<ul> <li>Award recipients' current performance issues and concerns</li> <li>Award recipients' current financial issues and concerns</li> <li>Award recipient improvement plans</li> </ul>	Approved award recipient improvement plans

Typica	l Flow of Events			
#	GRM Event	Non-GRM Event	Input(s)	Output(s) / Outcome(s)
33	<ul> <li>a. Receive requests for advance payment from award recipients without current performance and financial issues and concerns</li> <li>b. Review and approve advance payment requests for award recipients without a payment schedule or current performance and financial issues and concerns</li> <li>c. Review and approve advance payment requests against awards terms and conditions, payment schedules and performance for award recipients with a payment schedule but without current performance and financial issues and concerns</li> <li>d. Request funds availability check for approved advance payments</li> <li>(GRM.030.020 Grant Award Payment Processing)</li> </ul>		<ul> <li>Award recipients' requests for advance payment</li> <li>Executed award agreements</li> </ul>	Approved advance payment requests for award recipients without current performance and financial issues and concerns     Request for funds availability check for advance payments
34		<ul> <li>a. Receive and process requests for funds availability check for advance payments</li> <li>b. Provide response to funds availability check for advance payments</li> <li>(FFM.010.020 Fund Allocation and Control)</li> </ul>	Request for funds availability check for advance payments	Response to funds availability check for advance payments
35	<ul> <li>a. Receive response to funds availability check for advance payments</li> <li>b. Submit disbursement requests for advance payments</li> <li>(GRM.030.020 Grant Award Payment Processing)</li> </ul>		Response to funds availability check for advance payments	Disbursement requests for advance payments to award recipients without current performance and financial issues and concerns

Typic	al Flow of Events			
#	GRM Event	Non-GRM Event	Input(s)	Output(s) / Outcome(s)
36		a. Receive and process disbursement requests for advance payments to award recipients without current performance and financial issues and concerns (FFM.030.080 Payment Processing - Grant Payments)	Disbursement requests for advance payments to award recipients without current performance and financial issues and concerns	Disbursements of advance payments to award recipients without current performance issues and concerns
37	<ul> <li>a. Receive and evaluate award recipient improvement plan status information for current performance and financial issues and concerns and record results</li> <li>b. Notify award recipients of approval of resolution of current performance and financial issues and concerns and termination of suspension of scheduled advanced payments</li> <li>(GRM.040.020 Grant Award Performance Review)</li> <li>(GRM.040.030 Grant Award Financial Review)</li> </ul>		Approved improvement plans     Award recipient improvement plan status information for performance and financial issues and concerns	<ul> <li>Evaluation results for award recipient improvement plan status information for current performance and financial issues and concerns</li> <li>Notification to award recipients of approval of resolution of current performance and financial issues and concerns addressed in improvement plans and termination of suspension of scheduled advanced payments</li> </ul>

# 8.1.6 Grants to Sovereign Entities Typical Flow of Events

Typica	Typical Flow of Events						
#	GRM Event	Non-GRM Event	Input(s)	Output(s) / Outcome(s)			
39	<ul> <li>a. Prepare and provide notification to end suspension of scheduled advance payments</li> <li>b. Receive requests for next scheduled advance payments from award recipients with resolved issues and concerns</li> <li>c. Review and approve advance payment requests for award recipients with resolved issues and concerns</li> <li>d. Recalculate and submit award liability accrual estimates for remaining scheduled advance payments for award recipients with resolved issues and concerns</li> <li>(GRM.030.020 Grant Award Payment Processing)</li> </ul>	a. Receive notification to end suspension of scheduled advance payments (FFM.030.080 Payment Processing - Grant Payments) b. Receive and process recalculated award liability accrual estimates for remaining scheduled advance payments (FFM.090.030 Accrual and Liability Processing)	<ul> <li>Executed award agreements</li> <li>Notification to award recipients of approval of resolution of issues and concerns addressed in improvement plans and termination of suspension of scheduled advanced payments</li> <li>Request for next scheduled advance payments</li> <li>Advance payment schedules</li> <li>Notification to end suspension of scheduled advance payments</li> <li>Recalculated award liability accrual estimates for remaining scheduled advance payments for award recipients with resolved issues and concerns</li> </ul>	<ul> <li>Notification to end suspension of scheduled advance payments</li> <li>Approved advance payment requests for award recipients with resolved issues and concerns</li> <li>Recalculated award liability accrual estimates for remaining scheduled advance payments for award recipients with resolved issues and concerns</li> <li>Termination of suspension of scheduled advanced payments</li> <li>Appropriate recalculated award liability accrual estimates entries created with reference to source information</li> </ul>			
40	Request funds availability check for next scheduled advance payments (GRM.030.020 Grant Award Payment Processing)	and Eldonity ( Toccooning)	<ul> <li>Executed award agreements</li> <li>Advance payment schedules</li> </ul>	Request for funds     availability check for next     scheduled advance     payments			

**Typical Flow of Events GRM Event** Non-GRM Event Output(s) / Outcome(s) Input(s) • Request for funds • Response to funds 41 a. Receive and process requests for funds availability check for next availability check for next availability check for next scheduled advance scheduled advance scheduled advance payments payments payments b. Provide response to funds availability check for next scheduled advance payments (FFM.010.020 Fund Allocation and Control) 42 a. Receive response to funds availability check for next • Response to funds • Disbursement requests for scheduled advance payments availability check for next next scheduled advance b. Submit disbursement requests for next scheduled scheduled advance payments advance payments payments (GRM.030.020 Grant Award Payment Processing) Receive and process 43 • Disbursement requests for • Disbursements of next disbursement requests for next scheduled advance scheduled advance next scheduled advance payments to award payments payments recipients with resolved (FFM.030.080 Payment issues and concerns **Processing - Grant Payments)** a. Determine the awards where the period of 44 Executed award • Awards to be closed out performance is ending • Closeout notifications to agreements

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award recipients

b. Notify award recipients of award closeout

(GRM.040.050 Grant Award Closeout)

Typica	Typical Flow of Events							
#	GRM Event	Non-GRM Event	Input(s)	Output(s) / Outcome(s)				
45	<ul> <li>a. Receive within required timeframe final financial, performance, and other reports required by the award agreements</li> <li>b. Acknowledge receipt of final financial, performance, and other reports</li> <li>c. Review acknowledged final financial, performance, and other reports within required timeframe</li> <li>(GRM.040.050 Grant Award Closeout)</li> </ul>		<ul> <li>Executed award agreements</li> <li>Awards to be closed out</li> <li>Final financial, performance, and other reports required by award agreements</li> <li>Award recipients' performance review results to date</li> <li>Award recipients' financial review results to date</li> </ul>	<ul> <li>Acknowledged receipt of final financial, performance, and other reports</li> <li>Award recipients' final financial, performance, and other reports review results</li> </ul>				
46	Request confirmation that awards funds have been expended for awards to be closed out (GRM.040.050 Grant Award Closeout)		Awards to be closed out	<ul> <li>Request for confirmation that award funds have been expended for awards to be closed out</li> </ul>				
47		Confirm award funds have been expended for awards to be closed out (FFM.030.020 Obligation Management)	<ul> <li>Request for confirmation that award funds have been expended for awards to be closed out</li> </ul>	<ul> <li>Confirmation award funds have been expended for awards to be closed out</li> </ul>				
48	<ul> <li>a. Validate award closeout completion and acceptance of final reports</li> <li>b. Notify award recipients of acceptance of final reports</li> <li>c. Provide awards closeout information to OMB designated sources</li> <li>(GRM.040.050 Grant Award Closeout)</li> </ul>		<ul> <li>Awards to be closed out</li> <li>Confirmation award funds have been expended for awards to be closed out</li> <li>Executed award agreements</li> <li>Award recipients' final performance, financial, and other reports review results</li> </ul>	<ul> <li>Awards closeout information</li> <li>Notification of acceptance of award recipients' final reports</li> </ul>				
49	Prepare final award financial records, supporting documents, statistical records, and all other award records for records retention (GRM.040.050 Grant Award Closeout)		<ul> <li>Program policies and procedures</li> <li>Federal regulations and policy regarding records retention</li> </ul>	Awards records prepared for storage				