



# News Brief

APRIL • MAY • JUNE 2005

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## Tying Performance Measurement to Grants Management

### PART Evaluation Results-To-Date

By Karen Goldberg Goff, NGMA Staff Writer

In the three years since the Office of Management and Budget's Program Assessment Rating Tool (PART) went into effect, grantor agencies have had to prove purpose, planning, management and results.

Jonathan Bruel, former senior advisor to the deputy director of OMB and a partner with IBM Business Consultant Services, says PART is doing the job of tying performance measures to grants management.

"It is taking performance information that is available in considerable quantity and applying it to resource allocation," says Bruel. "The basic point is we have seen a movement to take note of performance. It is all part of a long-term movement that is going to continue."

The PART grades federal programs on purpose, planning, management and results. There are a complex battery of questions to answer that must show expected outcomes.



A PART review helps identify a program's strengths and weaknesses to inform funding and management decisions aimed at making the program more effective. The PART looks at all factors that affect and reflect program performance, including program purpose and design, performance measurement, evaluations, strategic planning, program management and program results. It allows programs to show

*(continued on page 3)*

## Result of San Juan College Case Could Set Precedent for Grants

Federal grantmaking agencies sued by grantees could be liable for damages if a case involving San Juan City College is not appealed, and the circuit court's ruling is allowed to stand, legal consultant Ed Levin told attendees at a recent National Grants Management Association luncheon.

The case, *San Juan City College v U.S.* (391 F.3d 1357 (Fed. Cir. 2004)), resulted from a U.S. Department of Education (ED) decision to suspend payment of a grant to the for-profit college for four months on

the mistaken belief that the college had shut down. Although payments later resumed, the college subsequently went out of business, claiming it did so because ED erroneously cut off its funds. The college sought damages, including lost profits, from the federal government.

The lower court ruled that a grant recipient cannot claim damages against a federal agency for its action on a grant, stating that to award money damages would "create a remedy for what amounts to agency negligence... and every violation of an

agreement to abide by the law would carry the same risk of collateral damage. If Congress wished to expand government liability for what amounts to routine, albeit perhaps erroneous, administrative decisionmaking, it must do so more clearly."

The appeals court reversed the decision, saying that because federal grant programs "may be 'in the nature of a contract,' special and different rules govern the determination of damages for a breach of a formal written contract that involves a fed-

*(continued on page 4)*

## Grants Management Job Opportunities

### Senior Grants and Contracts Specialist

The University of Texas Health Science Center at Houston  
Houston, TX  
Job #: 9157  
Contact: [jobs@uth.tmc.edu](mailto:jobs@uth.tmc.edu)

### Grants Management Specialist

Substance Abuse and Mental Health Services Administration  
Rockville, MD  
GS 1101-09/12  
\$43,365 to \$81,747  
Contact: [Rockville HR Center](mailto:Rockville HR Center),  
888.478.4340

### SAP Grants Management Senior Consultant

BearingPoint  
Washington, DC  
Job #: 20490  
Contact: [www.bearingpoint.com](http://www.bearingpoint.com)

### Contracts and Grants Specialist

Center for Applied Linguistics  
Washington, DC  
Job #: 05-01  
\$45,000-\$50,000  
Contact: [Phyllis@cai.org](mailto:Phyllis@cai.org)

### Contract and Grants Specialist

MedStar Research Institute  
Hyattsville, MD  
Job #: 7707  
Contact: [mri.careers@medstar.net](mailto:mri.careers@medstar.net)

### Grants Coordinator

City of Joplin  
Joplin, MO  
\$50,656  
Contact: [www.joplinmo.org](http://www.joplinmo.org)

## President's Column

- Kudos to the 2005 NGMA Award recipients. The NGMA Awards are shared by only the best of the best in grants management. As champions of excellence and innovation, Award recipients offer inspiration to the entire grants management community. Please join us in honoring the 2005 NGMA Award recipients when they are announced on May 3rd during NGMA's 2005 Annual Conference in Washington, DC.
- NGMA's Annual Grants Management Training Conference looks to be like the most widely-attended in the Association's history. Already over 300 grants manage-

ment professionals have registered for the 2005 Conference, scheduled May 3-4 in Washington, DC. Don't miss out this year – registration is still open at [www.ngma.org](http://www.ngma.org).

- And I am pleased to announce that NGMA is only a few members shy of reaching the 800-member level. Thank you for your continued and tremendous support of NGMA. It is indeed a pleasure to serve you as President.

Edward T. Waters, NGMA President  
[ewaters@feldesmantucker.com](mailto:ewaters@feldesmantucker.com)

## NGMA Board of Directors

<b>President</b> Edward T. Waters – Managing Partner Feldesman Tucker Leifer Fidell LLP, Washington, DC	June 30, 2005	<b>Director</b> Nan Pemberton – Director of Administration Virginia Board for People with Disabilities, Virginia	June 30, 2005
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**June 9, 2005** (date change)

## How to Give a Great Presentation

NGMA Monthly Grants Management Training Luncheon  
[www.ngma.org](http://www.ngma.org)

Speaker: **Mary Elizabeth Russell**

Public Speaking Coach & Speech Contest Judge

Member, International Training in Communication (ITC)

1st Place International Speech Competition – Toastmistress



**Performance Measurement** – continued from cover)

improvements over time and allows comparisons between different programs.

The program's purpose is weighted at 20%; planning, 10%; management, 20%, and results, 50%.

Felipe Moroig, director of external affairs for The Performance Institute, says that as grants management officials become more accustomed to the sometimes-tricky language and rules of the PART, answering questions – and receiving requested funds – should go smoother.

"I know some grants programs suffered in the first year of PART because they were not able to show meaningful performance measures," he says. "Over time, I think that it will get easier as programs learn PART specifications. The questions are not as simple as yes and no."

**"I have seen little evidence that grant programs are operated with results in mind. Grants management is largely operated on procedure."**

One of the main criticisms of performance assessments in regards to grants management is that results are indeed sometimes hard to measure in quick, black-and-white terms. Some programs have outcomes that are extremely difficult to measure, some programs are among many contributors to a desired outcome, and some have results that will not be able to be measured for many years or relate to deterring or preventing specific behaviors.

It can be particularly challenging for agencies that provide social services, says Barbara Dorf, director of the office of developmental grants management and oversight for the U.S. Department of Housing and Urban Development.

"We may build housing, for instance, and HHS might do the social services, but the ben-

eficiaries are the same people," she says. "But the programs are still assessed separately."

Monroig says agencies are showing progress in how to show their results and expected outcomes when it comes to the PART. In recently released fiscal year 2006 evaluations, there was a reduction in the number of programs that received a "results not demonstrated" score.

**For the 2006 budget,  
399 programs were analyzed:**

- 15% were judged effective
- 26% moderately effective
- 26% adequate
- 29% results not demonstrated
- 4% ineffective

**In FY05:**

- 11% of programs reviewed were deemed effective
- 26%, moderately effective
- 21% adequate
- 37% results not demonstrated
- 5% ineffective

"You can score pretty high (in other areas), but if you don't have the appropriate performance measures across goals and objectives, then you have to develop them," Monroig says. "You have to have enough data coming back. You need to back it up. That is why we have some programs come back as "results not demonstrated."

In 2005, block grants rated only 49.3% adequate or better and competitive grants rated 48.4% adequate or better. Out of 100 grant programs evaluated, 46 were rated results not demonstrated; two, effective; 20, moderately effective and 10 ineffective.

Meanwhile, while there has been some criticism that lower-performing groups received a decrease for FY06. Monroig points out that that is not necessarily the case.

In FY05, the 45 programs that were rated effective saw an average increase of 7.2%, says Monroig. The 148 programs rated results not demonstrated received an average decline of 3.7%. The 19 programs rated as ineffective suffered an average cut of 37%.

"(Allocations) depend on certain circumstances," says Monroig. "Some programs got budget increases (for FY06)."

Ted Waters, Managing Partner of Feldesman Tucker Leifer Fidell LLP, says his main criticism

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## NGMA Grants Management Training

[www.ngma.org](http://www.ngma.org)

■ **May 3-4, 2005**

*26th Annual Training Conference*  
International Trade Center  
Ronald Reagan Building  
Washington, DC

■ **May 19, 2005**

*Monthly Training Luncheon*  
*Unfunded Mandates*

■ **June 9, 2005**

*Monthly Training Luncheon*  
*How to Give a Great Presentation*

■ **April 26-27, 2006**

*27th Annual Training Conference*  
International Trade Center  
Ronald Reagan Building  
Washington, DC

*\* Luncheon topics subject to change.*



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(San Juan Case – continued from cover)

eral grant of funds to educational institutions.”

Even though the college was a for-profit, Levin and fellow speaker Edward Sharp, senior counsel for the federal assistance law division at the U.S. Department of Commerce, believe the court would treat the case the same way if it were a nonprofit. There could be damages other than lost profits. The attorneys anticipate the case will be settled rather than going to a higher court. Levin said he was concerned the decision would set a precedent.

“That’s very dangerous,” Levin explained. “It’s a court of appeals decision, and if it is recognized and if the government doesn’t appeal the case, it could mean agencies may be liable for damages if they slip-up in a grant. That’s never been allowed before.”

Sharp said he disagreed with the appeals court’s ruling, adding that grants should not be treated the same as contracts. “Courts have differing knowledge about grants, and when cases are submitted, [many] attorneys don’t know that there is something called a grant that is different than a contract. [Many] judges also don’t know that, and there is no consistent pattern on how they can be treated.”

## Multiple-Year Grants

Although the *San Juan College* case treats grants and contracts similarly, another decision treats them differently. That was the aim of the Federal Grant and Cooperative Agreement Act of 1977 (see ¶603 of the *Federal Grants Management Handbook*). In the 2002 decision, the Government Accountability Office reaffirmed an earlier ruling about determining ED’s use of fiscal year appropriations to award multiple-year grants (GAO, B-289801, Dec. 30, 2002).

The GAO decision involves the bona fide need rule, which states that appropriations can be used only for agency needs in the period of availability of the funds, and the severability rule, which says that funds from one fiscal year to support an activity can be used in a subsequent fiscal year only if the work is nonseverable. A 1985 ruling (64 Comp. Gen 359) prohibited National Institutes of Health research grants from being funded for three years from a single year’s because the activities

## “It’s a court of appeals decision... it could mean agencies may be liable for damages if they slip-up in a grant. That’s never been allowed before.”

were severable, thus enabling funds to be obligated for only one year.

A 1988 GAO decision (GAO, B-229873, Nov. 29, 1988) concluded that the Small Business Administration could use money from one fiscal year into the next and that severability was not relevant to the cooperative agreement. The 2002 ruling reaffirmed the 1988 case, concluding that grants differ from contracts because grants provide assistance. Therefore, when the tasks are complete is not essential, the GAO ruled.

“The general rule for grants, in contrast to contracts, is the principle of severability is irrelevant to a bona fide need determination, and the bona fide need is met when funds are obligated within a period of availability,” Sharp said.

## Other Cases

Levin also noted two other pivotal cases from last year that affect grants management. In *Dobbins v. Legal Services Corp.* (349 F. Supp.2d 566 (E.D.N.Y. 2004)), the court considered whether legal aid lawyers,

largely dependent on federal grants from the LSC, should be forbidden from bringing class-action lawsuits, even if they used nonfederal funds to do so, unless the legal aid grantee set up an entirely independent entity to pursue the case. The court ruled that as long as private money is used, legal aid lawyers could bring class-action suits, although they must account for the separate funding and use separate office space. Levin expects the federal government to appeal the decision.

In *ACLU v. Mineta* (319 F. Supp.2d 69 (D.D.C. 2004)), the district court ruled as invalid a statute that threatens to cut off transit funds to grantees that accept advertisements that urge any relaxation of the U.S. anti-drug policy. Although the Justice Department initially planned to appeal the decision, it later withdrew the appeal.

(This story was reproduced from the *Federal Grants Management Handbook* newsletter, a publication of Thompson Publishing Group, 1725 K St. NW, Washington, DC 20006, 800 677-3789).



# States Urged Not To Overlook Discretionary Grant Dollars

**S**tates could gain more federal grant dollars by making a greater effort to apply for discretionary grants, rather than focusing solely on larger grant programs, advised Trinity Tomsic, director of the grants management division at the Maryland Department of Human Resources.

Speaking to attendees at a National Grants Management Association luncheon Jan. 13 in Washington, D.C., Tomsic said many states have numerous staff committed to entitlement grant programs such as Medicaid, and only a handful that are in charge of competitive grant programs.

"If you add up all the competitive grants and all that money is available, you're looking at close to \$100 billion," she said. "If you really want to maximize federal funds, you need to apply for competitive grants. All these programs are important. They each serve different purposes, and it's in the state's benefit to make sure it is taking advantage of all those opportunities."

According to the U.S. Census Bureau's yearly Consolidated Federal Funding Report, some \$2 trillion is available to states in direct payments, grants to state and local governments, federal procurement, and salaries and wages. Alaska receives the greatest per capita federal spending among all states followed by Virginia and Maryland, and Alaska also receives the highest per capital federal spending on state and local grants. States ranking high on this list have a large military presence, high elderly population that receives Social Security and Medicaid payments, high poverty rates, and large federal land holdings, Tomsic added. States with a younger population and lower poverty rate rank near the end of this list.

## Ten Questions

For states to maximize the amount of federal dollars they receive, Tomsic urged states to answer 10 questions.

**1** What competitive grants are available? With states focusing on Medicaid and



the Temporary Assistance for Needy Family programs rather than discretionary programs, many grant opportunities may go overlooked or ignored. "The right people need to get the announcements about the grant awards, and those need to become a priority," Tomsic said. "The benefits are that

**"If a program is authorized, there is a good chance it will get funded."**

competitive grants are new funding sources that supplement state funds and help states be more innovative, but the drawbacks are the matching requirements and the fact that they often are one-time funding so when a grant ends, it's hard to continue meeting the full costs."

**2** What major programs are being reauthorized? States often pay attention to the reauthorization of large programs and ignore the progress on smaller ones, Tomsic explained. "Programs are reautho-

rized all the time, and states should look at those bills to determine how much money they will get and how much flexibility they will have," she said, adding that states should especially review the overall spending level, formula changes, hold-harmless provisions, small state minimums, set asides and transferability provisions.

**3** Has new funding become available? Even with large state deficits and Congress reducing discretionary spending, new programs often emerge. States sometimes struggle to get new programs up and running, so Tomsic advised states to ask appropriators if these new programs are in the works elsewhere to plan better. She also urged better communications at the state level between fiscal officials and program managers.

**4** Are authorized programs funded? If a program is authorized, there is a good chance it will get funded, although this is not always the case, Tomsic said.

**5** Are programs funded at their authorized level? State officials should be aware what the authorization level is for a program and see if they can increase funding, Tomsic explained, adding that this is especially true in programs such as special

*(continued on page 8)*

# Committee Application Form

Term: July 1, 2005 – June 30, 2006

YES, I would like to serve on an NGMA Committee.

The work of the Association is carried out by member volunteers through Committees. Service on an NGMA Committee demands time, energy and commitment and is a privilege and opportunity. Your service provides for a meaningful contribution, providing training in a development role, and a point of contact with other professionals in the field.

I am interested in serving on the following committee: (see list below)

**Annual Conference Committee**

**Mission:** Enhance the knowledge of grants management professionals by determining theme, topics and speakers for NGMA's Annual Grants Management Training Conference, April 26-27, 2006.

**Luncheon Series Training Committee**

**Mission:** Promote excellence in the grants management community by developing topics and determining speakers for the monthly grants management training luncheons, scheduled October 2005 through June 2006.

**Membership Committee**

**Mission:** Expand NGMA's membership reach by promoting the Association, develop effective strategies to recruit and retain members, and recommend the development of programs and activities that enhance the value of NGMA membership.

**Certification Committee**

**Mission:** Identify feasibility and assist in the potential development of a grants management certification program.

**"NGMA News Brief" Committee**

**Mission:** Increase the knowledge-base of the grants management community by identifying authors and seeking out timely topics and practical feature articles for the *News Brief*.

**"NGMA Grants Management Journal" Committee**

**Mission:** Identify authors and seek out in-depth articles on topics important to the grants management community; work closely with the Journal's Editorial Review Committee.

Please attach a brief resumé of education and experience and include a short statement on why you would like to serve on this committee.

Title \_\_\_\_\_

Organization (no acronyms, please) \_\_\_\_\_

Mailing Address \_\_\_\_\_

City \_\_\_\_\_ State/Province \_\_\_\_\_ Zip/Postal Code \_\_\_\_\_

Telephone (\_\_\_\_\_) \_\_\_\_\_ Fax (\_\_\_\_\_) \_\_\_\_\_

Email Address \_\_\_\_\_

## SEND APPLICATION AND BRIEF RESUMÉ TO:

National Grants Management Association  
11654 Plaza America Drive, #609  
Reston, VA 20190-4700 USA

Fax: (703) 648 9024  
Email: [info@ngma-grants.org](mailto:info@ngma-grants.org)  
URL: [www.ngma.org](http://www.ngma.org)



# Membership Application

Professionals Joining Together to Improve the Management of Grants and Other Assistance Programs

**YES** I would like to join NGMA for \$75/year. Memberships are active through June 30, 2006.  
Acceptance of this application is contingent upon receipt of payment.

## MEMBER INFORMATION

**Renewal** or  **New Member** (please choose one)

Name \_\_\_\_\_  Ms.  Mrs.  Mr.  Dr.

Title \_\_\_\_\_

Organization (no acronyms, please) \_\_\_\_\_

Mailing Address \_\_\_\_\_

City \_\_\_\_\_ State/Province \_\_\_\_\_ Zip/Postal Code \_\_\_\_\_

Telephone (\_\_\_\_\_) \_\_\_\_\_ Fax (\_\_\_\_\_) \_\_\_\_\_

Email Address \_\_\_\_\_

**The "NGMA eBulletin" publication is sent via email.**

NGMA relies heavily on electronic correspondence to ensure timely information delivery and decreased expenses to the association.

## PAYMENT METHOD

NGMA Federal ID # 52-1880126 / NGMA Duns # 14-036-7983

Total Enclosed:  \$75.00 (one membership)  \$150.00 (two memberships)  \$ \_\_\_\_\_

**Check** (Made payable to NGMA)

**Credit Card** (You may securely fax your application if paying by credit card.)

American Express  Visa  MasterCard \_\_\_\_\_

Credit Card Number \_\_\_\_\_ Expire Date \_\_\_\_\_

Name on Card \_\_\_\_\_ Signature \_\_\_\_\_

## SEND APPLICATION WITH PAYMENT TO:

National Grants Management Association  
11654 Plaza America Drive, #609  
Reston, VA 20190-4700 USA

Fax: (703) 648 9024  
Email: [info@ngma-grants.org](mailto:info@ngma-grants.org)  
URL: [www.ngma.org](http://www.ngma.org)

**Performance Measurement** – cont. from page 3)

of the way the government is doing performance-based grants is that officials are now “telling you what to do and what the performance measures are.” He advocates greater flexibility in how to attain goals.

“In the past, the government would tell you how to do things and then reimburse you for the cost of doing it,” he says. “I would like them to say ‘here’s what you need to do, here is what we want out of the program, and here is your budget’ but not tell you how to get there.”

Still, using performance measures will get officials thinking with results in mind, says Bruel.

“Grants are not moving as fast as they could in this area,” he says. “Programs need to be operated with (performance) data in mind. I have seen little evidence that grant programs are operated with results in mind. Grants management is largely operated on procedure. That is setting them up for disappointment if things move forward.”

Meanwhile, HUD is one agency that has implemented its own performance assessment measures. The agency has been applying the logic model assessment to programs to measure outputs. This should streamline the grants

management process as well as help the agency take a good look at performance, Dorf says.

“When people write a grant, they throw in the kitchen sink,” she says. “They think ‘I’ll stick this in and I will get my award.’ It is supposed to be a summary. We wanted to say that the work you do should be tied to HUD’s goals.”

HUD began by looking at a sample of 20% of funded applications from 2003, then looked at the projected outcomes. The agency is now reviewing numbers from 2004.

“I think we will see improvement,” says Dorf. “We ask ‘do you want these as your outputs?’ No one has been stepping back and asking ‘does it do anything?’ We hope to do that assessment for them.”

Dorf says while this is still a work in progress, she hopes that this process could be a model for other government agencies.

“When you begin to tighten up programs to what you expect, the grantee will have to tell you what he actually did,” she says. “Self-evaluation is not just for HUD, it is for the grantee. They’ll have to look at whether they are achieving what they said they would and what they are doing the right way. If they understand, they can help themselves.”

**States Urged** – continued from page 5)

education, the No Child Left Behind Act and the Social Service Block Grant.

**6** Is a state spending all of its federal funds? Many states wind up sending unspent funds back to the federal government, often because of the disconnect between program managers and fiscal officials, Tomsic said. “The program person is not thinking about the fiscal aspect, and doesn’t understand when funds must be obligated in a year and liquidated in two years,” she said. “As long as they are spending money on a regular basis, [they] think [they] are okay and later find out [they are] not.” She urged fiscal officials to develop a timeline chart to enable program managers to determine at any given time how much money is left to spend and when to spend it.

**7** What bonus funds are available? States must be aware of bonuses that are available and take the initiative to apply for those funds in a timely manner, Tomsic said, adding that these funds usually do not require a matching fund and can be more flexible.

**8** Should a state elect more state options? States should ensure that all people eligible

are enrolling in federal entitlement programs such as the Food Stamp program, Tomsic urged.

**9** What is on the congressional agenda? Tomsic said many state officials do not realize that at any given time, Congress may increase funds to make dramatic changes to or eliminate a program, and react to the changes only after the fact. “It’s really important to know what is going on, what programs are up for reauthorization and how they may impact your state, and know what level programs may be funded at,” she added.

**10** Should we maximize Medicaid? Tomsic said states could benefit by hiring consultants to evaluate their Medicaid programs. However, she urged them to contact other states to determine if the consultants were helpful when reviewing their programs.

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# The Grant Cycle

Advancing Grants Management Performance

## I N F O R M A T I O N

### REGISTRATION AND CONFERENCE INFORMATION

Please take a moment to review the following information to avoid delays in your registration processing.

#### Registration Hours

Tuesday, May 3, 2005: 7:30–8:30am

Wednesday, May 4, 2005: 8:30–9:00am

#### Registration Express

Bypass the on-site registration and balance-due lines!

Pre-register, pay early and pick up your badge and program materials at the Registration Express Counter.

#### Cancellation Policy and Refunds

NGMA is not responsible for problems beyond our control such as Acts of God, threats or acts of terrorism or weather conditions. NGMA shall not be liable for any air carrier's cancellation penalty incurred by the purchase of a ticket to or from the conference.

#### Confirmation

All registrants will receive a confirmation and receipt of registration via email within one week of registration.

#### Concurrent and Plenary Sessions

Tickets are not issued for Concurrent or Plenary Sessions. Seating is on a first-come, first-served basis.

#### Attendee Directory

NGMA must have received your registration no later than April 8 to be listed in the attendee directory. Please note that your name and organizational information will appear as you have indicated on your registration form.

#### Pre-Registration Policy

Full payment is required to receive your badge and materials. Please allow two weeks for check processing.

#### International Trade Center/Ronald Reagan Building

The International Trade Center is located at 1300 Pennsylvania Avenue, NW, Washington, DC, Federal Triangle Metro stop. Public parking is available in the underground parking lot. Public access is available via 13½ Street off of Pennsylvania Avenue and via two entrances off 14th Street from 6:00am until 2:00am. Attendees should allow themselves extra time as all guests and vehicles are screened upon entry. There is no overnight parking for guests. The clearance for public access is 7ft. Parking rates are \$16.00 per day (rate subject to change).

#### GETA

Attendance at this conference may be approved under the Government Employee's Training Act.

#### Continuing Professional Education



The National Grants Management Association is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the national Registry of CPE sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE sponsors, 150 Fourth Avenue North, Nashville, TN 37219-2417. Web-site: [www.nasba.org](http://www.nasba.org). For more information regarding administrative policies such as complaint and refund, please contact the NGMA office at (703) 648 9023.

### EXHIBITORS

As of April 15, 2005

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[www.bamboosolutions.com](http://www.bamboosolutions.com)

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**Management Concepts, Inc.**  
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**Aspen Systems Corporation**  
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 **National Grants Management Association**  
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Reston, VA 20190-4700 USA

 **Phone:** (703) 648 9023

 **Fax:** (703) 648 9024

 **Email and URL:**  
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[register@ngma-grants.org](mailto:register@ngma-grants.org)



# The Grant Cycle

Advancing Grants Management Performance

26th Annual Training Conference

May 3-4, 2005 • Washington, DC

## PROGRAM SCHEDULE

### TUESDAY – MAY 3, 2005

7:30-9:00AM

- Registration Open & Continental Breakfast

8:30-9:30AM

- Welcome & Keynote  
**Getting to Green in the Grants Management Office:  
A Report Card of Best Practices Using the Performance  
Assessment Rating Tool (PART)**

9:30-9:45AM

- Break

9:45-11:00AM

- SESSION A1**  
Indirect Cost Allocation: The Process of Cost Rate Negotiation

- SESSION A2**  
Grants Management 101: Helping the New and  
Inexperienced Grantee

- SESSION A3**  
Grantee Budget Evaluation: Spending Funds Properly

11:00-11:15AM

- Refreshment Break

11:15AM-12:30PM

- SESSION B1**  
Strong Proposal Budgets: Decreasing Your Audit  
& Disallowance Risks

- SESSION B2**  
Closing the Communication Loop: The Finance & Accounting  
Department and the Grantee Institutional Relationship

- SESSION B3**  
Faith-Based Grants: An Update

12:30-2:00PM

- NGMA Awards & Luncheon Plenary  
**Office of Management and Budget (OMB) Update**

2:00-3:15PM

- SESSION C1**  
How to Manage Small Business Grants

- SESSION C2**  
Grants Accounting Close-Out Issues

- SESSION C3**  
Keeping the Project Director and Program Officer on Task

3:15 - 4:30PM

- Networking Reception  
**Build Your Own Ice Cream Sundae**

Sponsored by  **BearingPoint**

### WEDNESDAY – MAY 4, 2005

8:30-9:30AM

- Continental Breakfast

9:00-10:15AM

- NGMA Business Meeting & Keynote  
**Ethics and the Grants Management Office**  
*Dr. Bruce Weinstein, CNN Analyst & CEO, "Ethics at Work", New York*

10:15-10:30AM

- Refreshment Break

10:30-11:45AM

- SESSION D1**  
Best Practices in Grants Accounting

- SESSION D2**  
How to Be a Good Subrecipient: Compliance Issues  
in Managing the Grant

- SESSION D3**  
Special Budget Issues: Matching Funds, Program Income and  
Cost Sharing

11:45AM-12:00PM

- Break

12:00-1:30PM

- Grants Management Certification Update  
& Closing Luncheon Plenary  
**The Grants Accountability Project: Grants Management  
Challenges and Promising Practices**  
*Janet Kasper, Office of the Inspector General, Environmental  
Protection Agency, Chicago, IL*

1:30-1:45PM

- Break

1:45-3:00PM

- SESSION E1**  
Grants.Gov Update

- SESSION E2**  
Non-profit Grants Management Issues

- SESSION E3**  
Getting the Most Out of Site-Visits

3:00PM

- Adjourn



Program subject to change.



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The International Trade Center / Ronald Reagan Building • Washington, DC

**Registration Form**

**Registration Fee Includes:** *Concurrent & Plenary Sessions, Lunches, Breakfasts, Exhibits, NGMA Membership, Networking Reception and Proceedings*

**ATTENDEE INFORMATION**

**PLEASE PRINT** Use a separate registration form for each person registering.

Name \_\_\_\_\_ Title \_\_\_\_\_

Organization (no acronyms, please) \_\_\_\_\_

Mailing Address \_\_\_\_\_

City \_\_\_\_\_ State/Province \_\_\_\_\_ Zip/Postal Code \_\_\_\_\_

Telephone (\_\_\_\_\_) \_\_\_\_\_ Fax (\_\_\_\_\_) \_\_\_\_\_

Email Address (*confirmation of registration is sent via email*) \_\_\_\_\_

**Attendee Directory:** If you do **not** wish to be listed in the "Conference Attendee Directory", please check box.

**ADA:** If you have a disability and may require accomodation to fully participate in the conference, please check box.

**REGISTRATION FEES**

**Conference Week — \$705** Payment\* received between April 22 – May 2, 2005

\* *Accepted Payment: 1) credit card, 2) check or 3) signed Training Authorization Form with valid requisition number.*

**GROUP REGISTRATION INFORMATION:** Receive a 5% discount for 5 – 9 registrations from same group; one payment.

Receive a 10% discount for 10 or more registrations from same group; one payment.

**NGMA EIN #52-1880126 / DUNS #14-036-7983**

**Check.** (*Enclosed*) Make payable to the National Grants Management Association or NGMA.

**Credit Card.**  American Express  Visa  MasterCard

Credit Card Number \_\_\_\_\_ Expire Date \_\_\_\_\_

I authorize NGMA to charge \$\_\_\_\_\_ to the credit card above. Signature \_\_\_\_\_

**Training Authorization.** *Enclosed is a copy of my signed Training Requisition with the requisition number of \_\_\_\_\_.*

**Training requisitions without a signature and requisition number cannot be processed and will be returned to registrant.**

**OTHER CONFERENCE INFORMATION**

**GETA** – Attendance at this Conference may be approved under the Government Employee's Training Act.

**Metro** – The International Trade Center is located directly above the Federal Triangle Metro stop.

**Further Information** – Please call the NGMA Business Office at (703) 648 9023 or email to conference@ngma-grants.org.

**Cancellation Policy** – After April 8th, refunds cannot be made. Refunds are processed within 30 days after the Conference.

**Send Completed Registration Form and Payment to:**

**National Grants Management Association, 11654 Plaza America Drive, #609, Reston, VA 20190-4700 Fax: (703) 648 9024**

Register @ [www.ngma.org](http://www.ngma.org)



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Phone: 703-648-9023

Fax: 703-648-9024

Email: [info@ngma-grants.org](mailto:info@ngma-grants.org)

URL: [www.ngma.org](http://www.ngma.org)

Managing Editor:

Torryn P. Brazell, CMP, CAE

National Grants Management Association

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### **National Grants Management Association**

11654 Plaza America Dr., #609

Reston, VA 20190-4700

[www.ngma.org](http://www.ngma.org)

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**News Brief**

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