

READY

LOCAL GOVERNMENTS



Appalachian
Regional
Commission

THE APPALACHIAN REGIONAL COMMISSION

(ARC) is an economic development partnership entity of the federal government and 13 state governments focusing on 423 counties across the Appalachian Region. ARC's mission is to innovate, partner, and invest to build community capacity and strengthen economic growth in Appalachia to help the Region achieve socioeconomic parity with the nation.

READY Appalachia is an ARC initiative that helps Appalachian communities, organizations and individuals obtain the skills, knowledge and resources necessary to strengthen their local economies. Offerings include training and funding access, with special emphasis on serving Appalachia's most economically distressed counties. The *READY Local Governments* training program is designed to help local government officials better identify, secure, manage and implement federally funded economic development projects to maximize positive outcomes.

The curriculum was created in partnership with GrantWorks and CO.STARTERS to provide a nine week virtual cohort-based training at no-cost to participants. While the content has been developed with local governments in mind, it is relevant to many types of organizations doing important economic development work in grant application development.



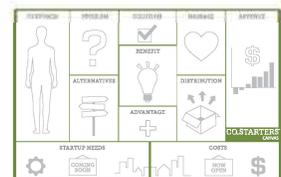
AS YOU ARRIVE...

(10 minutes)

Building on your course and fieldwork from last week, please make note of the following so you are fully prepared for today's session.

1. After reviewing 2 CFR Part 200 (Uniform Guidance), do you have any remaining questions?
2. Were you able to complete your **Grant Administration Planning** worksheet? If not, where are you stuck? How can we help?
3. Did your local procurement policies cover everything in the 2 CFR Part 200? If not, what do you need to additionally address?
4. What are your biggest questions about financial management of federal grants?
5. Review your completed CO.STARTERS Canvas of your project. Has anything changed in the past week? If so, make updates.

CO.STARTERS Canvas



FINANCIAL MANAGEMENT 101

(30 minutes)

As we learned last session, one of the most vital aspects of administering a federal grant is handling the money correctly. You have been entrusted with tax dollars; you must demonstrate that you are spending them responsibly and in accordance with the grant objectives.

TELL A STORY

Financial record keeping is more than just a series of numbers—it’s a narrative that documents the journey of a grant from inception to completion. It tells the story of how grant funds are managed, how resources are allocated, and ultimately, how the grant contributes to achieving its intended objectives and making a positive impact.

The numbers need to tell this story.

And to tell the story well, you must document *everything*.

Remember, financial management can make or break your grant. If you fail to spend the money correctly, you could have to pay it back or be prohibited from getting future grants. Do it correctly from the start.

While there’s a lot that goes into it, financial management essentially entails three core activities:

1. Set up a system for tracking the money (any system).
2. Track the money (every single penny).
3. Document. Document. Document (receipts, invoices, payments, cleared checks...).

FINANCIAL RECORD KEEPING

The single most important thing you can do to stay on top of your grant finances is to have a system for tracking your money. Good records make life easier when reports or audits are due. While there is no “right” system for keeping records, several tools can help.

The Old-Fashioned Way: For centuries, people kept track of business activities in “ledgers,” i.e. notebooks where sales and payments were written down. Using a ledger requires commitment and discipline to ensure everything is written down in one location, in a timely manner. It also requires doing that pesky math by hand.

Software: Technology has come to the rescue of the math-challenged. A spreadsheet might be sufficient in the short run, acting as a “virtual ledger,” but software specifically designed for grant accounting can also help. Accounting software makes generating reports and viewing your numbers in multiple ways as simple as a click of a button.

TIP:

If you aren’t sure it needs to be documented, do it anyway. Never assume they’ll know something, that you’ll remember, or that even the same person will be involved throughout the project. Create a paper trail.

TIP:

Open a separate bank account for the grant as soon it is approved. Run all expenses and receive all payments through this dedicated account. A dedicated account makes it easier to track the money and will keep you out of trouble.

It doesn't really matter what system you use as long as you have a clear way to track grant funds. Whatever you chose, make sure you have a system for the following:

- **Accounting:** Choose a system capable of tracking income, expenses, assets, liabilities, and other financial transactions related to the grant.
- **Chart of Accounts:** Develop a detailed chart of accounts specifically tailored to the grant project. This chart should include separate accounts for grant funds, matching funds, indirect costs, and any other budget categories specified in the grant agreement.
- **Budget Tracking:** Monitor expenditures against budgeted amounts. This helps ensure that spending remains within budgetary limits and allows for real-time adjustments as needed.
- **Documentation Management:** Establish a systematic approach for organizing and managing financial documentation, including invoices, receipts, contracts, payroll records, and procurement documents. Maintain both digital and physical copies of all relevant documentation for easy retrieval and audit purposes.

TIP:

Follow general accounting practices, such as the person who approves the invoice being different than the person who signs the check.

ACTIVITY: Financial Record Keeping

In your cohorts:

Which systems will you use to track grant funds? What do you already have in place to help? What additional systems will you need to implement?

FINANCIAL MONITORING + REPORTING

(45 minutes)

Financial monitoring of a federal grant refers to the ongoing process of overseeing and managing the financial aspects of the grant to ensure compliance with regulations, adherence to budgetary guidelines, and proper stewardship of grant funds. This monitoring process involves not only the activities aimed at tracking the funds, but also analysis and reporting on the financial aspects of the grant.

UNDERSTAND CONDITIONS FOR COMPLIANCE

One of the ways the finances must be analyzed is to make sure the funds were spent in accordance with the grant and federal law.

How do you know what's allowed? You guessed it!

You must familiarize yourself with the specific regulations and guidelines outlined by the federal agency providing the grant. These regulations typically include the Code of Federal Regulations (CFR), Uniform Guidance (2 CFR 200), and any specific terms and conditions outlined in the grant agreement.

TIP:

It's helpful to understand the distinction between supplies and equipment. Supplies tend to be consumable— used up (like paper)—whereas equipment can continue to be used past the life of the grant (like a printer).

KNOW IMPORTANT TERMS

As you're reading through the guidelines and your contract, there are several terms you need to understand.

Allowable Costs: Expenses that are directly related to the project or program outlined in the grant agreement and are necessary for its successful implementation. These usually include things like staff salaries, equipment, supplies, travel, services from consultants or contractors, and certain administrative costs. Your contract or the agency should outline what is "allowable."

TIP:

Procurement processes like bidding or RFPs help establish that a cost is reasonable since you are comparing it to others in the market.

Reasonable Costs: Expenses that are deemed appropriate and necessary for carrying out the activities outlined in the grant contract and reflect the fair market value for goods or services (what a "prudent" or "rational" person would pay). Ultimately, reasonableness is assessed based on the specific context of the project, industry standards, and applicable regulations. You must show your due diligence to prove that the cost was "reasonable."

Allocable Costs: Expenses that can be directly tied to a specific project or activity. It's a cost that is incurred solely because of the project and is necessary for its completion. In simpler terms, it's a cost that can be attributed or assigned to a particular task or purpose (think budget line item). Just because a cost is technically allowable and reasonable, doesn't mean it's allocable. It has to be in the budget.

Unallowable Costs: Expenses that cannot be charged to a federal grant or contract because it does not meet the criteria outlined in the grant agreement, federal regulations, or agency policies. If a cost isn't allowable, reasonable, AND allocable, it's unallowable. You cannot use grant or match dollars for it.

TIP:

Indirect costs will usually already be approved as a percentage in your budget. You can request a percent with each invoice until the entire amount is spent.

Indirect Costs: Expenses that are not easily attributable to a specific project but are necessary for the overall operation of the project, such as utilities, facility maintenance, and administrative overhead. These costs are typically calculated as a percentage of direct costs (budget line items) and are subject to negotiation with the federal granting agency.

SUBMIT FINANCIAL REPORTS

Your grant contract will outline what needs to be reported on and when. Although different agencies may require different forms, you need to be aware of SF-425.

SF-425 is a standard form used for financial reporting by recipients of federal grants and cooperative agreements. It is officially titled "Federal Financial Report" and is mandated by the Office of Management and Budget (OMB). The SF-425 form is used to report on the financial status of federal grant awards, providing detailed information on how grant funds were expended during a specific reporting period.

ACTIVITY: Example SF-425

Take a look at the example completed SF-425. Jot down your own notes about what is required as we talk through each section.

Example SF-425

Key features of the SF-425 form include:

Recipient Information: This section includes basic information about the grant recipient, such as the name and address of the organization, as well as the federal agency awarding the grant.

Federal Award Information: Recipients provide details about the specific federal grant or cooperative agreement being reported on, including the grant number, award amount, and award period.

Reporting Period: Recipients indicate the timeframe covered by the financial report, typically corresponding to a specific reporting period as outlined in the grant agreement.

Cash Transactions: The SF-425 requires recipients to report on cash receipts and disbursements related to the grant during the reporting period. This includes information on the beginning and ending cash balances, as well as any interest earned on grant funds.

Federal Financial Assistance: Recipients provide detailed information on the expenditures made using grant funds, broken down into expense categories such as personnel costs, fringe benefits, travel, equipment, supplies, and other direct costs. Additionally, recipients may need to report on indirect costs charged to the grant.

Recipient Share: If the grant requires a matching or cost-sharing contribution from the recipient organization, details of this contribution must be reported on the SF-425 form.

Remarks: Recipients have the option to provide any additional comments or explanations regarding the financial information reported on the SF-425 form.

It is important for recipients to accurately complete and submit the SF-425 form according to the reporting requirements specified in their grant agreements to ensure compliance with federal regulations and to maintain eligibility for future grant funding.

TIP:

Schedule check-ins with the entire grant team at regular intervals (either time-based or according to milestone) throughout the grant cycle. Put them on the calendar before you start spending money.

CONDUCT REGULAR REVIEWS

Even if you have a system established, it won't automatically get used properly every time. Most likely, multiple people will be working on your grant so it's important to create internal mechanisms to make sure everyone is aligned and that finances are properly managed.

Conduct regular internal reviews of financial records and reports to identify discrepancies, errors, or areas for improvement. Address any issues promptly and proactively to maintain the integrity of the financial record-keeping system.

Also, don't trust that the contractors have it right! Review every invoice thoroughly—line by line—to make sure it matches your budget before you pay it.

Remember, noncompliance has serious consequences. Regular checkpoints can keep you on track.

BUDGET AMENDMENTS + REVISIONS

(30 minutes)

Wait?! You can change the budget after it's approved?

Well, sort of.

You get what you get when it comes to a federal grant. The total amount approved is the total amount you will get. When you sign the contract, you've agreed to the budget as submitted.

With that said, sometimes an agency will allow you to alter *how* that total amount is spent.

For example, as anyone who has ever been involved in a construction project knows, unforeseen expenses arise. If unexpected costs arise during the project implementation that were not accounted for in the original budget, you may need to move money between line items to address the additional cost. This may mean foregoing another part of the project.

Any changes to the budget or scope of the project have to be approved through an amendment, modification, or revision. If it happens in the field, it has to also happen on paper. Because, at the end of the project, everything has to align or you're out of compliance.

While each agency will have its own process and forms required to revise a budget, requesting an amendment or revision involves several things.

1. Restate the original budget.
2. Outline the adjustments you would like to make and propose a new budget.
3. Justify your reasoning.
4. Include supporting documentation (like quotes, reports, etc.).

The change must be approved **BEFORE** you perform the work.

If you perform the work before it's approved, it's considered an "at-risk cost." This means that it's possible the expenditure could be considered an ineligible use of funds.

If that happens, you'll need to assume the cost yourself and pay out of pocket.

ACTIVITY: Budget Amendments + Revisions

In your cohorts, discuss:

What sort of potential changes do you foresee as possible for your project? What sort of documentation will you need if you have to request a budget amendment?

GOVERNANCE OF MATCHING FUNDS

(15 minutes)

As we've previously discussed, managing match funding for a federal grant program requires careful planning, oversight, and compliance to ensure the proper utilization of funds and adherence to grant requirements.

A few tips can help you stay on track.

Be consistent. Match funds committed as part of your grant all have to follow the same compliance rules as other funds. The costs must be allowable, reasonable, and allocable. Make sure your funds are going to an approved expense. If you mess up and you have unallowable expenses, you can't use the match to cover them.

Document contributions. Maintain accurate records of all match contributions, including documentation of cash donations, in-kind contributions, and volunteer hours. Set up a system from the start and make sure everyone complies. This documentation will be essential for reporting purposes and demonstrating compliance with grant requirements.

Keep it simple. Although there is not a requirement to keep your match to a single line item, the simpler you make it, the easier it is to track and report. Keep this in mind when deciding where to use your matching funds.

Request it early. Particularly if you are planning on a cash match, request the funds early and have them in your dedicated bank account. This can prevent unanticipated delays in the future.



FORMS SF-270 AND SF-271 - REQUESTS FOR FUNDS

SF-270 and SF-271 are forms used in the context of federal grants to facilitate the reimbursement process and reporting of expenditures.

SF-270 - Request for Advance or Reimbursement: This form is used by federal grant recipients to request reimbursement of funds expended for approved project activities. It serves as a formal request for payment from the granting agency. The SF-270 typically includes details such as the amount requested, the period covered by the request, the purpose of the expenditure, and supporting documentation, such as receipts or invoices. Recipients must submit the SF-270 according to the schedule outlined in the grant agreement or agency guidelines.

SF-271 - Outlay Report and Request for Reimbursement for Construction

Programs: The SF-271 is specifically used for construction-related federal grants. It serves a similar purpose to the SF-270 but is tailored to construction projects. Recipients of construction grants use the SF-271 to report project expenditures and request reimbursement from the granting agency. Like the SF-270, the SF-271 requires detailed information about the expenditures, including amounts, dates, and supporting documentation.

ACTIVITY: Example SF-270 + SF-271

Take a look at the example completed SF-270 and SF-271. Jot down your own notes about what is required as we talk through each section.

Example SF-270 + SF-271

FORM SF-3881 - ELECTRONIC FUNDS TRANSFER

Form SF-3881 is a document used for setting up electronic funds transfer (EFT) payments for federal payments and collections. The form is titled “ACH Vendor/ Miscellaneous Payment Enrollment Form” and is specifically designed for vendors, contractors, and individuals who receive payments from the federal government.

Once completed and signed, the SF-3881 is submitted to the appropriate federal agency responsible for disbursing payments to the payee. It enables the agency to set up the necessary electronic funds transfer arrangements to ensure timely and efficient payment processing.

It’s worth noting that while SF-3881 is commonly used for vendor and miscellaneous payments, there may be other forms or processes used for specific types of payments or situations within the federal government. Always refer to the instructions provided by the relevant agency or organization to ensure compliance with their requirements.

TIP:

Get payment forms completed and submitted as soon as you open the grant’s bank account in order to prevent delays and speed up the receipt of funds.



FIELDWORK

- Work with your team to figure out how financial records for grants will be kept and tracked. What system(s) will you use? Who will be responsible?
- Finish filling out your *Documenting Matching Funds* worksheet and compare notes with your team. What do you need to develop or do to make sure it's done correctly?
- Review the *Audit Readiness Checklist*. What items are areas of concern? What's your plan to address them?

NOTES:

View Burden Statement

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 US Housing and Urban Development (HUD)		2. Federal Grant or Other Identifying Number Assigned by Federal Agency (To report multiple grants, use FFR Attachment) (# from grant agreement)	
3. Recipient Organization (Name and complete address including Zip code) Recipient Organization Name: City of Township Street1: 1234 Anywhere St Street2: City: Township County: Lamar State: KY: Kentucky Province: Country: USA: UNITED STATES ZIP / Postal Code: 12345-1234			
4a. DUNS Number 123456789	4b. EIN IRS#	5. Recipient Account Number or Identifying Number (To report multiple grants, use FFR Attachment) Recipient assigned number	
6. Report Type <input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annual <input type="checkbox"/> Annual <input type="checkbox"/> Final	7. Basis of Accounting <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual	8. Project/Grant Period From: 09/01/2022 To: 08/30/2024	9. Reporting Period End Date 03/31/2024
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			100,000.00
b. Cash Disbursements			50,000.00
c. Cash on Hand (line a minus b)			50,000.00
<i>(Use lines d-o for single grant reporting)</i>			
Federal Expenditures and Unobligated Balance:			
d. Total Federal funds authorized			50,000.00
e. Federal share of expenditures			50,000.00
f. Federal share of unliquidated obligations			0.00
g. Total Federal share (sum of lines e and f)			50,000.00
h. Unobligated balance of Federal Funds (line d minus g)			0.00
Recipient Share:			
i. Total recipient share required			25,000.00
j. Recipient share of expenditures			10,000.00
k. Remaining recipient share to be provided (line i minus j)			15,000.00
Program Income:			
l. Total Federal program income earned			0.00
m. Program Income expended in accordance with the deduction alternative			0.00
n. Program Income expended in accordance with the addition alternative			0.00
o. Unexpended program income (line l minus line m or line n)			0.00

EXAMPLE SF-425

11. Indirect Expense						
a. Type	b. Rate	c. Period From	Period To	d. Base	e. Amount Charged	f. Federal Share
g. Totals:						

12. Remarks: Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with governing legislation:

13. Certification: By signing this report, I certify that it is true, complete, and accurate to the best of my knowledge. I am aware that any false, fictitious, or fraudulent information may subject me to criminal, civil or administrative penalties. (U.S. Code, Title 18, section 1001)

a. Name and Title of Authorized Certifying Official

Prefix: First Name: Middle Name:

Last Name: Suffix:

Title:

b. Signature of Authorized Certifying Official

c. Telephone (Area code, number and extension)

d. Email Address

e. Date Report Submitted

14. Agency use only:

REQUEST FOR ADVANCE OR REIMBURSEMENT <i>(See instructions on back)</i>		OMB APPROVAL NO. 0348-0004		PAGE 1 OF 1 PAGES
		1. TYPE OF PAYMENT REQUESTED a. "X" one or both boxes <input type="checkbox"/> ADVANCE <input type="checkbox"/> REIMBURSEMENT b. "X" the applicable box <input type="checkbox"/> FINAL <input type="checkbox"/> PARTIAL		2. BASIS OF REQUEST <input type="checkbox"/> CASH <input checked="" type="checkbox"/> ACCRUAL
3. FEDERAL SPONSORING AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH THIS REPORT IS SUBMITTED Appalachian Regional Commission (ARC)		4. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER ASSIGNED BY FEDERAL AGENCY (# from grant agreement)		5. PARTIAL PAYMENT REQUEST NUMBER FOR THIS REQUEST 1
6. EMPLOYER IDENTIFICATION NUMBER IRS #	7. RECIPIENT'S ACCOUNT NUMBER OR IDENTIFYING NUMBER DUNS number	8. PERIOD COVERED BY THIS REQUEST FROM (month, day, year) 1/1/2024 TO (month, day, year) 1/31/2024		
9. RECIPIENT ORGANIZATION Name: City of Township Number and Street: 100 Anywhere Street City, State and ZIP Code: Township, KY 12345		10. PAYEE (Where check is to be sent if different than item 9) Name: Number and Street: City, State and ZIP Code:		
11. COMPUTATION OF AMOUNT OF REIMBURSEMENTS/ADVANCES REQUESTED				
PROGRAMS/FUNCTIONS/ACTIVITIES ▶	(a)	(b)	(c)	TOTAL
	Administration	Engineering	Construction	
a. Total program outlays to date <i>(As of date)</i>	\$ 50,000.00	\$ 100,000.00	\$ 500,000.00	\$ 650,000.00
b. Less: Cumulative program income				0.00
c. Net program outlays (Line a minus line b)	50,000.00	100,000.00	500,000.00	650,000.00
d. Estimated net cash outlays for advance period				0.00
e. Total (Sum of lines c & d)	50,000.00	100,000.00	500,000.00	650,000.00
f. Non-Federal share of amount on line e		25,000.00	100,000.00	125,000.00
g. Federal share of amount on line e	50,000.00	100,000.00	500,000.00	650,000.00
h. Federal payments previously requested	25,000.00	50,000.00	100,000.00	175,000.00
i. Federal share now requested (Line g minus line h)	25,000.00	50,000.00	400,000.00	475,000.00
j. Advances required by month, when requested by Federal grantor agency for use in making prescheduled advances	1st month			0.00
	2nd month			0.00
	3rd month			0.00
12. ALTERNATE COMPUTATION FOR ADVANCES ONLY				
a. Estimated Federal cash outlays that will be made during period covered by the advance				\$
b. Less: Estimated balance of Federal cash on hand as of beginning of advance period				
c. Amount requested (Line a minus line b)				\$ 0.00
AUTHORIZED FOR LOCAL REPRODUCTION		(Continued on Reverse)		STANDARD FORM 270 (Rev. 7-87) Prescribed by OMB Circulars A-102 and A-110
13. CERTIFICATION				
I certify that to the best of my knowledge and belief the data on the reverse are correct and that all outlays were made in accordance with the grant conditions or other agreement and that payment is due and has not been previously requested.	SIGNATURE OR AUTHORIZED CERTIFYING OFFICIAL			DATE REQUEST SUBMITTED
	TYPED OR PRINTED NAME AND TITLE			TELEPHONE (AREA CODE, NUMBER, EXTENSION)
	Jane Doe, Executive Director			February 21, 2024 555-555-5555

OUTLAY REPORT AND REQUEST FOR REIMBURSEMENT FOR CONSTRUCTION PROGRAMS <i>(See instructions on back)</i>		OMB APPROVAL NO. 0348-0002	PAGE 1 OF 1 PAGES	
		1. TYPE OF REQUEST <input type="checkbox"/> FINAL <input type="checkbox"/> PARTIAL	2. BASIS OF REQUEST <input type="checkbox"/> CASH <input type="checkbox"/> ACCRUAL	
3. FEDERAL SPONSORING AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH THIS REPORT IS SUBMITTED US Housing and Urban Development (HUD)		4. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER ASSIGNED BY FEDERAL AGENCY (# from grant agreement)		
5. PARTIAL PAYMENT REQUEST NO. 1		PERIOD COVERED BY THIS REQUEST		
6. EMPLOYER IDENTIFICATION NUMBER IRS#	7. RECIPIENT'S ACCOUNT NUMBER OR IDENTIFYING NUMBER (recipient assigned)	FROM (Month, day, year) 01/01/2024	TO (Month, day, year) 01/31/2024	
9. RECIPIENT ORGANIZATION Name: City of Township No. and Street: 1234 Anywhere St City, State and ZIP Code: Township, KY 12345		10. PAYEE (Where check is to be sent if different than item 9) Name: No. and Street: City, State and ZIP Code:		
11. STATUS OF FUNDS				
CLASSIFICATION	PROGRAMS -- FUNCTIONS -- ACTIVITIES			TOTAL
	(a) Administration	(b) Engineering	(c) Construction	
a. Administrative expense	\$ 25,000.00	\$	\$	\$ 25,000.00
b. Preliminary expense				0.00
c. Land, structures, right-of-way				0.00
d. Architectural engineering basic fees		25,000.00		25,000.00
e. Other architectural engineering fee				0.00
f. Project inspection fees				0.00
g. Land development				0.00
h. Relocation expense				0.00
i. Relocation payments to individuals and businesses				0.00
j. Demolition and removal			100,000.00	100,000.00
k. Construction and project improvement cost				0.00
l. Equipment				0.00
m. Miscellaneous cost				0.00
n. Total cumulative to date (sum of lines a thru m)	25,000.00	25,025.00	100,000.00	150,025.00
o. Deductions for program income				0.00
p. Net cumulative to date (line n minus line o)	25,000.00	25,025.00	100,000.00	150,025.00
q. Federal share to date	25,000.00	25,000.00	100,000.00	150,000.00
r. Rehabilitation grants (100% reimbursement)				0.00
s. Total Federal share (sum of lines q and r)	25,000.00	25,000.00	100,000.00	150,000.00
t. Federal payments previously requested				0.00
u. Amount requested for reimbursement	\$ 25,000.00	\$ 25,000.00	\$ 100,000.00	\$ 150,000.00
v. Percentage of physical completion of project	50 %	25 %	15 %	%
12. CERTIFICATION I certify that to the best of my knowledge and belief the billed costs or disbursements are in accordance with the terms of the project and that the reimbursement represents the Federal share due which has not been previously requested and that an inspection has been performed and all work is in accordance with the terms of the award.	a. RECIPIENT	SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL	DATE REPORT SUBMITTED	
		TYPED OR PRINTED NAME AND TITLE	TELEPHONE (Area code, number, and extension)	
	b. REPRESENTATIVE CERTIFYING TO LINE 11V	SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL	DATE SIGNED	
		TYPED OR PRINTED NAME AND TITLE	TELEPHONE (Area code, number, and extension)	

GRANT CONTRACT FILES

- Grant Contract
- Amendments to the Contract (if applicable)
- Sub-recipient Contracts
- Submitted Reports
- Document Retention Policy

FINANCIAL FILES

- Financial Management Policies
- Budgets
- Invoices
- Receipts
- Proof of Payments

PROCUREMENT FILES

- Procurement Policies
- RFPs or RFQs
- Bid Documentation
- Quotes
- Contracts or Purchase Orders

LABOR FILES

- Labor Policies
- Job Descriptions
- Timesheets
- Payroll Records
- Personnel Policies + Procedures
- Contractor agreements

GENERAL POLICIES

- Civil Rights
- Conflict of Interest
- Other: _____
- Other: _____

CONSTRUCTION FILES (IF APPLICABLE)

- Constructions Drawings + Specifications
- Maps
- Permits
- Change Orders
- Materials Testing and Inspection Reports
- Daily Construction Logs
- Safety Records

ENVIRONMENTAL FILES (IF APPLICABLE)

- Environmental Impact Assessments
- Environmental Compliance Plans
- Environmental Monitoring Data
- Documentation of Mitigation Measures

ACQUISITION FILES (IF APPLICABLE)

- Property Acquisition Policies and Procedures
- Property Inventory
- Purchase Agreements or Contracts
- Evidence of Title or Ownership
- Appraisals and Valuations
- Property Inspections



