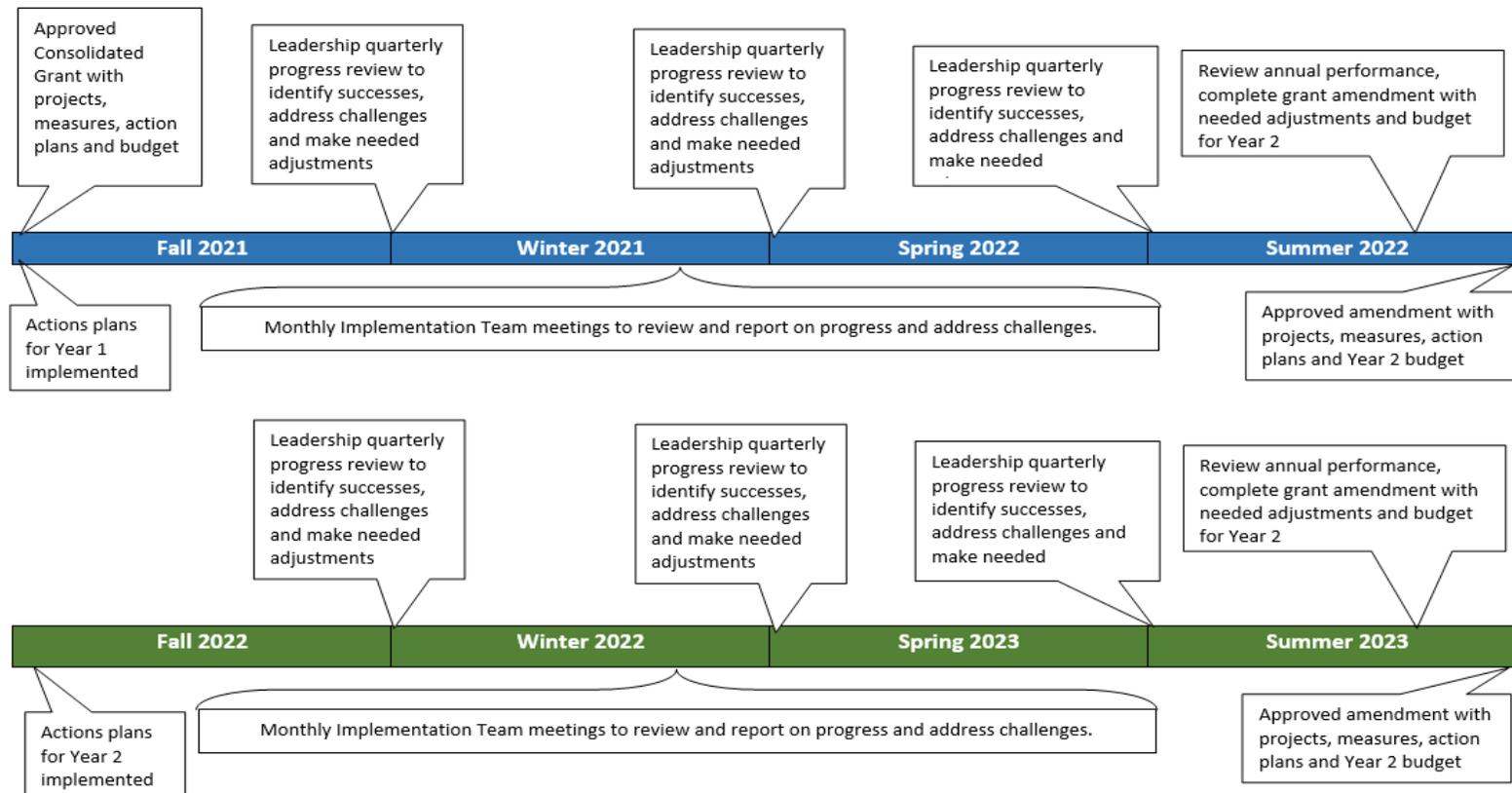


Project Implementation

Once each project has been designed and approved, implementation phase begins. It is critical that implementation routines be in place to monitor progress and address challenges in a timely manner. The project lead and all staff responsible for actions make up the Project Implementation Team. The Team should meet at least monthly to discuss progress on completing actions. Challenges are discussed and solutions are formulated to ensure the work stays on track for completion according to the timelines. Quarterly progress reports are shared with the district or state leadership and provided to the Federal Grants Office so reporting requirements can be met. Establishing a performance cycle can help projects stay on task.

Performance Management Cycle



Performance cycle continues repeating steps each year to final grant closure.

Performance Management Cycle

FALL 2021	WINTER 2021	SPRING 2022	SUMMER 2022
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FALL 2022	WINTER 2022	SPRING 2023	SUMMER 2023
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FALL 2023	WINTER 2023	SPRING 2024	SUMMER 2024
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Internal Controls

Here are a few questions leadership could use to reflect on internal control related to grant-funded projects.

Control Environment

1. Is there a commitment to integrity, competence, and ethical values that is shared and demonstrated by all in the organization, beginning with the leadership?
2. Are there Standards of Conduct and are they consistently adhered to?
3. Is there an organizational structure, assigned responsibilities and delegated authority to achieve the organization's vision, mission, and objectives?
4. Is performance evaluated at multiple levels (individual, team, organization) that includes accountability for internal control responsibilities?

Risk Assessment

5. Are there defined strategies or objectives that enable identifying and addressing risks?
6. Are there processes or procedures to identify, analyze, and respond to risks?
7. Is the potential for fraud considered when identifying, analyzing, and responding to risks.
8. Are there processes or procedures to identify, analyze, and respond to significant changes that could impact the internal control system?

Control Activities

9. Have monitoring activities to monitor the internal control system and evaluate the results been designed?
10. Has the organization's information system and related controls been designed to achieve strategies or objectives and respond to risk?
11. Are policies and procedures in place to support internal control?
12. Are deviations from established policies, procedures or controls being investigated, resolved, and documented in a timely and appropriate manner?

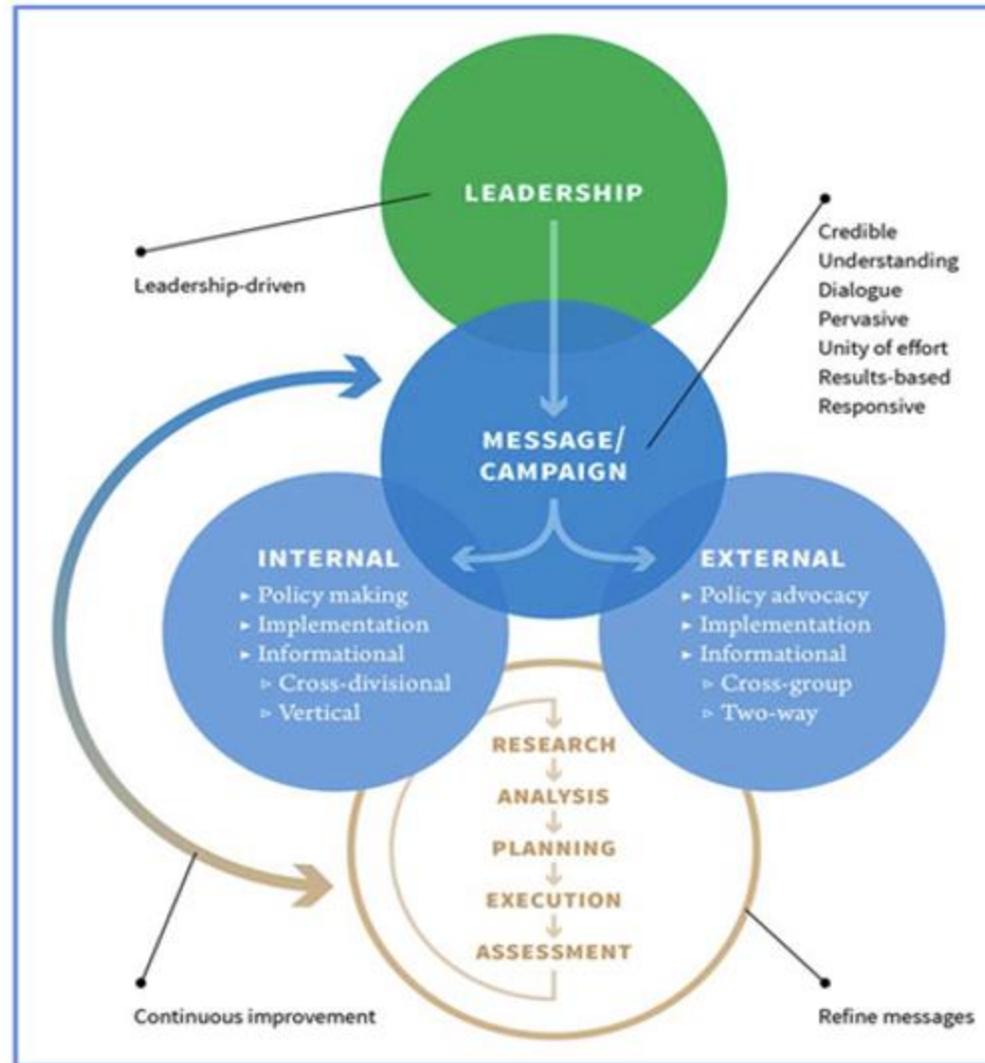
Information and Communication

13. Are internal control expectations, processes and procedures being consistently communicated across the organization?
14. Are the organization's internal control expectations, processes and procedures being consistently communicated externally as appropriate?

Monitoring

15. Have monitoring activities to monitor the internal control system and evaluate the results been established and are they being implemented?
16. Are identified internal control deficiencies addressed in a timely manner?

More information can be found at U.S. Department of Education (<https://www2.ed.gov/policy/fund/guid/uniform-guidance/index.html>), Grants.GOV (<https://www.grants.gov/learn-grants/grant-careers/grants-management.html>), The Committee of Sponsoring Organizations (<https://www.coso.org/Pages/default.aspx>), The Government Accounting Office (<https://www.gao.gov/greenbook/overview>).



(Zavadsky, 2014)

Project or Initiative Communication Work Plan

- A. Imitative or Project Description:
- B. Communication Need:
- C. Intended Outcome of Communication:
- D. Key Messages
- E. Common Tools –*EXAMPLES are FAQs, Introductory Video, Webinar(s), Informational Flyer, One Page Overview.*

Common Tool	Description	Creation Deadline	Person Responsible

- F. Primary Audiences, Tailored Messages, and Tailored Tools – This table will help organize the individual communications for each audience. Delete and add rows as needed.

Primary Audiences	Responsible Person	Tailored Messages	Tailored Tools	Materials and Resources	Delivery Timeline	Timeline for Feedback	Completion Date	Notes
Internal Audiences								
<i>Phase or Part I (if needed)</i>								
<i>Phase or Part II (if needed)</i>								
External Audiences								
<i>Phase or Part I</i>								
<i>Phase or Part II (if needed)</i>								

G. Evaluation

Key Question(s)	Indicator	Baseline Data	Target(s)

Data Collection Process

Methodology	Responsible Person	Materials	Collection Timeline	Analysis Timeline	Completion Date

