

# **FINANCIAL MANAGEMENT**



**A SOUND INVESTMENT  
IN SUCCESSFUL VR  
OUTCOMES**

# Financial Resources Management Integration of Program and Fiscal Info/Data Planning



Program

Fiscal

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# PURPOSE



The purpose of this session is to explore ways in which fiscal and program aspects of the VR system intersect, and how to improve the collaboration and communication across the program and fiscal divide. We will discuss ways of developing a “shared vocabulary” and show how this can lead to more effective planning and the maximizing of scarce resources.

# All Skate...



## Interactive Exercise

Put down the candy, pick up the paper and pens... Write down the three things that you wish to discuss as a group that you think most impede, or facilitate effective fiscal and program integration. We will discuss what you write down a little later.



# Why Plan?



Hey, I'm a counselor, that means I like people, not numbers... Can't we just have a meeting with coffee and donuts and a facilitator to tell us what to do?

**Program Guy**

Can't I just create a spreadsheet

**Fiscal Guy**

# Why Plan? (con't)



Planning allows the agency to:

- Define its strategies for reaching its goals; and
- Effect optimal allocation of its resources (time, people, money) in order to achieve those goals.



# Why Plan? (con't)



Plus it's required! -- thank you feds... Planning is required under 34 CFR 361.10(a), which states:

“For a State to receive a grant under this part, the designated State agency must submit to the Secretary, and obtain approval of, a State plan that contains a description of the State's vocational rehabilitation services program, the plans and policies to be followed in carrying out the program, and other information requested by the Secretary, in accordance with the requirements of this part.”

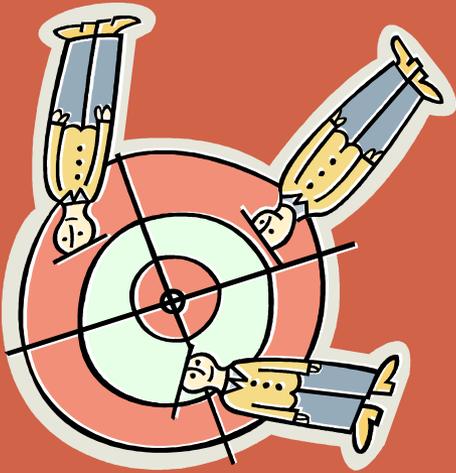
# Program Planning/ Management



Key components of effective program planning & management include:

- Accurate and timely financial & program information
- A solid understanding of program and fiscal requirements
- Transparency of, and easy access to, data and information

## Program Planning/ Management (con't)



### Key components of effective program planning & management (con't):

- Understanding the roles of various staff and their potential impact on program & financial operations
- Getting “buy in” from all staff for the VR program and the goals and priorities of the VR agency
- Clear and concise policies & practices that lead to effective outcomes

# Effective Planning



Sources of input and feedback for effective planning

- Continuous feedback of information
- Input from multiple internal/external parties and key partners
- Decisions and authority as close to the customer as possible

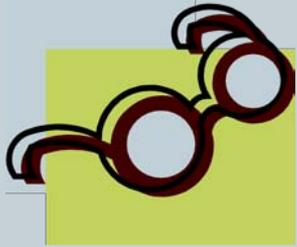
# Resource Management



Planning and the effective management of resources includes:

- An understanding of the flexibility offered by the program and the skills to use these options
- Expanding the ability to influence income, expenditures and the impact of using resources
- An understanding that money is a resource to accomplish the intent of the VR program – as with all resources the better it is understood and the more skillfully utilized the more likely to accomplish the goals of the program

# Strategic Planning



A State Director's point of view as it pertains to better integration of Program and Financial Management.

**Example: Establishing an order of selection – a shared fiscal and program responsibility**

# Building Blocks of a “Shared Vocabulary”



- Accurate, timely data
- Sharing of data across fiscal and program lines
- Program staff need to better understand basic fiscal operations and responsibilities,
- Fiscal staff need to better understand program responsibilities and operations, and structure of budgeting and budget control.



# Integration of Program and Financial



## Responsibilities and Activities

- Budget Planning from the Counselor or caseload level up; and
- Management of data

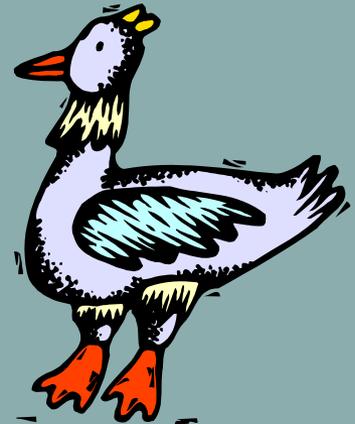


**Counselor**

# Other Examples of the Fish or Fowl Conundrum



**OR  
WHOSE JOB IS IT  
ANYWAY?**



# Establishment Projects



“Establishment, development, or improvement of a public or nonprofit community rehabilitation program Means the establishment of a facility for a public or nonprofit community rehabilitation program as defined in paragraph (b)(18) of this section to provide vocational rehabilitation services to applicants or eligible individuals; Staffing, if necessary to establish, develop, or improve a community rehabilitation program for the purpose of providing vocational rehabilitation services to applicants or eligible individuals, for a maximum period of 4 years, with Federal financial participation available at the applicable matching rate for the following levels of staffing costs...”

34 CFR 361.5(b)(17)

# Establishment Projects (con't)



**When are establishment projects allowable, and who is responsible for monitoring them?**

## Fiscal

What's in it for match?  
How much is VR responsible for when building community rehab program (CRP) capacity?

## Program

What kinds of projects can we fund? What do you mean that's not an allowable cost?

# **Third-Party Cooperative Agreements (TPCAs)**



The designated State unit may enter into a third-party cooperative arrangement for providing or administering vocational rehabilitation services with another State agency or a local public agency that is furnishing part or all of the non-Federal share, if the designated State unit ensures that the services provided by the cooperating agency are not the customary or typical services provided by that agency but are new services that have a vocational rehabilitation focus or existing services that have been modified, adapted, expanded, or reconfigured to have a vocational rehabilitation focus;

# **Third-Party Cooperative Agreements (TPCAs)**

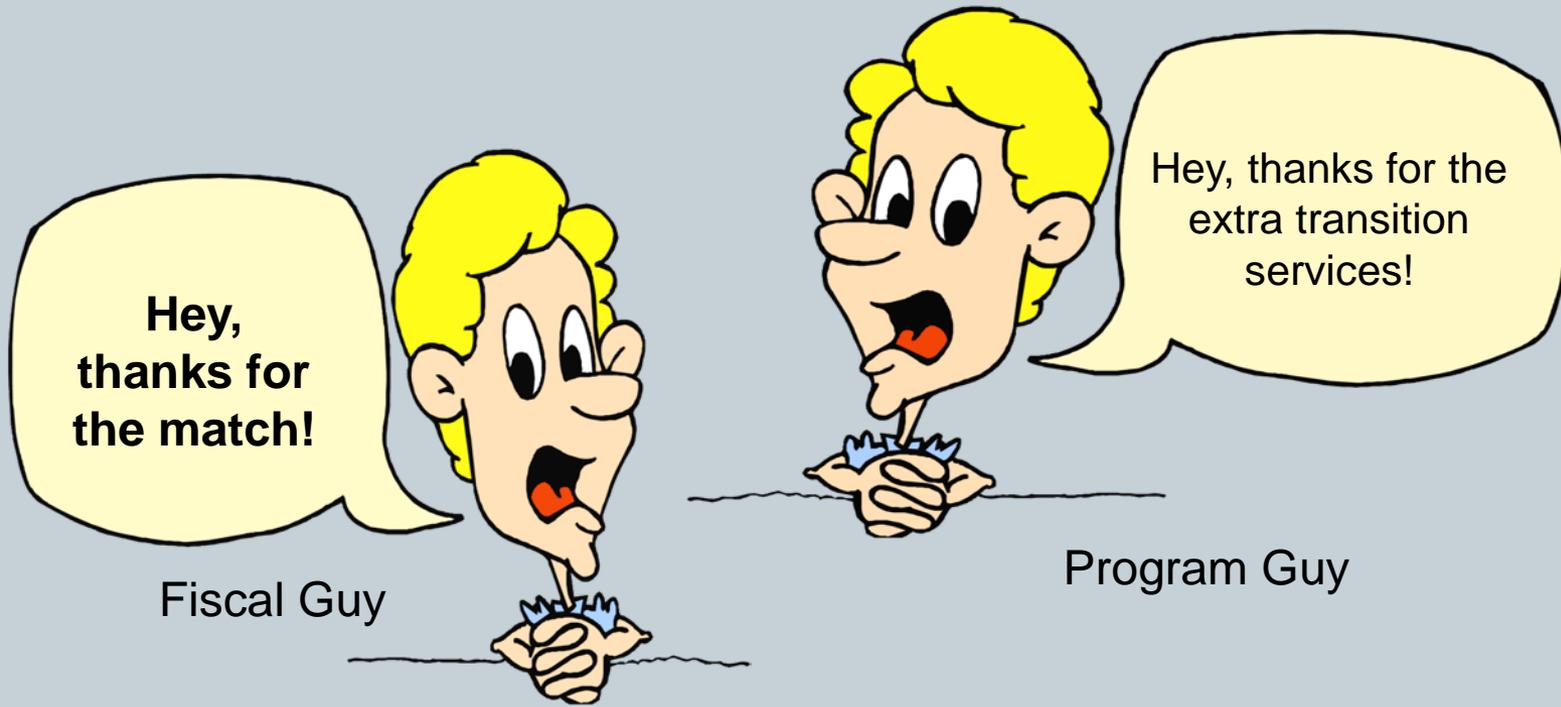
## **(con't)**



the services provided by the cooperating agency are only available to applicants for, or recipients of, services from the designated State unit; program expenditures and staff providing services under the cooperative arrangement are under the administrative supervision of the designated State unit; and, all State plan requirements, including a State's order of selection, will apply to all services provided under the cooperative program.

**34 CFR 361.28**

# Third-Party Cooperative Agreements (TPCAs) (con't)



Question?

Now, who's going to monitor these things?

# VR Service Delivery/Purchase of Services



Question?

Who's responsible for tracking procurements and ensuring receipt of goods?

34 CFR 361.48

# Sharing...



- Share what you wrote down from the exercise in slide 4; and
- Discuss strategies for increasing understanding across fiscal and program boundaries.



# Thank you for your attention!



**It's QUESTION TIME!!**