

To: SPARK Executive Committee
From: Office of Recovery
Date: January 14, 2022
Re: Funding for FY22 Office of Recovery Budget

Background on Funding Request

The Office of Recovery coordinates the State of Kansas's COVID-19 response and recovery, with a focus on coordination and administration related to federal relief funding. The SPARK Executive Committee previously approved half of the Office of Recovery's State Fiscal Year 2022 (SFY22) budget, and the Office of Recovery leadership requests the remaining portion, with a modest adjustment to account for the extension of the American Rescue Plan Act State Fiscal Recovery Fund (SFRF) allocation process. The full budget was originally estimated at \$19.6M, and \$10.5M was previously funded. This request covers the remaining \$9.1M, plus an additional \$2.4M for contractual services to fund ongoing operations through the end of the fiscal year, for a total ask of \$11.5M.

The Office of Recovery (RO) originally requested \$19.6M from the SPARK Executive Committee for operations in State Fiscal Year 2022 (SFY22). SPARK approved approximately half of the RO's request (\$10.5M) in June 2021 for SFY22 (this amount aligned to the RO's budget in SFY21). **The RO requests the remaining balance from SPARK, \$9.1M, plus an additional \$2.4M for contractual services to fund ongoing operations through the end of SFY22.**

Additional funding (\$2.4M) is requested to account for a longer than expected SPARK timeline. The original budget request was made with an expectation that the SPARK process to allocate SFRF would end in Fall 2021¹, but the end of the overall process has been delayed and is now slated to conclude in Spring 2022, based on the current project plan developed by the Project Director. While resourcing was adjusted to account for the pace of the SPARK process, the length of the new timeline and extent of the current process will require additional support and associated funding to ensure a process that allows for broad input, is rigorous and data-driven, and ensures thorough opportunity evaluation to maximize impact for Kansas.

Activities Covered by Funding Request

The SPARK Committee is the *mechanism* established through which the RO's budget is approved. Office of Recovery supports the State's responsibility for all Federal COVID relief funding, including the SPARK specific activities. The RO's support includes:

- A. **Overall RO Operations**: State activities related to *all* Federal COVID relief funding², including:
 - o CARES Act (March 2020)
 - o Consolidated Appropriations Act, CAA (Dec 2020)
 - o American Rescue Plan Act, ARPA (March 2021)
 - o And any yet unpassed future COVID related recovery bills
- B. **RO SPARK Activity**: State activities related to allocation of State Fiscal Recovery Funds (SFRF) through the American Rescue Plan Act

The RO budget covers a variety of services that must be performed for each of the Federal relief funding sources. **An overview of the RO's services for each relief bill can be found in Appendix A.** The RO's services and operations are intentionally interwoven to ensure that the State maximizes relief funding, maintains visibility and transparency, and ensures strong stewardship of funds. SPARK support is an interwoven piece of this support, benefiting from the synergies and scale between services and visibility across Federal relief funds.

While a large portion of this SFY22 funding request would draw from Kansas's ARPA allocation (within which SFRF is specifically designated as eligible for state's administrative expenses), a portion would also be paid through the CARES Act (within which CRF was specifically designated as eligible for the state's administrative expenses). Funding for the state's administration activities is the one area that is permissible beyond the obligation period for the respective bills.

As noted above, the RO budget request covers support of coordination and reporting activities across all Federal relief funding. Operationally, this includes State staff salaries, contractual services (e.g., BCG, WOB, software and databases), and operating expenses (e.g., office space, IT services and equipment, printing, postage, etc.). **Appendix B provides a comparison between the original requested RO budget (\$19.5), the approved budget (\$10.5M), and the adjusted current budget request for (\$21.9M).**

¹ June 23 SPARK [presentation](#)

² While topic specific funds (e.g., Child Care Stabilization Grants, Low Income Home Energy Assistance Program) allow for administration expenses related to the specific fund, they do not allow for funding of broad coordination and reporting activities (e.g., comprehensive view of funding expenditures, coordination with locals) currently performed by the RO

An overview of the RO is included in Appendix C, including an example of how the RO supports the State's ARPA relief funding. A few highlights of the broad activities performed by the Office of Recovery (not directly tied to SFRF or SPARK) include support and work tied to:

- CRF (Coronavirus Relief Funds) closeout
- Ongoing management of CAA and ARPA
- Local government support and technical assistance
- NEU funds validation and distribution
- Overall audit, reporting and compliance across relief bills
- Continued monitoring of future legislation and potential funding sources

Consulting or Professional Service Activities

The State has engaged both **The Boston Consulting Group (BCG)** and **Witt O'Brien's (WOB)** to support the RO in both **A) RO Operations**: management and operations related to all Federal relief funds, as well as **B) SPARK**: activity related to SPARK/ allocation of SFRF.

BCG

Historically, **BCG has supported the RO with activities related to broader RO Operations and SPARK - with a high degree of overlap and synergy between the two.** While the specific breakdown of the work varies week-to-week, the **bulk of BCG activity through end of calendar year 2021 (CY21) has consisted of work supporting RO Operations** – activities non-specific to SPARK. A detailed breakdown of past activities associated with this work can be found in Appendix C.

BCG has also supported the RO with activities related to SPARK – spanning general project management, collection of ideas from State agencies, to development of fact bases for select advisory panels (e.g., economic revitalization). A detailed breakdown of past activities associated with this work can also be found in Appendix C.

Additionally, **several BCG activities span both RO operations and SPARK.** While these activities vary in nature, **at a high-level they center around understanding the funding landscape (and allocations) in Kansas, as well as general coordination of relevant State and municipal level stakeholders** (detailed breakdown of activities can be found in Appendix C). Importantly, execution of these activities in tandem provides substantial synergy. The SPARK committee has repeatedly noted the importance of leveraging other funding where possible and maximizing synergies with existing investments – activities that require a broad and comprehensive view of *all* Federal funding received, allocated, and expended by the State. The ARPA Funding Buckets document, previously shared with the SPARK Committee, is one example of a deliverable enabled by this broad understanding

Due to delays in the process, BCG selectively ramped down its support in October based on the State's needs, enabling the state to preserve funds. Specifically,

- All BCG support of RO specific operations and communications wound down at the end of October 2021, following a period of handover and enablement of the State
- BCG support for SPARK has scaled down in response to the process and evolving views of timelines and priorities

The scaling down of support (as described) has enabled BCG to extend the original budget three months beyond the planned timeline with the State. And BCG is prepared to scale up (or down) in response to the needs of the State moving forward.

Moving forward in CY22, BCG expects the bulk of engagement and activities in support of the RO to center around direct SPARK support. This support is aligned to the current version of the Project Plan developed by the SPARK Project Director, and associated resourcing and support required. This support includes project management/ support of the Project Director, as well as direct support of the Advisory Panels. A detailed breakdown of these activities can be found in Appendix D. In addition, select support of RO Operations (non-SPARK) will continue, but restricted to those activities that are overlapping and synergistic in nature (e.g., funding landscape and coordination) with the SPARK process.

WOB

Like BCG, WOB has supported both RO Operations and SPARK – with a similarly high-degree of overlap between the two³. **WOB support of RO operations spans a set of critical functions, specifically:**

- **Compliance and reporting:** WOB support has included analysis of relief programs including guidance interpretations, determining program eligibility and compliance requirements. This work has been essential in expediting the deployment of state funding on allowable activities and to only eligible entities. **This activity will continue to be a critical component of the SPARK advisory panels going forward in order to vet potential investments for allowability, minimize administrative burden, and ultimately determine programmatic viability.**
- **Program design:** WOB has worked with the RO and state agencies to develop program design and move into program execution⁴. This work includes development of policies and procedures, application and award templates, monitoring strategies and grant closeout support. By supporting the RO centrally, **WOB is well-positioned to share best practices, lessons learned, and provide general guidance to any entity executing programs through Federal relief funds, including SFRF allocated through SPARK.**
- **Transparency, Public and Federal Reporting:** Public transparency in programmatic investments is a key requirement of COVID-19 relief funding. In collaboration with BCG teams, WOB teams have helped create interactive dashboards to inform the public about investments made with COVID dollars. Federal transparency, including quarterly financial reporting, is also a key requirement for all relief funding. The WOB team has coordinated with state agencies to develop and deploy a centralized reporting process for financial and programmatic data associated with the use of CRF and SFRF⁵ funds. **This activity is also critical in providing SPARK a comprehensive view of where investments have gone to-date and what programmatic areas will continue to be important with SFRF.**
- **Auditing:** WOB has worked with RO staff to develop a tailored methodology for conducting sample compliance reviews of CRF and SFRF funded programs. These strategies have been key to **the state receiving clean audits to date related to the utilization of federal COVID relief funds and will be especially important with SFRF given the heightened compliance requirements and broad areas where the funds may be deployed.**
- **Fraud and waste mitigation:** WOB has assisted the State in a variety of areas to mitigate and minimize fraud and waste in relief funds. This work includes reviewing and making suggestions for adequate management systems and policies and procedures, discussing pre-award risk assessments and monitoring plans to identify and rectify areas of weakness, discussing subrecipient monitoring responsibilities, and training staff and subrecipients on key fraud indicators. **This will continue to be a key area of focus once Advisory Panels identify investment areas and during individual program design.**

Further detail on activities WOB has supported the RO with can be found in Appendix E. Moving forward, it is expected that WOB will continue to support the State across these activities. Importantly, these activities are required of all SFRF and CRF funding. Over time, as more SPARK

³ WOB was originally a sub to BCG, but to enable greater flexibility in funding and broad agility and staff scaling across both firms the Recovery Office split out Witt O'Brien's from the initial BCG contract

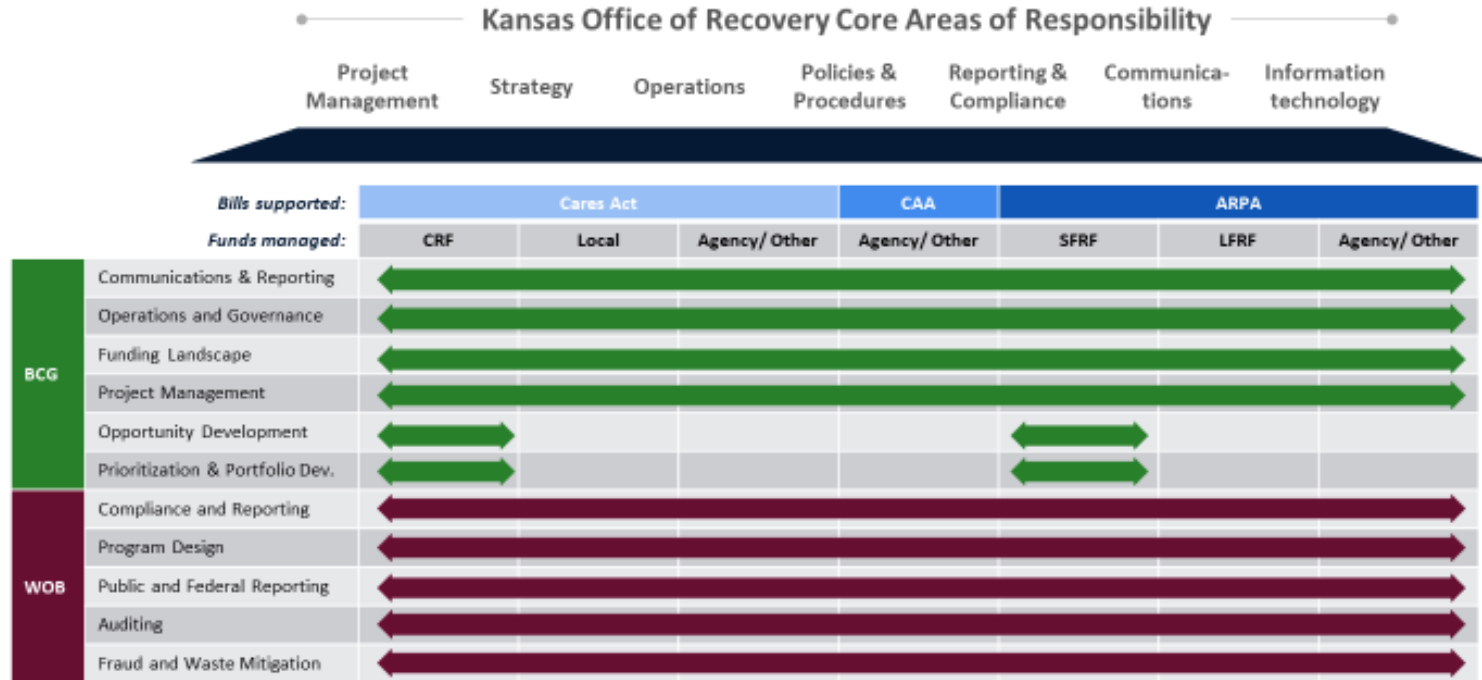
⁴ Program design supported highlighted is representative of broad program design support WOB provides the RO. WOB also supports allocated SFRF directly as recently demonstrated by the Front Line Hospital Workers Program which was a collaboration between KDHE and WOB staff to quickly disburse critical funding to Kansas Hospitals.

⁵ WOB is also involved with Local Fiscal Recovery Funds (LFRF), as well as State Fiscal Recovery Funds (SFRF); combined SFRF and LFRF are also referred to as Coronavirus State & Local Federal Recovery Funds (CSLFRF)

allocations are made, WOB support will expand as more programs come online or as additional Federal or public reporting is required, in addition to any support assessing the allowability of any investment ideas submitted to the SPARK committee.

Appendix A – Overview of the RO

Professional service support sits within the broader Office of Recovery umbrella



Appendix B – Recovery Office Requested Budget

Recovery Office – Fiscal Year 2022

EXPENDITURE CLASSIFICATION	Proposed June 2021	Approved June 23, 2021	Adjusted January 2022
OPERATING EXPENDITURES			
SALARIES AND WAGES	1,983,000.00	974,525.00	1,836,500.00
COMMUNICATIONS	30,000.00	28,730.00	30,000.00
FREIGHT AND POSTAGE	5,000.00	23.00	5,000.00
PRINTING AND ADVERTISING	50,000.00	169	30,000.00
RENTS	63,000.00	52,254.00	78,173.00
REPAIRING AND SERVICING	0.00	3,769.00	5,000.00
IN-STATE TRAVEL	19.00	2,652.00	8,000.00
OUT-OF-STATE TRAVEL	0.00		0.00
INTERNATIONAL TRAVEL	0.00		0.00
FEES - OTHER SERVICES	158,000.00		158,000.00
FEES - PROFESSIONAL SERVICES	17,000,000.00	9,457,696.00	19,500,000.00
OTHER - CONTRACTUAL SERVICES	250,000.00		250,000.00
OTHER - HOSPITALITY	0.00		0.00
TOTAL CONTRACTUAL SERVICES	17,556,019.00	9,545,293.00	20,064,173.00
CLOTHES FOR OFFICE STAFF	0.00		0.00
FOOD FOR HUMAN CONSUMPTION	0.00		200.00
MAINT. & CONSTRUCTION MATERIALS	0.00		0.00
MOTOR VEHICLE SUPPLIES & GASOLINE	0.00		500.00
PROFESSIONAL & SCIENTIFIC SUPP.	0.00		0.00
STATIONERY & OFFICE SUPPLIES	10,000.00	1,928.00	10,000.00
OTHER SUPPLIES, MATERIALS & PARTS	0.00		500.00
TOTAL COMMODITIES	10,000.00	1,928.00	11,200.00
CAPITAL OUTLAY	40,000.00	2,823.00	35,000.00
TOTAL CAPITAL OUTLAY	40,000.00	2,823.00	35,000.00
TOTAL OPERATING EXPENDITURES	19,589,019.00	10,524,569.00	21,946,873.00

Appendix C – Overview of RO Activities

The Office of Recovery was established in June 2020 in response to the global COVID-19 pandemic in an effort to manage the Federal relief dollars coming into the state. The Office of Recovery’s mission and purpose is to deliver maximum impact with COVID-19 relief funding for Kansans. The Office of Recovery has responsibility for administering various COVID-19 relief funding sources for Kansas, such as ARPA, CARES Act, CRF, CAA, HR133, etc.

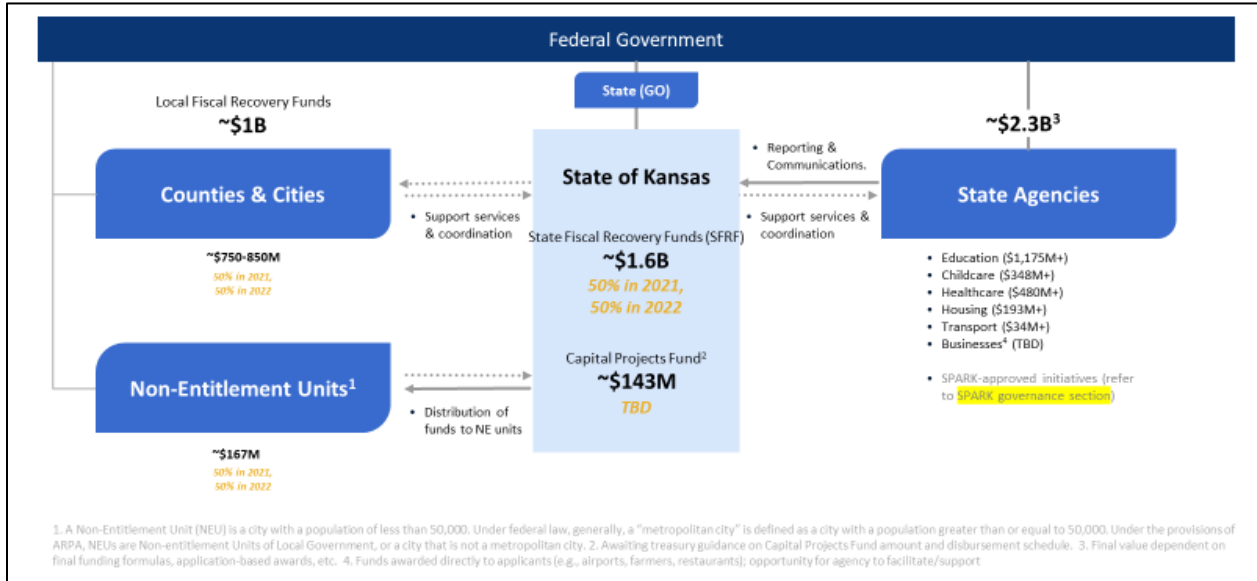
Maximum impact will be delivered by:

1. Ensuring all funds allocated to Kansas are spent on areas, initiatives, and programs that meet the needs of Kansans.
2. Coordinating across stakeholders in charge of spending and distribution funding to optimize impact across areas of needs.

The guiding principles and best practices for the Office of Recovery are to:

- Enable new Federal funding by:
 - Thinking longer term and building on a vision
 - Learning from previous rounds of funding
 - Getting ahead of administrative challenges
- Ensure program management best practices by:
 - Providing transparency through regular communication, reporting, memos among leadership, RO, and other agencies on progress, funding, etc.
 - Increasing the pace of progress through consistent execution and timely issue resolution
 - Ensuring cross-department and cross-initiative collaboration towards a joint purpose and target
 - Optimizing value created by developing independent assessment of initiatives, progress and impact, and productively challenging assumptions
 - Mitigating risk and duplicative work with a spirit of proactiveness, coordination, and active management throughout
- Rely on existing internal controls used by the State, for example:
 - Code of Conduct
 - Segregation of Duties
 - Automated system controls to prevent overspending of federal funds
 - [Procurement policies and controls](#)
 - Statewide information system controls
- Clearly define and document RO control activities as part of the RO Planning process, including:
 - Roles and responsibilities
 - Standing meetings and collaboration mechanisms to inform staff of evolving compliance requirements and identify areas of compliance concern
 - Expectations for public transparency and Governor’s office briefings
 - Process for monitoring, tracking, and distribution of federal guidance
 - Recordkeeping requirements
- Implement controls to ensure compliance with federal requirements, including:
 - Financial management controls to segregate COVID funding from other federal funds
 - Allowability & authorized period compliance reviews
 - Reporting controls to aggregate and reconcile OIG Reports
 - [Procedures to detect and prevent fraud, waste and abuse of funds](#)
 - Sampling of Agency documentation to review for compliance with UG 2 C.F.R. requirements

Example of the Activities Performed by the RO for ARPA Relief Funding



Appendix D – Historical BCG Activities in Support of the RO/ SPARK

RO Operations/ Non-SPARK Support: Operations and Communications	Overlapping Support: Funding Landscape and Coordination	SPARK Support: Process, Idea Solicitation, Fact Bases
<ul style="list-style-type: none"> - Support development of the Recovery Office organizational structure, roles and responsibilities, and governance model with transition plan to a “steady-state” model - Support internal Recovery Office responsibilities as needed (e.g., facilitating working team meetings, developing tools and templates to track key data, drafting progress updates across state agencies/entities for weekly updates) - Support development and set-up of the Recovery Office organizational structure, roles and responsibilities, and governance model with transition plan to a “steady-state” model - Perform internal Recovery Office responsibilities as needed (e.g., facilitating working team meetings, developing tools and templates to track key data, drafting progress updates across state agencies/entities for weekly updates) and onboard Recovery Office staff to take over temporary consultant roles - Develop internal and external communications plans for the Recovery Office with relief program administrators, the general public, and other stakeholders, including activities, milestones, timeline, and interdependencies - Design and develop materials with input from the Recovery Office for state entity and local and tribal government coordination, such as general reference materials on federal relief bills and informational webinars on new programs available for application - Support external communications tools and content development (e.g., public-facing 	<ul style="list-style-type: none"> - Propose working model based on best practices and support execution of centralized and localized coordination between Recovery Office and state agencies/entities to foster greater transparency and management of federal assistance programs (e.g., draft processes to help manage two-way flow of information); Establish tracking and reporting processes, templates, and tools with state agencies/entities, working with the Recovery Office and Witt O’Brien’s; aggregate and analyze data as needed - Propose working model based on best practices and support execution of centralized and localized coordination between Recovery Office and local and tribal governments to foster greater transparency (e.g., identify overlapping programs or funding sources, or other interdependencies, to avoid duplication of benefits and maximize funding); Analyze engagement of local and tribal governments with the state to identify opportunities for focused information sessions, targeted outreach, or other job aides to support them - Support regional collaboration on shared investment priorities, including sessions to present evolving state strategy and capture input on regional investments, share best practices, and discuss key dependencies; analyze local government submissions of COVID recovery plans to understand trends in investment - Develop view of available funding resources, accounting for federal relief funding and 	<ul style="list-style-type: none"> - Conduct an after-action review of the use and administration of CRF funds to inform forward-looking program design based on (e.g.) synthesis of existing data analysis, reports, interviews - Assist internal stakeholders in establishing a project plan to define priorities for State Fiscal Recovery Funds and Capital Project Funds from the American Rescue Plan Act - Manage overall and ongoing process to allocate SFRF (e.g., meeting documents, SFC cover pages) - Draft investment applications, federal plan submissions, performance reports, and financial reports as needed, working closely with the Office of Recovery, Witt O’Brien’s, and other relevant stakeholders - Analyze current state of COVID impacts and recovery in Kansas to build a fact base using (e.g.) data analysis, reports, interviews - Collect input on investment priorities from State stakeholders (e.g., Agencies) and evaluate priorities based on (e.g.,) allowability, alternate funding - Work with the Office of Recovery and Witt O’Brien’s to provide allowability assessments of investment proposals based on federal guidance - Conduct benchmarking and prepare case studies on potential investment ideas using (e.g.) best practices, studies, other state and local government investment plans for COVID relief funds, data analysis, and expert interviews

<p>dashboard and Recovery Office website) to ensure consistency and quality of information</p> <ul style="list-style-type: none"> - Develop regular external communications content, such as press releases and the Recovery Office newsletter, in collaboration with the Recovery Office; report information on federal, state, and local relief program timelines, eligibility, applications, awards, and progress 	<p>documenting allowances and restrictions for use of funds (where relevant)</p> <ul style="list-style-type: none"> - Review relevant legislation (e.g., American Rescue Plan Act, future infrastructure stimulus bill) and subsequent guidance from the federal government on an as-needed basis to interpret implications for the State - Manage internal stakeholder interactions w/ regular meetings, clear objectives across priority workstreams, and processes for identifying and removing barriers and gaps 	<ul style="list-style-type: none"> - Support development of a portfolio of prioritized investment initiatives for discussions with relevant stakeholders - Help establish, support, and facilitate working groups on priority topics with analytics, research, and expertise (e.g., behavioral health, economic revitalization) - Provide ad hoc problem solving across workstreams - Coordinate as-needed support across workstreams to develop content for updates to internal and external stakeholders
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Appendix E – Forward Looking BCG Activities in Support of the RO/ SPARK

Funding Landscape	Project Management	Opportunity Development	Prioritization and Portfolio Development
<p>Federal funding analysis</p> <ul style="list-style-type: none"> - Prepare monthly reports/updates on ~\$28B+ of federal funds - COVID relief, IJA, BBBA or other potential leg. (as applicable), FEMA reimbursement - Summarize allowable uses of other funds vs. SFRF (~50+ programs in ARPA alone) <p>Local government coordination</p> <ul style="list-style-type: none"> - Prepare surveys and analyze data on local government priorities and spend (105 counties, 10 cities, 614 NEUs) - Identify opportunities for state-local match programs - Research promising ideas in other regions <p>State budget process</p> <ul style="list-style-type: none"> - With Division of the Budget and KLRD, track relevant items and discussions for FY23 budget <p>Reporting</p> <ul style="list-style-type: none"> - Synthesize analyses into primers for Advisory Panels and SPARK, including totals by area (spent, obligated, allocated, etc.) - Track SPARK allocations and status of program allocations and spending 	<p>Coordination</p> <ul style="list-style-type: none"> - Create Visio for mapping SPARK process - Track and update timeline, deliverable status, overall process - Help Project Director to set agendas for SPARK EC and other meetings - Prepare materials and talking points for SPARK meetings - Prepare materials and talking points for SFC meetings - Invite experts to different SPARK and Advisory Panel meetings <p>Communications</p> <ul style="list-style-type: none"> - Provide bi-weekly or weekly updates to SPARK (with Project Director) - Contribute to RO GLK memo (every other week) - Identify need/interest in public dashboard & communications; co-develop with WOB, RO - Document SPARK process and decision-making for RO Policies & Procedures manual <p>Implementation</p> <ul style="list-style-type: none"> - Ensure RO has what it needs to start implementation with agencies, e.g., providing detailed information for each approved priority (including evidence-based intervention research, 	<p>General resources</p> <ul style="list-style-type: none"> - Identify and share relevant "general" resources for Advisory Panels - Update fact packs as needed <p>Synthesis of ideas (~200-300 ideas or 50-60 per Advisory Panel)</p> <ul style="list-style-type: none"> - Review ideas on state agency, SPARK, public testimony, unsolicited submission lists; code and group into sub-categories (~200-300 initial inputs) - In collaboration with idea submitters, add / flesh out "new" ideas in sufficient detail to go through filter process (~50-100 "new" inputs) - Prepare detailed (e.g., overview, impact, feasibility) idea templates for ideas that pass initial filter (~50-60 per Advisory Panel) <p>Evidence-based interventions</p> <ul style="list-style-type: none"> - For (treasury) categories of ideas where evidence is required, identify relevant studies, examples for justification (~50%+ of ideas or 100-150) - Identify potential metrics for tracking & reporting on effectiveness or intervention where evidence is not required (~50%+ of ideas or 100-150) 	<p>Scoring assessments</p> <ul style="list-style-type: none"> - Research best practices - how KS and others measure successful programs - Design framework for scoring - criteria, weighting - and identify unique criteria for the different Advisory Panels, as needed to assess different impacts - Develop tool / survey for Advisory Panels to input their individual assessments - Aggregate Advisory Panel inputs and analyze range, variance, mean, median, etc. (~8-10 members * ~50-60 ideas per Advisory Panel) - Generate prioritized list for Advisory Panel review and discussion - Map list on the impact-difficulty matrix (~50-60 ideas per Advisory Panel) - Provide questions and templates, materials to assist with portfolio design <p>Difficulty assessments</p> <ul style="list-style-type: none"> - Work with state entities to assess feasibility of list of opportunities and assign score (~50-60 ideas per Advisory Panel * 1-2 hours per idea = ~50-120 hours per Advisory Panel)

<ul style="list-style-type: none"> - Keep materials up-to-date for SPARK meetings 	<ul style="list-style-type: none"> - tracking & reporting metric recommendations), clarifying SPARK EC stipulations - Support RO with research, best practices, etc. to design effective program that meets SPARK EC objectives 	<p>Initial filter</p> <ul style="list-style-type: none"> - With WOB and RO, apply filter criteria to each idea (allowability, one time vs. ongoing, materiality, existing program, etc.) (~50-60 ideas per Advisory Panel) - Prepare short lists for Advisory Panel review (~25 opportunities per Advisory Panel) <p>Prioritized opportunities</p> <ul style="list-style-type: none"> - Develop supporting materials to explain justification for prioritized opportunities (~25 per Advisory Panel) - Work in collaboration with Advisory Panel members, idea submitters, and potential implementing entities (~5-10 hours per opportunity = ~125-250 hours per Advisory Panel) 	<p>Cross-Advisory Panel priority integration</p> <ul style="list-style-type: none"> - Combine each Advisory Panel's outputs into one long list for SPARK - Support Project Director with calibrating scoring across Advisory Panels (e.g., compare average and median, variance in different lists; look at proportion of priorities in each 2x2 tier) <p>Portfolio design</p> <ul style="list-style-type: none"> - Construct portfolio in two ways: (1) based on Advisory Panel recommendations of high/medium/low scenario and (2) based on integrated list - Compare recommendations under (1) and (2); conduct rigor test and iterate with Advisory Panels as needed to make changes - Create relevant materials for SPARK
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Appendix F – WOB Activities in Support of the RO/ SPARK

Project Management	Compliance, Reporting and Audit	Technical Assistance & Program Design
<p>Organization and Coordination</p> <ul style="list-style-type: none"> - Provide senior and executive leadership support for the Governor's Office, SPARK Committee, and Office of Recovery (RO) leadership - Provide coordination with Strategy / Communications and Planning efforts supported by BCG <p>Fiscal, Grant Management and/or Data Management Staff Augmentation</p> <ul style="list-style-type: none"> - Provide staff augmentation services to assigned State agencies on an as needed basis for Fiscal capacity building, surge support, grant management and administration, data management or administrative support 	<p>Legislative and Funding Initiative Tracking</p> <ul style="list-style-type: none"> - Provide centralized tracking for COVID-19 legislation, funding opportunities and funding received by the State of Kansas (when available) - Provide centralized resource for program or funding initiative guidance as updated including allowability and eligibility assessments <p>Agency Compliance Support</p> <ul style="list-style-type: none"> - Closely coordinate with the Office of Accounts & Reports (OAR), and the central RO to provide technical assistance and overall compliance support, monitoring and guidance to key state agencies responsible for administering program funds - Evaluate reports from state agencies for cost allowability trends or patterns and advise OAR of any associated compliance considerations or concerns - Perform compliance and reporting activities as directed by State and/or assigned agency or entity <p>Financial and Metric Reporting; Data Analysis</p> <ul style="list-style-type: none"> - Support federally mandated quarterly OIG reporting for ARPA State Fiscal Recovery Fund use - Coordinate with various stakeholder agencies to develop and deploy a centralized reporting standard and data collection method for financial and metric data associated with the use of ARPA State Fiscal Recovery Funds 	<p>Agency Coordination and Technical Assistance Support</p> <ul style="list-style-type: none"> - Support state agency efforts throughout the subaward lifecycle from program creation through closeout - Integrate grants management best practices around subrecipient risk assessment, monitoring, and waste, fraud, and abuse prevention - Facilitate program assessment including the establishment of output and outcome measures - Integrate documentation and compliance fundamentals proactively into the grant implementation - Provide a consistent conduit for centralized information gathering between the RO and assigned agencies <p>Local Government Technical Assistance Support</p> <ul style="list-style-type: none"> - Closely coordinate with RO Local Government Coordinators to support Counties, Cities and other Kansas ARPA Local Fiscal Recovery Fund direct recipients with Local and State collaboration and federal funding use optimization - Support Kansas ARPA Local Fiscal Recovery Fund direct recipients such as counties, cities, and non-entitlement jurisdictions with regular program information, guideline interpretation updates, training webinar series, reporting tool development, association coordination, best practices materials, tools and templates - Contribute to a centralized information hub for Kansas ARPA Local Fiscal Recovery Fund

	<ul style="list-style-type: none"> - Provide ad-hoc analysis on ARPA funding by State agencies or in aggregate - Support dashboard development and regular data feeds within defined categories for ARPA State Fiscal Recovery Funds <p><i>CRF Closeout Support through Summer 2022</i></p> <ul style="list-style-type: none"> - Continue to provide support to the Recovery Office for CRF closeout activities 	<p>recipients via an e211 Frequent Asked Questions website and question submission system; provide technical responses to questions submitted directly and publish in FAQ for broader consumption</p> <p><i>Strategic Planning Development – including programs deployed by Kansas Housing Resource Center, Kansas Department of Health and Environment, and the Kansas Department of Commerce</i></p> <ul style="list-style-type: none"> - Provide analysis, assessment, and plan development support services - Facilitate stakeholder coordination for assessment and analysis - Develop technical framework - Support implementation of plan development
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