

## Recommendations Related to Enhancing CDC Support to STLTs

Themes / Sub-Themes	Source of Recommendation				
	2008 ASTHO	2009 Partner Services Workgroup	STLT Workgroup of the Advisory Committee to the CDC Director	OSTLTS Transformation Project	NPHII Information Management Assessment
<b>Business Processes &amp; Practices</b>					
1. Standardize the following:					
▫ Work plan templates					✓
▫ No-cost extensions / budget modifications	✓				
▫ Data and reporting elements requirements	✓				
▫ Minimum lead time for preparing applications	✓				
▫ Applications, invoicing and reporting	✓				
▫ Maintenance of effort	✓				
2. Reduce variations in “rule interpretations”	✓				
3. Collect evaluation KPIs with progress report					✓
4. Define corrective action plan components and criteria for status removed					✓
5. Define criteria for assigning the appropriate monitoring activities and resources to a grantee					✓
<b>FOAs and Guidance Documents</b>					
1. Determine inconsistencies in guidance provided by similar federal programs				✓	
2. Examine requirements of grants programs across CDC to identify potential synergies and reduce duplication				✓	
3. Standardize or simplify project period / budget period start dates	✓				
4. Reduce degree of detail [required for] budget submissions	✓				
5. Develop consistent, cross-CDC guidance to balance use of process and outcome measures			✓		
6. Break down silos amongst internal CDC grants management systems				✓	
7. Encourage more strategic focus on achieving public health system enterprise objectives			✓		
8. Support PHAB accreditation as beneficial measure of infrastructure development			✓	✓	
9. Evaluate administrative burden of grants management on both CDC and STLT staff and explore process improvement solutions				✓	

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<b>Funding</b>					
1. Explore integration of funding streams, programs and performance measures					
2. Establish enterprise-wide consistent principles related to cooperative agreement approach.					
3. Better define and fund both program-related and agency wide infrastructure costs			✓		
4. Enable funding and coordination of linked and common activities across multiple grants			✓		
5. Encourage new cross jurisdictional approaches with unified funding			✓		
6. Create incentives and enable use of grant funds to attack causal/social determinants			✓		
7. Evaluate feasibility and grant awards that are bundled or integrated			✓		
8. Consistent and more flexible carry over policy	✓				
<b>Plans and Strategies</b>					
1. Develop and implement a comprehensive recruitment strategy		✓	✓		
2. Implement a Communications Plan that supports the provision of timely and effective TA, clear policies, and priorities		✓			
3. Develop continuity/succession plans and create knowledge transfer processes				✓	
<b>Competencies</b>					
1. Develop a functional competency model for project officers and program consultant positions		✓			
2. Increase knowledge of the complex public health landscape				✓	
3. [Ensure] project officers have expertise in both grants management and technical assistance.			✓		
4. Define expectations and criteria of a successful working relationship between STLTs and CDC				✓	

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<b>Workforce Development</b>					
1. Develop a mandatory training course / certificate program for all project officers and program consultants		✓			
2. Standardize project officer's training programs / Use the project officer and program consultant functional competency model as a guide		✓		✓	
3. Establish a mentoring program for project officers and program consultants		✓			
4. Institute a "State of the Union" type event annually		✓			
<b>Training and Information</b>					
1. Provide customized grants and performance management trainings that meet the diverse cultures and needs of tribes and territories				✓	
2. Launch educational workshops and seminars to STLTs on emerging federal trends and issues				✓	
3. Develop tutorials; CBT; directories and educational materials for STLTs that provide information about CDC's structure, resources, and how CDC conducts business as a federal agency.				✓	
<b>Collaboration and Stakeholder Engagement</b>					
1. Consistently offer grantees access to programmatic expertise using external stakeholder organizations and contractors			✓		
2. Seek meaningful input of STLTs in matters of significance			✓		
3. Support a more interactive process at the start of a cooperative agreement			✓		
4. Work with HHS to determine strategies for greater flexibility to award funds for joint CDC / STLT-defined deliverables			✓		
<b>Policy</b>					
1. Balance use of effective, empirical criteria with respect for community developed, culturally oriented best practices and innovative approaches			✓		

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<b>Program Improvement Focus</b>					
1.[Provide/Ensure] greater stability, reliability and engagement of the project officers as a means to improve services to the states and overall project performance and impact	✓				
2.Prioritize working with grantees in continuous improvement of program effectiveness			✓		
<b>Communication</b>					
1.Develop standard communication plan and disseminate across officers...				✓	
2.Establish a policy that directs every program to dedicate a section of their program website homepage to provide current and relevant information related to FOAs, cooperative agreements, FAQs, etc.		✓			
3.Implement a new mechanism for quickly resolving questions about expenditures without fault or penalty			✓		
4.Establish and maintain an agency wide portal specific to program consultants and project officers		✓			
<b>Evaluation and Monitoring Activities</b>					
1.Conduct an agency wide assessment ... that will improve access to training for project officers and program consultants		✓			
2.Implement internal and external evaluation mechanisms to assess return on investment...		✓			
3.Evaluate interactions between CDC and STLTs				✓	
4.Launch yearly customer satisfaction and pulse check surveys with STLTs and NPOs ...				✓	✓
5.Conduct an assessment of every program's existing communication policies and practices		✓			
6.Analyze grant improvement initiatives identified by the organizational issues Committee and the Business Services Improvement Project				✓	
7.Evaluate administrative burden of grants management on both CDC and STLT staff				✓	
8.Report on TA request activity to monitor trends and identify group TA/training opportunities					✓