



DoC Information Technology Review Board

Grants Online

Post-Implementation Review

September 27, 2006



Agenda



- Introduction
- Basis for Investment
- Project Management
- Risk Management
- IT Security
- Architectural Compliance
- Administrative/Departmental Goals and Initiatives



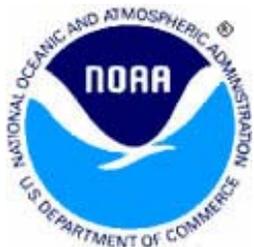
Introduction

- Annually, NOAA awards approximately \$1 Billion in grants
- Project Goals:
 - To have a single unified electronic grant processing and administration solution
 - To provide NOAA with a direct interface to *Grants.gov* and ensure Public Law 106/107 compliance
 - To provide NOAA corporate standard business processes that contribute to a more efficient and effective use of Grants Management resources
 - To benefit a “Corporate” NOAA by:
 - Reducing effort and time involved in the grants process
 - Allowing Program Managers to focus on results
 - Enabling Administrative staff to devote their time to rigorous cost and technical analysis of grants



Introduction

- Prior to Grants Online:
 - NOAA had multiple disparate grant systems
 - No standard business rules were used within the NOAA Grant process
 - Consolidated, accurate, and auditable point of NOAA grant information was unavailable
 - Slow and labor intensive grant award and review procedures
 - Grants Management Division (GMD) expended thousands of labor-days per year on paper intensive grant administration
 - Thousands of hours spent manually entering data into diverse grant systems



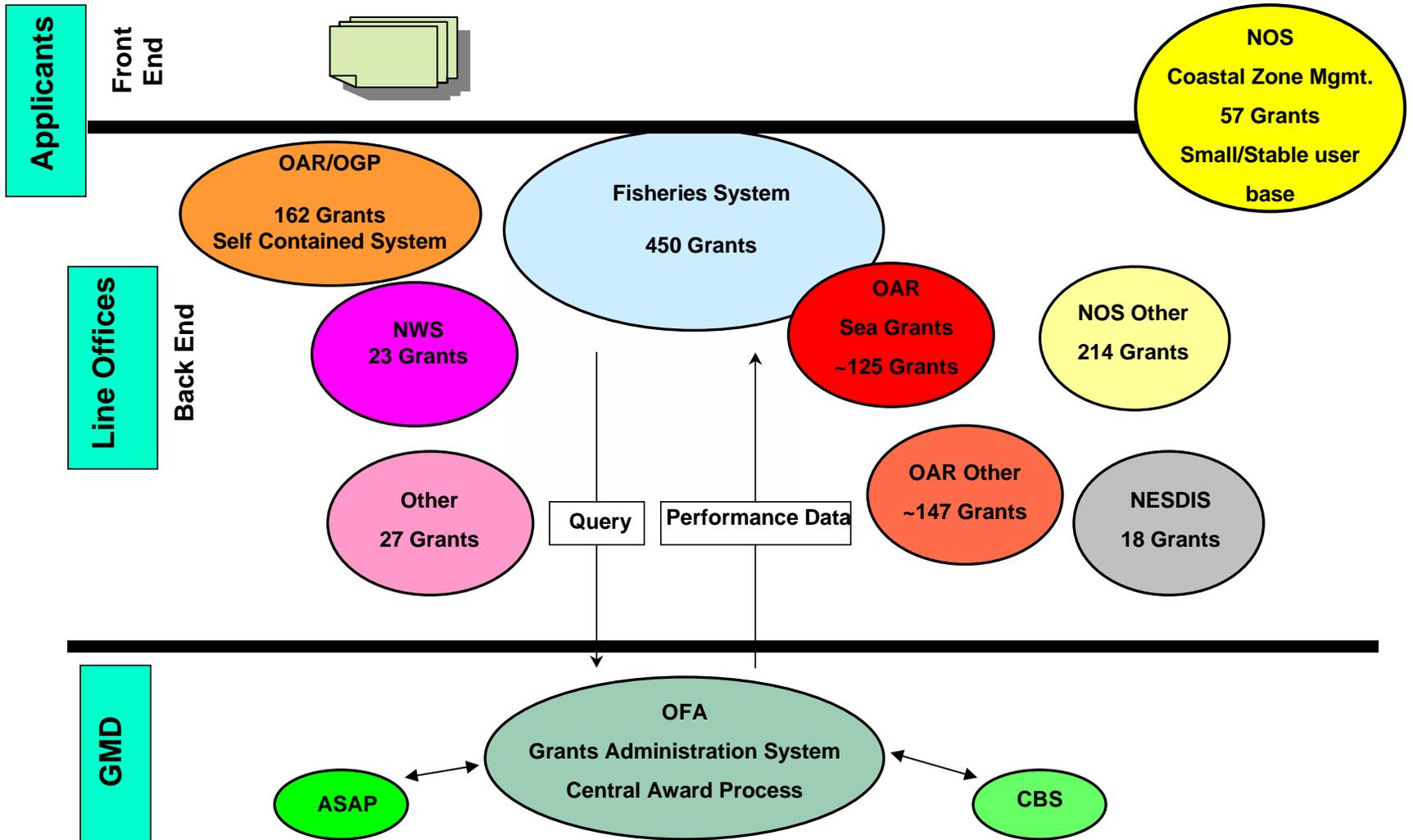
Introduction

(\$M):	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12
<i>CAPABILITY:</i>							
Current Program	1.600	0.900	0.900	0.900	0.900	0.900	0.900
Current IT Resources	1.600	0.900	0.900	0.900	0.900	0.900	0.900
Program IT Total	1.600	0.900	0.900	0.900	0.900	0.900	0.900
<i>IT COMPONENTS:</i>	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12
Hardware	0.000	0.000	0.050	0.025	0.050	0.000	0.000
COTS Software	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Support Services (e.g. Software, Maint)	1.570	0.870	0.870	0.870	0.870	0.870	0.870
Telecommunications	0.000	0.000	0.000	0.000	0.000	0.000	0.000
IT Security	0.030	0.030	0.030	0.030	0.030	0.030	0.030
IT Training	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Common Services (e.g. Help Desk)	0.000	0.000	0.000	0.000	0.000	0.000	0.000
FTE Costs	0.600	0.600	0.600	0.480	0.480	0.480	0.480
IT Component Total	2.200	1.500	1.550	1.405	1.430	1.380	1.380



Basis for Investment

Prior to Grants Online





Basis for Investment

NOAA's IT/Mail Process Slow and Labor-Intensive

IT Processing
Overhead per
Grant...

+5 days

+1 day

+5 days

+5 days

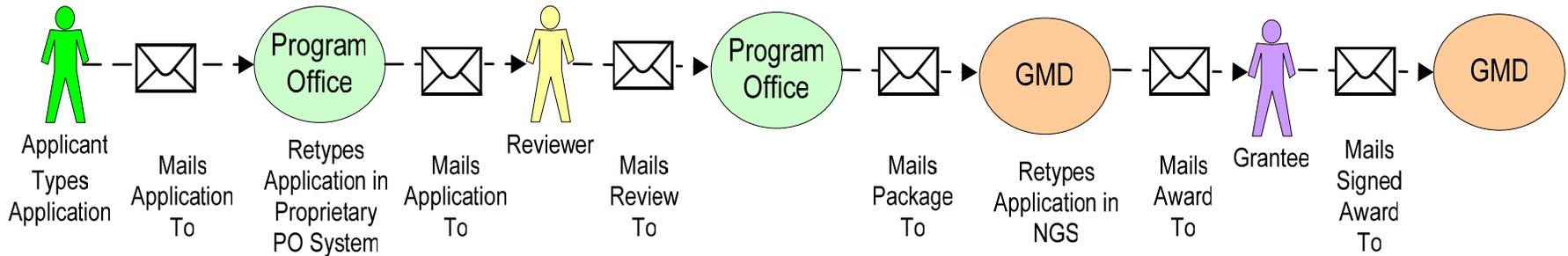
+5 days

+1.2 days

+5 days

+5 days

... = 32.2 days



Corporate
NOAA IT
Labor Effort...

Program Offices
5.25 hrs per application x 1500 applications
= 975 labor days/year

+

Grants Management Division
12 hrs per application x 1500 applications
= 2,250 labor days/year

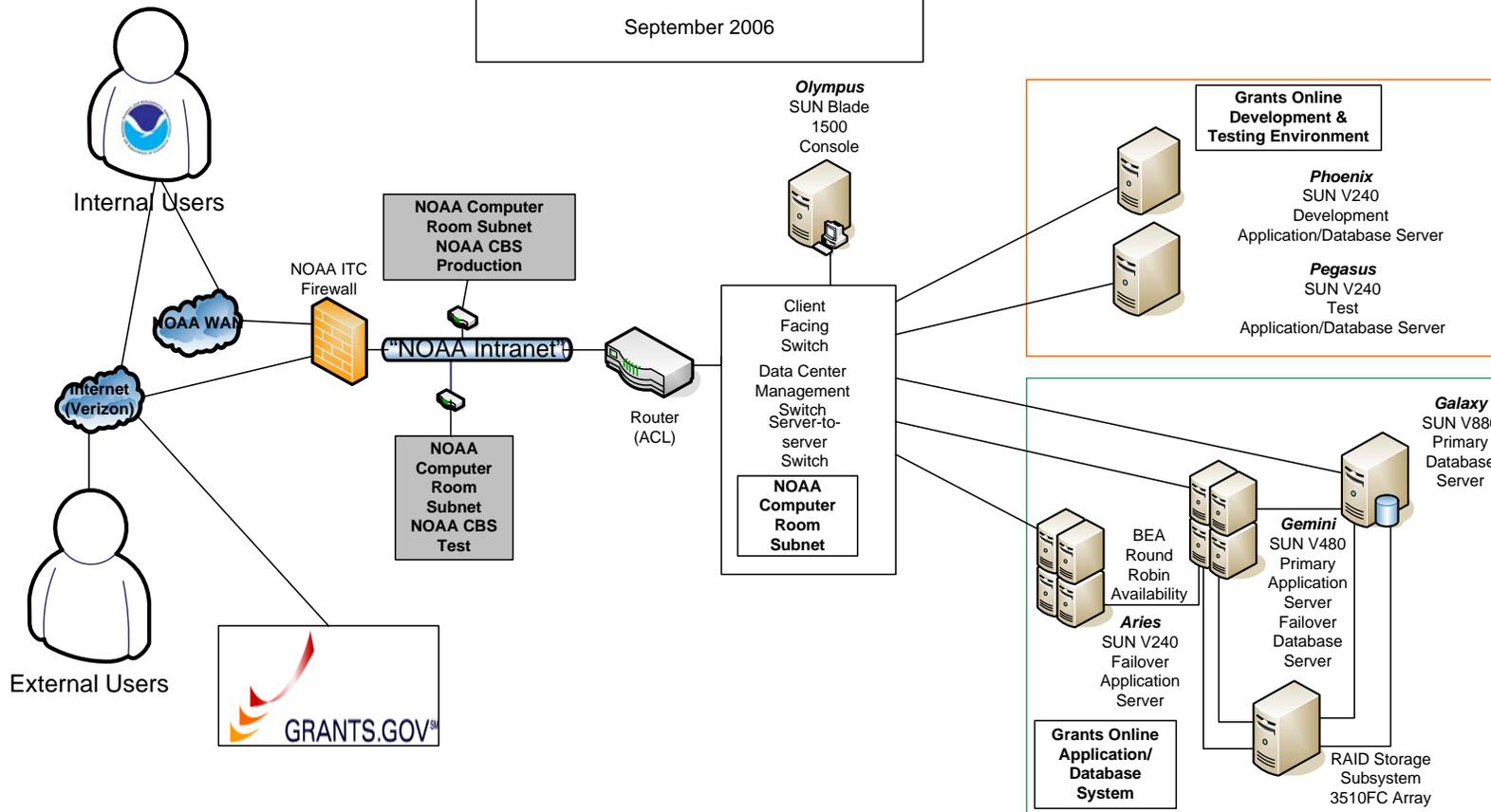
... = 3,225 labor days/year



Basis for Investment

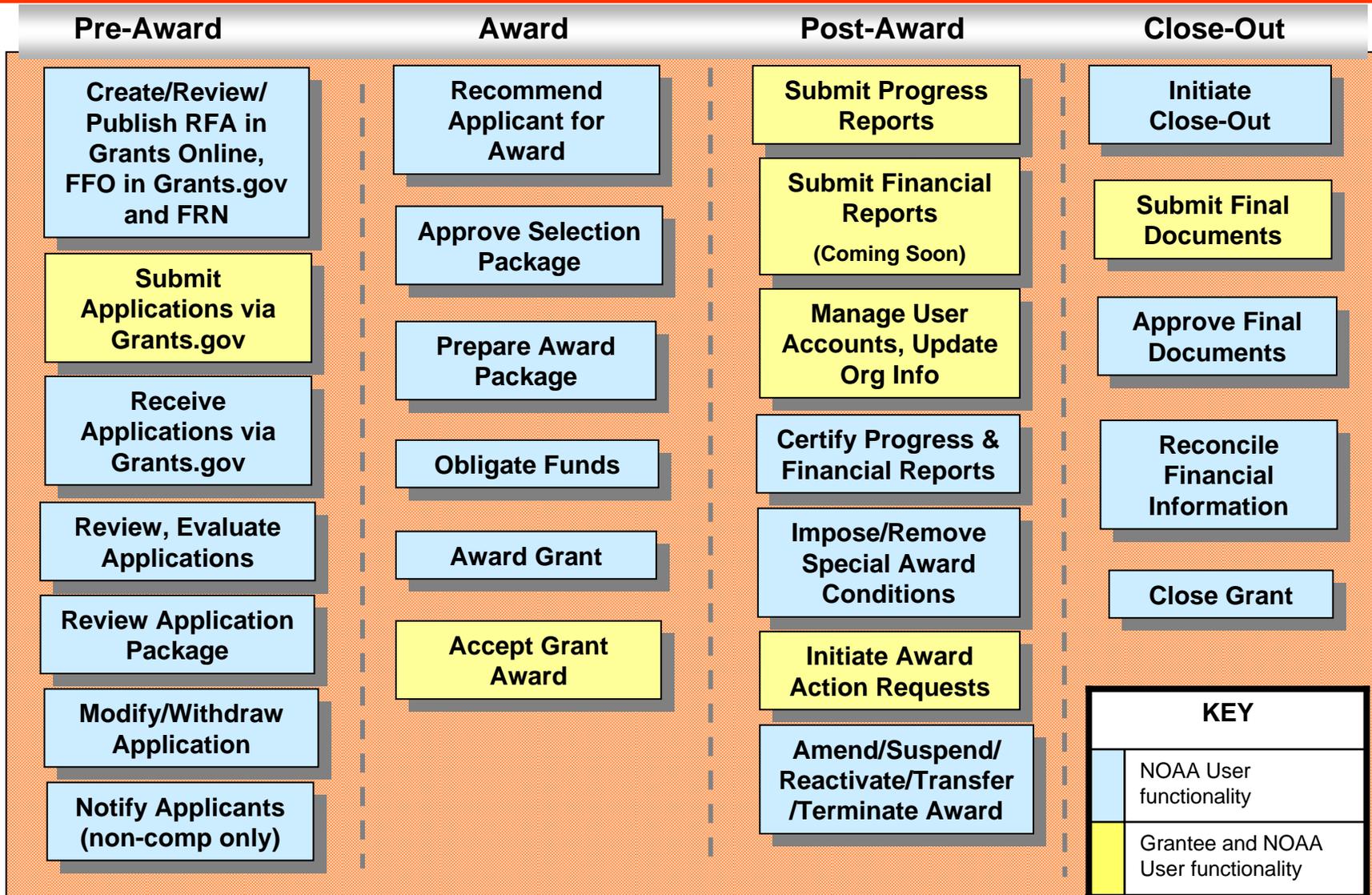


**System Architecture Diagram
Grants Online (GOL) NOAA1105**
September 2006





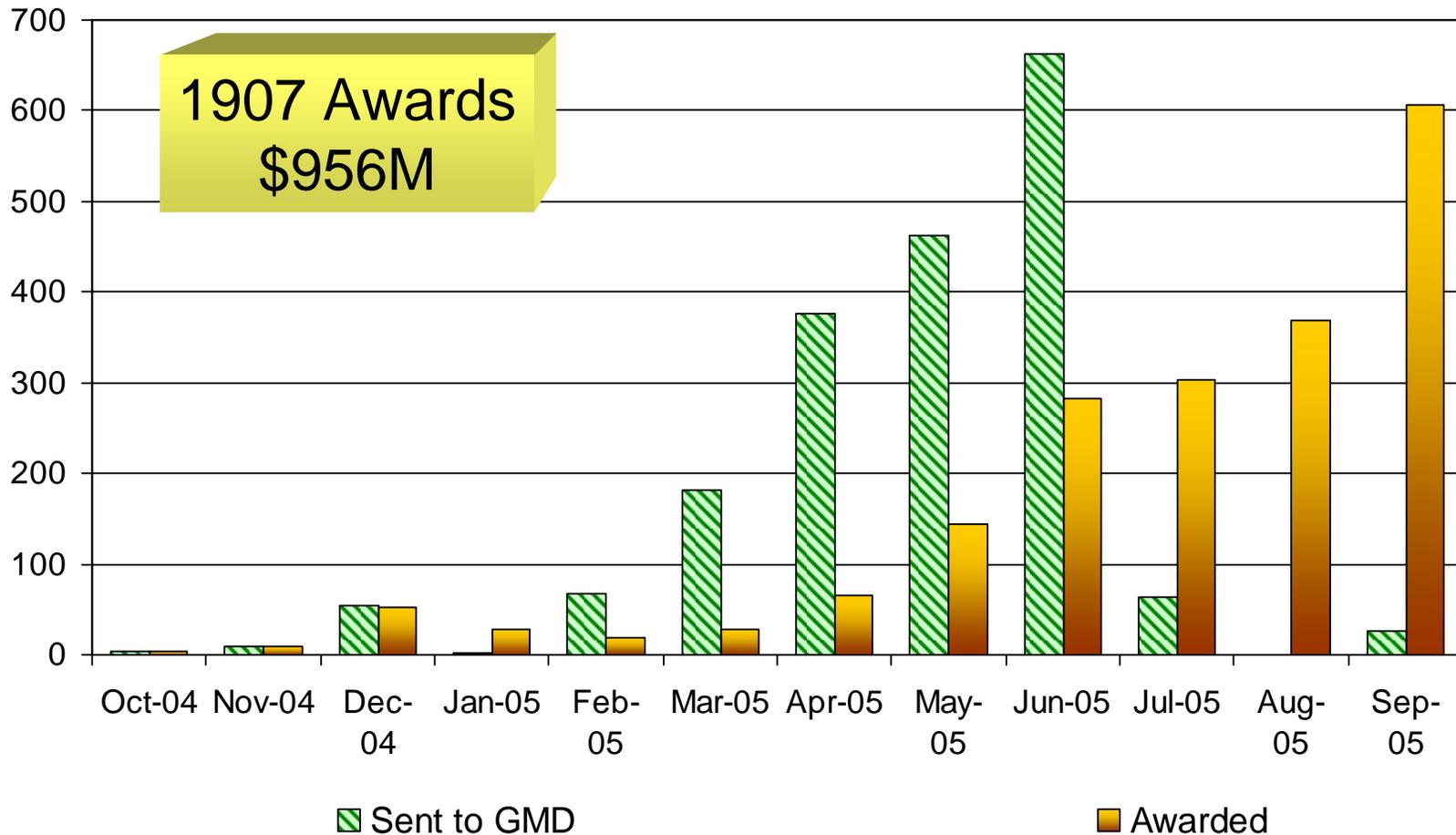
Basis for Investment





Basis for Investment

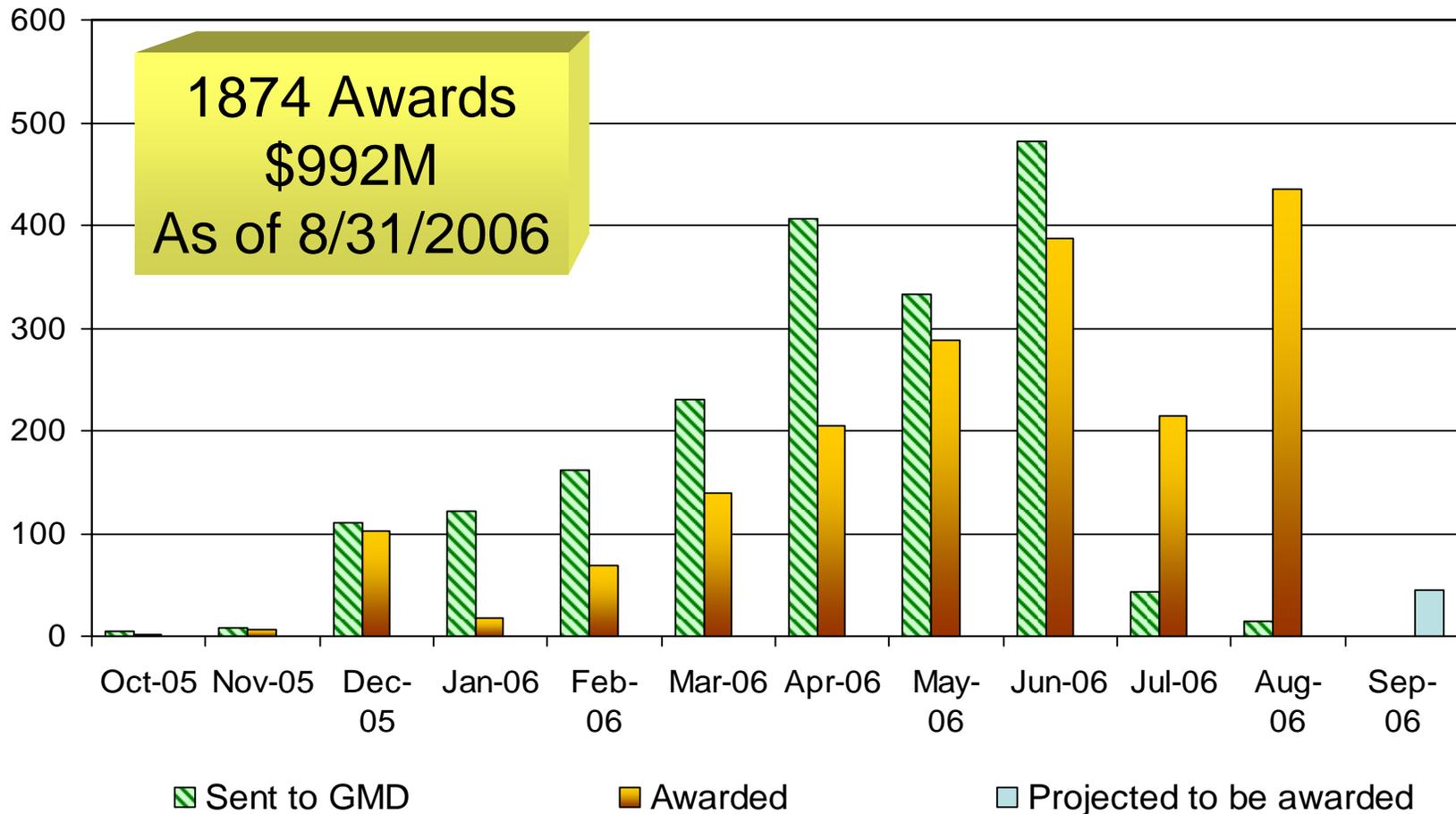
FY2005 Grants Workload





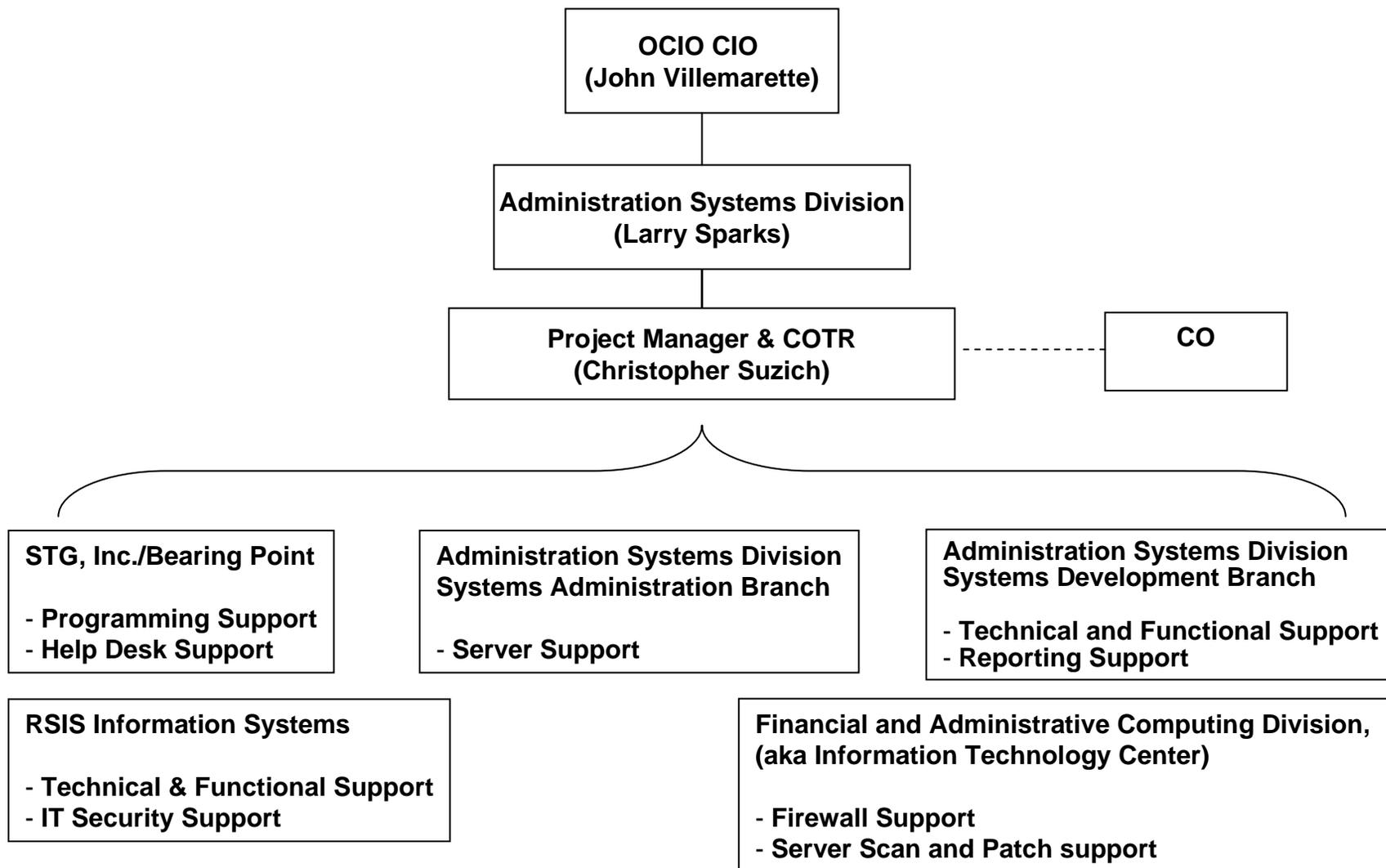
Basis for Investment

FY2006 Grants Workload





Project Management





Project Management



Contractor Support

- Awarded to STG, Inc./Bearing Point August 2003
 - DoC COMMITS contract vehicle
 - Firm Fixed Price
 - Currently in O&M Phase



Project Management



Significant Milestones

- Grants Online primary contract awarded, August 2003
- Grants Online Go-Live – January 2005 (internal)
- Grants Online-Data Warehouse link established to improve performance significantly
- Grantee Deployment completed – August 2006 (external)



Project Management



Grants Online Operations & Maintenance

- System Availability – 24 hours/day, 7 days/week (except for scheduled maintenance)
- Grants Online is kept up-to-date with federal assistance policies and mandates
- Regularly scheduled Grants Online releases to address defects and enhancements; critical fixes within 48 hours

On-Going Training

- Recorded training sessions available via Internet (WebEx) 24 hours/day, 7 days/week
- Electronic end user training guides
- Quarterly hands-on training for new and experienced users

Grants Online Help Desk

- Grants Online support available from 9am-5pm ET, Monday-Friday
- System Change Requests (SCR), including enhancement requests and defects, are captured and addressed by the Change Control Board (CCB)

New
FAQs

Analysis of High
Frequency Issues

SCRs
for
CCB
Review



Project Management



Grantee Rollout

- NOAA recently completed the deployment of Grants Online to all external users (grantees/recipients). This effort coincided with a comprehensive scrub of NOAA Grants data.
- This effort began in September 2005 and was accomplished in an orderly fashion over the following eleven months (ahead of schedule).
- 800 grantees are now able to use the Grants Online system to manage their awards. Grants Online has recorded over 14,000 grantee logins since September 2005.



Project Management



- **Lessons Learned**

- The Firm Fixed Price (FFP) Contract removed risk from NOAA and placed it with the contractor. The FFP contract type provided significant value to the Government.
- For obvious reasons, an IT system must be technically strong and stable. However, an experienced Help Desk dedicated to service Grants Online users also has been a critical element of success.
- During the grantee deployment, hundreds of grantees participated in the monthly Grantee Welcome Conference Calls. This training/outreach proved valuable in reducing grantee confusion and limiting Help Desk calls.
- Extensive outreach, as well as acceptance and endorsement of the approach, by NOAA's individual grant program offices and specialists, was essential
- NOAA planned its vision of Grants Online before the prime contract was awarded
- A large amount of functionality was captured early in business and system use cases using RUP software architecture
- Pre-contract-award work by the NOAA PMO expedited development and helped reduce risk
- Contractor performance and payments were based on the "milestone completed" approach using a simple schedule of variance
- The value of EVM as an early-warning signal was demonstrated
- A strong partnership between the client and contractor contributed to early problem recognition
- A contingency reserve was built into the BCWS



Project Management



- Grants Online can handle all of NOAA's grants/cooperative agreements (competitive, non-competitive, Congressional earmark, institutional, formula) comprehensively and efficiently.
- Grants Online has proven to be a successful workflow system solution to address all of NOAA's grant processes.



Project Management



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Performance Parameters

Gradually deploy 800 grantees onto the Grants Online system and smoothly integrate these external users into the system.

<u>Requirement</u>	<u>Threshold</u>	<u>Actual</u>	<u>Variance</u>
Deploy External Users	Sept 2006	Aug 2006	N/A

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Schedule (FY)

Operations & Maintenance

Grants Online software release 2.9: Aug 15, 2006

Grants Online software release 2.10: Sept 30, 2006

Grants Online software release 2.11: Nov 15, 2006 (FRN/FFO focus)

Grants Online software release 2.12: Dec 30, 2006 (FFR focus)

Grants Online software release 2.13: Feb 15, 2006

Transition to new contract in March 2007

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Key Issues/Risks

- Determine if Grants Online will serve as a Grants Management Line of Business Center of Excellence
 - OMB to make determination in Oct/Nov 2006
- Prepare for smooth transition from current contractor support given contract expiration February 2007
- FY07-FY12 Funding

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Budget/Funding (\$M FY06 PB)

\$ Millions	FY06	FY07	FY08	FY09	FY10	FY11	Total FY05 -10
Operations & Maintenance	1.6	.9	.9	.9	.9	.9	6.1



Project Management - EVMS



- An article detailing Grants Online and its comprehensive and excellent use of Earned Value Management during the development cycle was written in January 2006 by industry Research leader Gartner Group:

*“The use of EVM as an early-warning management tool was clearly demonstrated during project implementation. In October 2004, as a direct result of EV forecasts, the PMO took proactive corrective actions on the project, involving a re-baselining of cost, schedule and performance metrics. As early as four months into the contract, the cost and schedule performance index fell below 0.9 (signaling concern), threatening the targeted delivery date of December 2004 and prompting further investigation into factors causing the variances. The culprits were two-fold: 1) more realistic, within-scope details were coming out of the low-level design sessions; and 2) software releases surrounding each iteration were taking longer than expected. A decision was reached to merge certain software iterations that were similar in functionality, thereby reducing cycle times needed between each major release. Additionally, data migration plans were altered to address legacy systems containing the largest volumes of legacy data first. **This enabled the project to stay within acceptable variances, and a controlled rollout was started in December 2004, with full deployment realized in January 2005.**”*



Risk Management

Grants Online Project Risks

On August 25, 2006 DoC recommended Grants Online to OMB as a Grants Management Line of Business (GMLoB). If approved by OMB later this calendar year, Grants Online will expand to service all remaining DoC grant-making Bureaus in addition to at least one other Federal Agency.

If Grants Online is not approved as a GMLoB, the Department must align with a designated GMLoB Center of Excellence; there are currently 3: U.S. Department of Education, U.S. Department of Health & Human Services (Administration for Children and Families) and U.S. National Science Foundation.

Expected GMLoB implementation will be completed by FY 2012.



IT Security



- NOAA System ID: 1105
- Rigorous network security and scanning
- Centralized firewall management
- Well defined and controlled system boundary
- Similar to systems like Quickhire, Grants Online adheres to the DoC policy for Departmental systems that are accessible by non-federal users (e.g., user warning banner, mandatory password changes, automatic user time-out)
- Grants Online certification and accreditation nearly complete. This includes an updated security plan, risk assessment, and other necessary documentation.



Architectural Compliance



- Collaboration on Achieving Enterprise Solutions
 - Grants Online Aligns with NOAA's Strategic Plan for Organizational Excellence
- Reuse
 - Grants Online utilizes Grants.gov's front-end "find and apply" functionality. In fact, in December 2003, Grants Online became the first federal agency to receive a Grants.gov application.
 - Grants Online also benefits from the economies of scale at the NOAA Information Technology Center
- Standards
 - Complies with statutory requirements
 - Information Quality (§ 515) and Accessibility (§ 508)
 - Government Paperwork Elimination Act (GPEA)
 - Computer Security Act/Government Information Security Act



Administration/Department Goals and Initiatives



- Grants Online directly contributes to the Department's Management Integration Goal and its performance measure of "Transactions converted to electronic format."
- Grants Online directly contributes to the Department's Strategic Goal to "Observe, protect, and manage the Earth's resources to promote environmental stewardship."
- Grants Online provides critical support for NOAA's mission by establishing direct lines of accountability with:
 - Program Managers
 - Grants Administrative Staff
 - External Customers