



MISSOURI DEPARTMENT OF  
**HEALTH &**  
**SENIOR SERVICES**

# Subrecipient Training

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# Subrecipient Information

**Marcia Mahaney,  
Director of Administration**

- What does it mean to be a Subrecipient?
  - Definitions
  - Determinations
  - Requirements
  - Special Conditions
  - Allowable and Unallowable Costs
  - Document Retention
  - Invoicing
  - Annual Financial Report
- Uniform Grant Guidance Reference Review
- Grant Monitoring Expectations

## 2 CFR 200.1 Definitions

**(a) *Subrecipients*** means an entity, usually but not limited to non-Federal entities, that receives a subaward from a pass-through entity to carry out part of a Federal award; but does not include an individual that is a beneficiary of such award. A subrecipient may also be a recipient of other Federal awards directly from a Federal awarding agency.

**(b) *Subaward*** means an award provided by a pass-through entity to a subrecipient for the subrecipient to carry out part of a Federal award received by the pass-through entity. It does not include payments to a contractor or payments to an individual that is a beneficiary of a Federal program. A subaward may be provided through any form of legal agreement, including an agreement that the pass-through entity considers a contract.

## **1. 2 CFR 200.331 Subrecipient and Contractor Determinations**

(a) ***Subrecipients.*** A subaward is for the purpose of carrying out a portion of a Federal award and creates a Federal assistance relationship with the subrecipient. See definition for *Subaward* in [§ 200.1 of this part](#). Characteristics which support the classification of the non-Federal entity as a subrecipient include when the non-Federal entity:

- 1) Determines who is eligible to receive what Federal assistance.
- 2) Has its performance measured in relation to whether objectives of a federal program were met.
- 3) Has responsibility for programmatic decision-making.
- 4) Is responsible for adherence to applicable Federal program requirements specified in the Federal award; and
- 5) In accordance with its agreement, uses the Federal funds to carry out a program for a public purpose specified in authorizing statute, as opposed to providing goods or services for the benefit of the pass-through entity.

## **Required Information**

Agreement with the subrecipient that outlines eligible costs, termination terms, record retention, accessibility of records and audits. In addition to creating an agreement with grant specific terms, required information must be explicitly communicated to the subrecipients in the agreement with the subrecipient, per **2 CFR 200.332**, including:

- 1) Subrecipient's name (must match the name associated with the SAM.gov registration)
- 2) Subrecipient's unique entity identifier
- 3) Federal Award Identification Number (for federal funds)
- 4) Federal award date to DCEO (for Federal funds)
- 5) Subrecipient's period of performance (start and end date)
- 6) Subrecipient's budget period (start and end date)
- 7) Amount of funds obligated to subrecipient
- 8) Total amount of funds obligated to the subrecipient, including the current financial obligation (this is if there will be additional funds in future years)
- 9) Total amount of funds committed to subrecipient
- 10) Award project description, as required to be responsive to the Federal Funding Accountability and Transparency Act (FFATA), for awards over \$30,000: Compliance with Federal Funding Accountability and Transparency Act of 2006.(for Federal funds)
- 11) Name of federal awarding agency (for Federal funds)
- 12) Name of subrecipient
- 13) Contact information for awarding official of the grantee
- 14) Federal assistance listing number (for Federal funds)
- 15) Federal assistance listing title (for Federal funds)
- 16) Identification whether the award is for Research and Development
- 17) Indirect cost rate being utilized for the award. Evaluate Subrecipient's risk of noncompliance with the program.

## **Grant Specific Requirements**

- 1) Purpose
- 2) Definitions
- 3) Deliverables and Outcomes
- 4) Reports
- 5) Budget and Allowable Costs
- 6) Invoicing and Payment



## **Contract Document Attachment B- Subrecipient Special Conditions**

DHSS utilizes a contract attachment to notify subrecipients of pertinent requirements under the federal grant funding. Corresponding grant guidance is also referenced for further details. See Attachment B of the contract.

Information included in the Attachment:

- 1) The Department of Health and Senior Services has determined that this contract is subrecipient in nature as defined in the 2 CFR § 200.331. To the extent that this contract involves the use, in whole or in part, of federal funds, the Contractor shall comply with the following special conditions.
  - 1.1) The Contractor shall comply with all applicable implementing regulations, and all other laws, regulations and policies authorizing or governing the use of any federal funds paid to the Contractor through this contract. The Contractor shall ensure compliance with U.S. statutory and public policy requirements, including but not limited to, those protecting public welfare, the environment, and prohibiting discrimination. See the Federal Agency's Notice of Grant Award at <https://health.mo.gov/information/contractorresources/> for the terms and conditions of the federal award(s) governing this contract. Refer to the Contract Funding Source(s) report enclosed with the contract for a listing of the applicable federal award numbers.
  - 1.2) In performing its responsibilities under this contract, the Contractor shall fully comply with the Office of Management and Budget (OMB) Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards (2 CFR Part 200, as applicable, including any subsequent amendments.



- 1.3) The Contractor shall send audit reports, other than their Single Audit Report, to the Department of Health and Senior Services, Division of Administration, P.O. Box 570, Jefferson City, MO 65102 each contract year. If a Single Audit is required, the Contractor must submit the Single Audit Report according to 2 CFR § 200.512. The Contractor shall return to the Department any funds disallowed in an audit of this contract.
- 1.4) The Contractor shall comply with the public policy requirements as specified in the Department of Health and Human Services (HHS) Grants Policy Statement which is incorporated herein as if fully set forth.  
<http://www.hhs.gov/sites/default/files/grants/grants/policies-regulations/hhsgps107.pdf>
- 1.5) The Contractor shall be responsible for any disallowances, questioned costs, or other items, including interest, not allowed under the federal award or this contract. The Contractor shall return to the Department any funds disallowed within ninety days of notification by the Department to return such funds.

## **Allowable and Unallowable Costs**

An allowable cost is a cost that can be paid by your contract or grant. A cost is allowable only if: The cost is reasonable; it reflects what a prudent person might pay under the same or similar circumstances. The cost is allocable; the contract or grant that paid the expense benefits from it.

Costs must also be:

- 1) net of any credits, discounts, or rebates,
- 2) incurred consistently with policies across the organization,
- 3) documented, and
- 4) incurred during the budget period.

**General Allowable Costs- (may require pre-approval, see 2 CFR 200.407 and contract packet)**

- 1) Salaries
- 2) Fringe
- 3) Equipment
- 4) Agency Provided Food
- 5) Travel
- 6) Conferences
- 7) Maintenance (may be indirect)
- 8) Supplies
- 9) Professional Services
- 10) Printing
- 11) Recruiting
- 12) Telecommunication
- 13) Training

## **General Unallowable Costs- (may be exceptions)**

- 1) Costs of advertising and public relations designed solely to promote the non-Federal entity.
- 2) Costs of promotional items and memorabilia, including models, gifts, and souvenirs
- 3) Contributions and Donations
- 4) Entertainment
- 5) Alcohol
- 6) Lobbying

## **Questions on determining if a cost is allowable?**

The program contact information is included in contract packets.

## **2 CFR 200.403 and 200.412 - .415 Indirect costs**

Indirect costs are those that have been incurred for common or joint purposes. These costs benefit more than one cost objective and cannot be readily identified to a particular objective without extensive effort. They generally include such functions as:

- 1) Human resources
- 2) Legal
- 3) Director's Office/Executive Offices
- 4) Accounting
- 5) Building costs (janitorial, rent, utilities, etc.)
- 6) Administrative salaries

An organization's policies and procedures should identify the types of indirect costs and be applied consistently across all funding sources. If the cost is part of overhead or administrative for federal, then it must be treated the same for non-federal. Consistent treatment of costs is important for invoicing and documentation.

## **2 CFR 200.334 Document Retention**

Source documentation must be maintained for audit purposes. Federal requirements are 3 years from final expenditure report submission or resolution of all litigation, claim, or audit started before the 3-year expiration. However, some contracts may require a longer retention period due to specific grant requirements. Electronic records that cannot be altered are acceptable.

If your policy for document retention period is longer, continue to follow that policy. Records must be made available to the federal awarding agency, Inspectors General, Comptroller General of the United States, pass-through entity (DHSS), or any of their authorized representatives.

### **Supplement, not supplant**

Some federal grants include requirements for level of effort and not supplanting, or replacing, other funds currently utilized for activities, i.e., the local funds cannot be shifted to other activities simply because of the receipt of federal funds for the same objectives/activities.

For example, an organization has an existing program for temporary shelters. The organization receives a grant to fund this same activity and moves current funding to another purpose. In this case, the organization has supplanted the local funding with federal funds. This is an unallowable use of federal funding.

## **Invoicing**

Please submit invoices the month after expenditures are incurred or based on the submission deadlines as noted in the contract. This allows for time to:

- 1) follow up on any questions prior to the end of the contract period,
- 2) identifying early where reallocations may be needed as well as potential contract amendments, and
- 3) timely submission of required federal reports by DHSS.

It is important not to wait until the end of the contract period, because budget and expenditure levels are monitored throughout the year. It is better to be proactive and address early the need for any adjustments, corrections, and amendments.

## **Invoice Payments**

To find out if an invoice has been paid, a vendor services portal is available at <https://vendorservices.mo.gov/vendorservices/Portal/default.aspx>.

This resource includes all payments from the State of Missouri. Access is restricted by user ID and password. Information contained in the portal includes the payment details such as check or EFT number, date paid, invoice number and amount. Data may be exported to Excel or into a text file.

The state Office of Administration – Division of Accounting maintains the vendor portal. Any questions about logging in to the portal should be directed to (573)751-2971.



## **Subrecipient Annual Financial Report**

The Subrecipient Annual Financial Report form is included with contract packets. The purpose is for certification that expenditures are proper and in accordance with terms and conditions, as required by 2 CFR 200.415.

Completed report forms are due annually and at the time the final invoice is due. If the contract is less than 12 months in duration, the report is due with the final invoice.

# **Uniform Grant Guidance Information for Reference**

**Amy Blankenship,  
Deputy Director of Administration**

The Uniform Grant Guidance - 2 CFR 200 (UGG) - contains certain financial management and internal controls that are required of subrecipients. The Missouri Department of Health and Senior Services (DHSS) is providing this document as a resource for subrecipients to compare their existing policies and procedures with those requirements for policies and procedures as indicated in the UGG.

The full text of UGG is located here: <https://www.ecfr.gov/current/title-2/subtitle-A/chapter-II>.

How to use this resource: Check the box next to each statement if it applies to your written policies/procedures. General guidance to aid in interpretation is provided in several sections. Statements that are not checked are areas where policies and procedures should be developed and documented to demonstrate compliance with UGG. Specific questions related to your implementation and development of organizational policies and procedures should be directed to your legal counsel or auditor.

**Financial Management System – requirements per 2 CFR 200.302:**

The organization's financial management system includes the following (does not have to be an electronic system):

- Accurate, timely, and complete disclosure of financial information. (.302(b)(2))
- Separately tracks and reports all funds received and expended. (.302(a))
- If expending federal funds, all related expenditures and receipts can be identified with all of the following identifying categories: federal program identification must include, as applicable, 1) Assistance Listing program title and number (formerly CFDA title and number), 2) Federal Award Identification Number and year, 3) name of the federal funding agency, and 4) name of the pass through entity, if any. (.302(b)(1))
- Maintains budget control by comparing expenditures to budgets. (.302(b)(5))
- Records identify the source and use of funds, and include source documentation. (.302(b)(3))
- Accountability and safeguarding of all assets to ensure they are used for authorized purposes. (.302(b)(4))
- Prepares financial and performance reports according to the terms and conditions of the federal awarding agency or pass-through entity. (.302(b)(2)) and (.302(a))

Sample procedures to ensure reports and invoices are accurate, submitted timely, and contribute to accountability of funds, include: 1) methods to prevent and detect errors or improper financial activities by employees; 2) steps for reconciling invoices to contract budgets; 3) review of payroll charges to ensure costs accurately reflect work being performed (for example, supervisory review of timesheets or time logs); 4) use of locked file cabinets, passwords, and other security measures for access to financial records; and, 5) management review of expenditure and progress reports.

Information pertaining to the required tracking categories (Assistance Listing title and number, Federal Award Identification Number and year, name of the federal funding agency, and name of the pass-through entity) can be found in funding letters associated with your DHSS contracts. The key is to be able to report federal receipts and expenditures with these categories. Paper files are acceptable.

**Allowable Cost – written procedures are required per 200.302; definitions are in 200.403 - .405:**

The organization has written procedures for determining the allowability of costs using these criteria:

- Costs are determined in accordance with generally accepted accounting principles (GAAP). (.403(e))  
*Note: The cash basis of accounting is typically used by school districts/charter schools. Under the cash basis, revenues are recorded when received, and expenditures are recorded when monies are paid. Local Public Health Agencies (county government) follow county finance and budget law as outlined in Chapter 50 RSMo.*
- Costs are adequately documented. (.403(g))
- Costs are evaluated and determined as necessary and reasonable for the purposes of the contract. (.403(a)) (See 200.404 for definitions of necessary and reasonable.)
- Costs are claimed only once. (.403(f))
- Costs conform to any limitations noted in the contract or in the cost principles, i.e. not specifically noted as unallowable. (.403(b))
- Costs are treated consistently. If a cost is considered overhead or indirect, it cannot be charged as a direct cost to federal funds. (.403(d))
- Policies and procedures for expending funds are applied consistently, regardless of funding source. (.403(c))

If any statements above are not checked, what changes could be made to your organization's processes to incorporate the missing components?  
To develop a procedure consider:

- ❖ Which position title/role is authorized to make the determination if a cost is allowable?
- ❖ Is there a review process to ensure costs are claimed against the correct contract? Is the process documented?
- ❖ Identify the source of information to determine what costs are allowable. For example, 2 CFR 200 sections .403 - .405 provide certain definitions and criteria. The contract budget and terms/conditions are also important.
- ❖ The same procedures must apply to all costs. Federal funds cannot be treated differently than other funds. For example, if your procedures for writing checks require two signatures, this must be done for all checks written, whether paid from federal funds or other funding sources.
- ❖ Costs may not be assigned as a direct cost if any other cost incurred for the same purpose in like circumstances is allocated as an indirect cost. Define what is typically considered as indirect/overhead for your organization.
- ❖ Costs must be supported by documentation, such as receipts, invoices, timesheets, etc.
- ❖ Costs are incurred using sound business practices; arm's-length bargaining; and are in line with the "prudent person" test. This can be explained as *the cost does not exceed what a prudent person would pay under the same circumstances at the time the decision was made.*

**Equipment Management – procedures must meet specific requirements as noted in 200.313(d):**

Procedures for managing all equipment (including equipment replacement):

- Equipment records must be maintained to include a description, a serial number or other identification number, the source of funding for the property, who holds title, the acquisition date, and cost of the equipment, the location, use and condition, and any ultimate disposition data including the date of disposal and sale price of the equipment.
- A physical inventory of the equipment is taken and the results reconciled with the equipment records at least once every two years.
- All loss, damage, or theft is investigated.
- Adequate maintenance procedures keep the property in good condition.

Equipment records, including components noted above, must be available for review if equipment is purchased using funds from DHSS contracts. Equipment is defined in 2 CFR 200 as: tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost which equals or exceeds *the lesser of* the capitalization level established by the non-Federal entity for financial statement purposes, or \$5,000.

If any statements above are not checked, what changes could be made to policies and procedures to incorporate the missing components? Ask questions about how these processes are currently handled in your organization, and then document them. Consider:

- ❖ Which position title/role is responsible for maintaining records?
- ❖ When is physical inventory completed?
- ❖ How is the physical inventory documented? Is a specific position title/role assigned to the task? What are the procedures used? For example, is there a master list prepared of all items, do designated personnel locate the items and mark them off the master list as they are located?
- ❖ What are the steps for reporting lost, missing, or damaged equipment?
- ❖ Which position title/role is responsible for maintaining equipment?

**Procurement Standards – records and documentation of procurement activities as noted in 200.318 - 200.327:**

The following thresholds are described in the UGG; organizations may have more restrictive procedures. Select the type(s) of procedures used by the organization.

- Micro-purchase methods (<\$10,000 per purchase). (Note - this amount is subject to periodic adjustments. The threshold is updated in the Federal Acquisition Regulation at 48 CFR Subpart 2.101)
- Small purchase methods (less than the Simplified Acquisition Threshold) (\$10,000 - < \$250,000 per purchase), includes obtaining price or rate quotations from an adequate number of qualified contractors, vendors, or suppliers.
- Formal purchase methods (> \$250,000).

If formal purchase methods are used, the following are UGG approved methodologies.

- Sealed bids (formal advertising) – invitations for bids are publicly announced. Fixed-price contracts are awarded to selected vendors, suppliers, or contractors whose bids are most responsive to the bid document, conform to all the material terms and conditions of the bid document, and are lowest in price.
- Competitive proposals (normally conducted with more than one bidder) – requests are publicized and identify all evaluation factors and their relative importance. Proposals are solicited from an adequate number of qualified sources. Any responses must be considered to the maximum extent practical. A written method is used for conducting technical evaluations of the proposals received and selecting recipients. Contracts must be awarded to the responsible firm whose proposal is most advantageous to the program with price and other factors considered.
- Noncompetitive proposals – This method is allowable in the following circumstances: the property or services amount does not exceed the micro-purchase threshold; the item is available only from a single source; the public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation; prior written approval has been obtained from DHSS; or after solicitation of a number of sources, competition is determined inadequate.

**Additional procurement standards include:**

- Maintaining oversight to ensure contractors perform in accordance with the terms, conditions, and specifications of their contracts or purchase orders. (.318(b))
- Avoiding purchase of unnecessary or duplicative items. (.318(d))
- Selecting contractors, suppliers, and vendors that have the ability to perform successfully under the terms and conditions of a proposed purchase. Factors include the following characteristics of vendors, suppliers, and contractors: integrity, compliance with public policy, record of past performance, and technical and financial resources. The organization does not award contracts to parties that are ineligible for participation in Federal assistance programs or activities. (200.318(h))
- Prequalified lists of contractors, vendors, or suppliers are current and include enough qualified sources to ensure maximum open and free competition and do not preclude potential bidders from qualifying during the solicitation period. 200.319(e)
- Developing descriptions, specifications, or technical requirements of desired goods and services that do not restrict competition among suitable contractors, suppliers, or vendors. The organization establishes the minimum essential characteristics and standards for the good or service to satisfy the intended use. All requirements and other factors used in evaluating bids and proposals are identified. (.319(d))



- Responsible administrative practices and sound business judgment to settle procurement issues including source evaluation, protests, disputes, and claims. (.318(k))
- Maintaining records that detail the procurement, including but not limited to rationale for the method of procurement, selection of contract type, contractor selection or rejection, and the basis for the contract price. (.318(i))
- Procurement transactions are conducted with full and open competition and do not use geographic preferences. Contractors that develop specifications, requirements, statements of work, or invitations for bids or requests for proposals are excluded from competing for the procurements. (.319(a-c))
- Necessary affirmative action steps are taken to assure contracting with small and minority businesses, women's business enterprises, and labor surplus area firms are used when possible. (.321)
- Cost or price analysis is performed on every procurement that exceeds the Simplified Acquisition Threshold (see Micro-Purchase Method previously described).
- Provide a preference for products or materials produced in the United States to the greatest extent practicable. (.322(a))
- Comply with the federal prohibition on certain telecommunications and video surveillance services or equipment related to Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities). (200.216)

2 CFR 200.325(c)(2) permits self-certification of procurement systems, which is accomplished by written assurances that the procurement system complies with the standards. Certification must include citations of specific policies, procedures, regulations, or standards as being in compliance. The procurement system is subject to review.

**Procurement Standards – documented standards of conduct are required per 200.318(c)(1) and (c)(2):**

The organization has and follows a written conflict of interest policy with regard to procurement that includes the following components:

- No employee, officer or agency may participate in the selection, award or administration of a contract supported by Federal funding if (s)he has a real or apparent conflict of interest. Such a conflict of interest would arise when the employee, officer or agent, any member of his/her immediate family, his/her partner, or an organization which employs or is about to employ any of those individuals, has a financial or other interest in or a tangible personal benefit from a firm considered for a contract.
- The officers, employees and agents of the Contractor may neither solicit nor accept gratuities, favors or anything of monetary value from contractors or parties to subcontracts.
- The standards of conduct must provide for disciplinary actions to be applied for violations of such standards by officers, employees or agents of the Contractor's organization.

The components may be in separate policies, such as human resources, procurement, conflict of interest, etc. If components are missing, or there are no written standards, it is important to address this as quickly as possible. The wording from the UGG can be used as a starting point, but consideration must be given to existing human resource policies pertaining to disciplinary action if policies are violated. Policies should include what steps employees should take if they become aware of a conflict of interest; the reporting process; and which position title/role is responsible for reviewing a situation.

# **Grant Monitoring Expectations**

**Scott Gray,  
Monitoring Coordinator**

**MONITORING IS NOT  
A GOTCHA MOMENT**

**MONITORING IS A REQUIREMENT**  
**MONITORING IS A SERVICE**  
**MONITORING IS A PARTNERSHIP**

# PURPOSE OF SUBRECIPIENT MONITORING

*2 CFR 200.301, Performance Measurement; 200.302, Financial Management; 200.303, Internal Controls; 200.329, Monitoring and Reporting Program Performance; and 200.332(d), Requirements for Pass-through Entities*

## *Internal controls:*

- Policies & procedures/processes for assuring objectives of an organization are met*
- Must be both PRESENT and EFFECTIVE*



To obtain a level of **reasonable assurance** that a subrecipient has **established and maintained** effective internal control and accountability over the award (contract).

- Compliance with statutes, regulations, policies, procedures, and the terms & conditions of the contract
- Achievement of performance goals and objectives

# REASONABLE ASSURANCE

CAN BE CONCLUDED  
BASED ON THE EVIDENCE  
PROVIDED BY THE SUBRECIPIENT  
AND THE WORK  
THE MONITOR DOES THROUGH

INTERVIEWS

OBSERVATIONS

REVIEWS

Has the subrecipient provided a level of reasonable assurance that they are managing the award (contract) in compliance, by having a financial management system **present** through their policies & procedures **and effective** through their management of funds?

**2 CFR 200.302 (b)(4)** states, "The financial management system of each non-federal entity **must** provide for the following: **Effective control over, and accountability for, all funds, property, and other assets.** The non-Federal entity **must** adequately safeguard all assets and assure that they are used solely for authorized purpose."

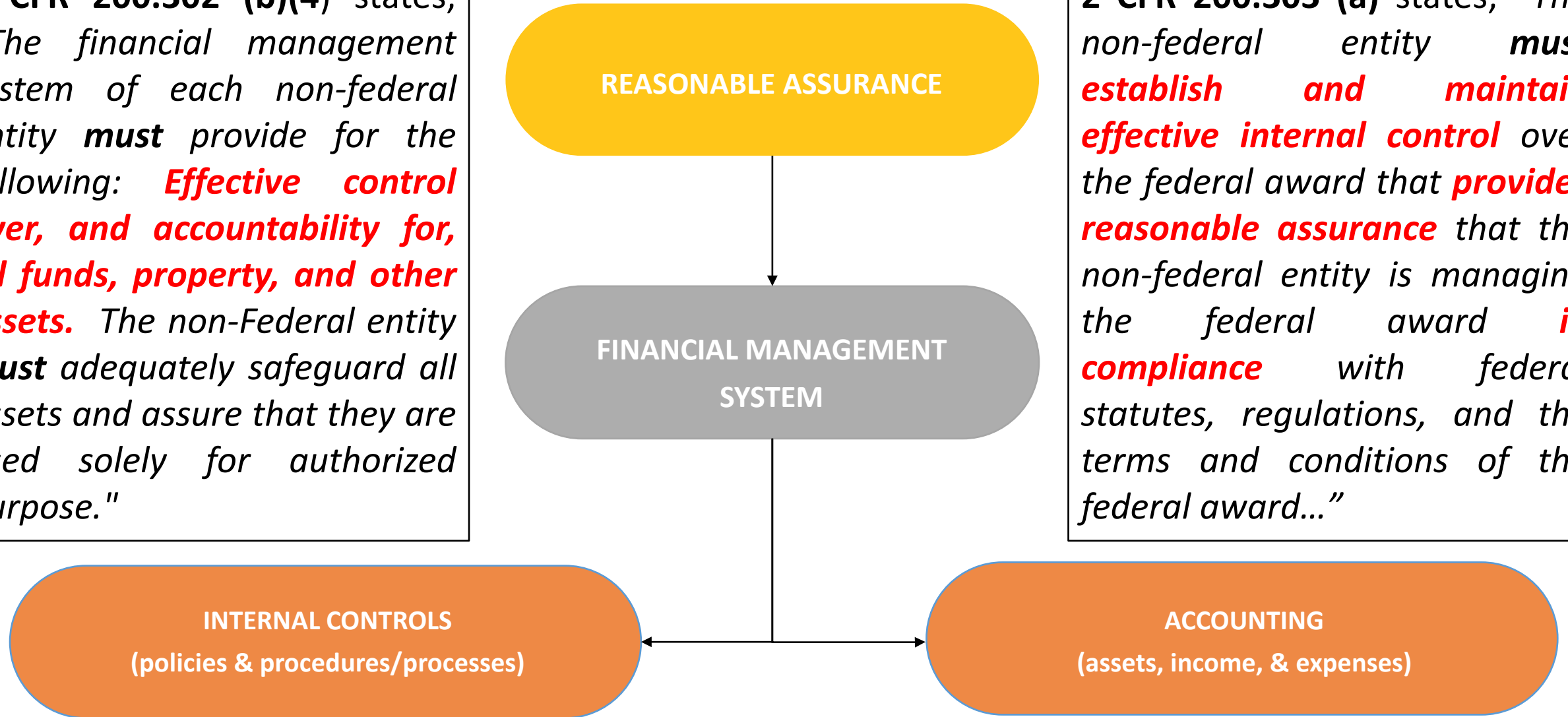
REASONABLE ASSURANCE

FINANCIAL MANAGEMENT SYSTEM

INTERNAL CONTROLS  
(policies & procedures/processes)

**2 CFR 200.303 (a)** states, "The non-federal entity **must establish and maintain effective internal control** over the federal award that **provides reasonable assurance** that the non-federal entity is managing the federal award **in compliance** with federal statutes, regulations, and the terms and conditions of the federal award..."

ACCOUNTING  
(assets, income, & expenses)





# MONITORING METHODS

The following methods of monitoring *must* be utilized in accordance with UGG and programmatic requirements:

- On-going – Conducted by the program team
  - Calls to discuss programmatic activities and performance
  - Review of financial and programmatic progress reports
  - Review of invoices for accuracy and allowability before approving for payment
- Off-site (desk monitoring) and/or on-site – Conducted by the program team
  - Review of policies and procedures with source documentation as applicable to determine status towards achieving financial compliance and the programmatic deliverables
- Follow-up – Conducted by the program team
  - Corrective Action Plans
  - Providing technical assistance

# SOME FINANCIAL POLICIES & PROCEDURES THAT ARE ESSENTIAL TO HAVE

(refer to earlier slides for a complete list)

- Accounting system
- Supporting expenditures:
  - Payroll process
  - Non-payroll (including travel)
- Submitting invoices for reimbursement (procedure)
- Equipment management
- Solicitation (fair & open competition)
- Procurement methods
- Record retention
- Pass-through compliance
  - Risk assessments for each subrecipient
  - Conduct monitoring

# SUGGESTED ACTIONS

- Assess your agency's current financial policies & procedures for presence and effectiveness:
  - Inform governing board (if applicable)
  - Consider the following:
    - Do the current agency's policies and procedures align with the actual activities being conducted?
    - Are the agency's team members aware and understand the policies and procedures?
    - Does the agency segregate duties?
    - What would be realistic?
    - How will the agency benefit?
    - What would make financial functions easier to manage and harder to break?
  - Use the checklist on previous slides for direction
  - Read applicable sections of Uniform Grant Guidance
- Make any necessary revisions to the financial policies & procedures
- Obtain governing board approval and adoption (if applicable)
- Inform all staff of the revised policies & procedures
- Implement
- Follow-up

# Support



is committed to  
supporting programs.  
Let us know if we can assist!



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Program  
Contact Person



Center for  
Local Public Health Services