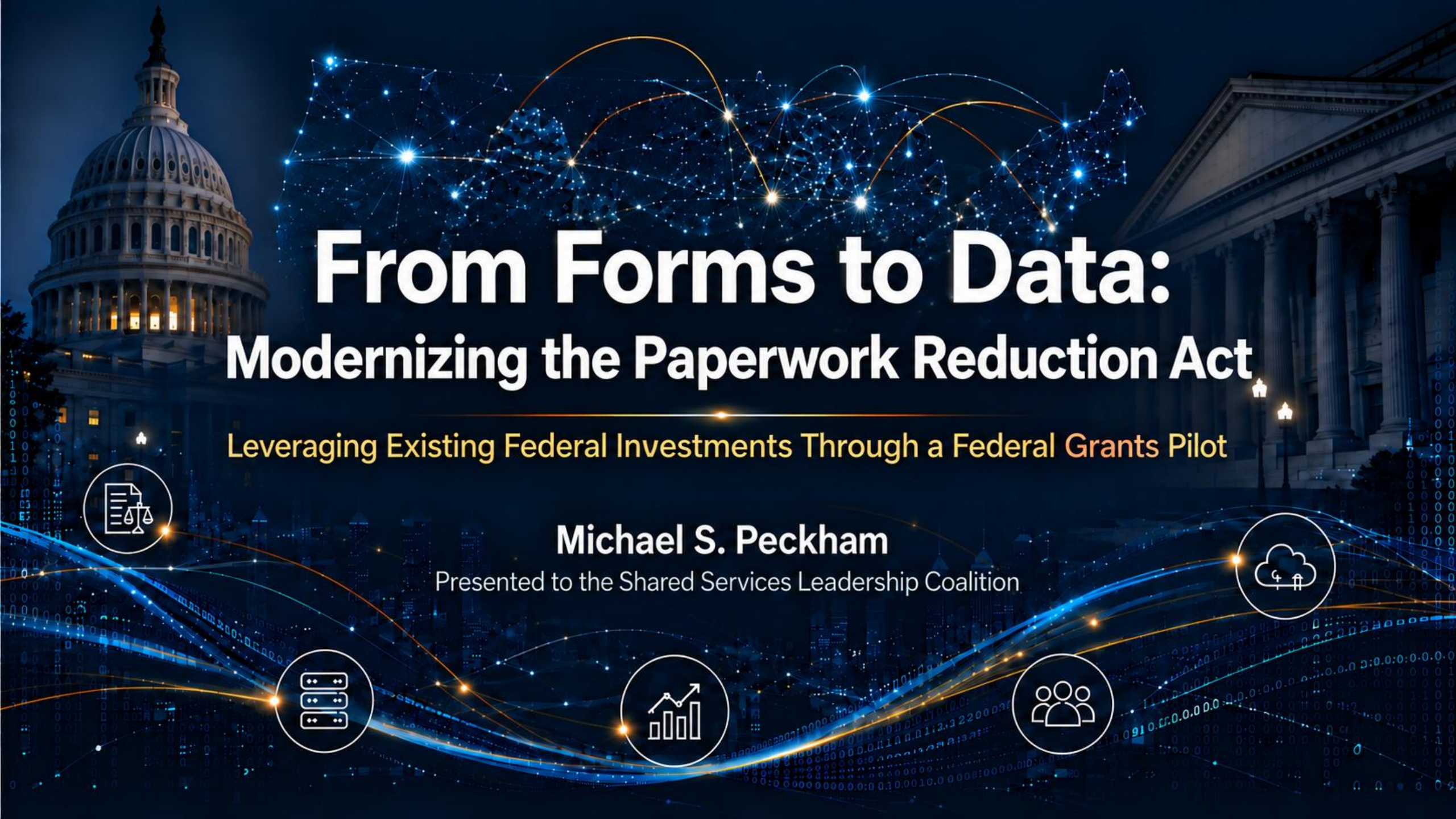




From Forms to Data:

Modernizing the Paperwork Reduction Act

Leveraging Existing Federal Investments Through a Federal Grants Pilot

Michael S. Peckham

Presented to the Shared Services Leadership Coalition



Government Has Already Built the Foundation



We don't have an investment problem.
We have an integration problem.

The Problem Isn't Technology



Government
manages **forms**.



Government
manages **systems**.



Government
manages **data**.



Government rarely governs
recurring information **consistently**
across these areas.

The Opportunity

Define recurring information once. Reuse it everywhere.



Govern once. | Reuse many times.

Why Federal Grants?

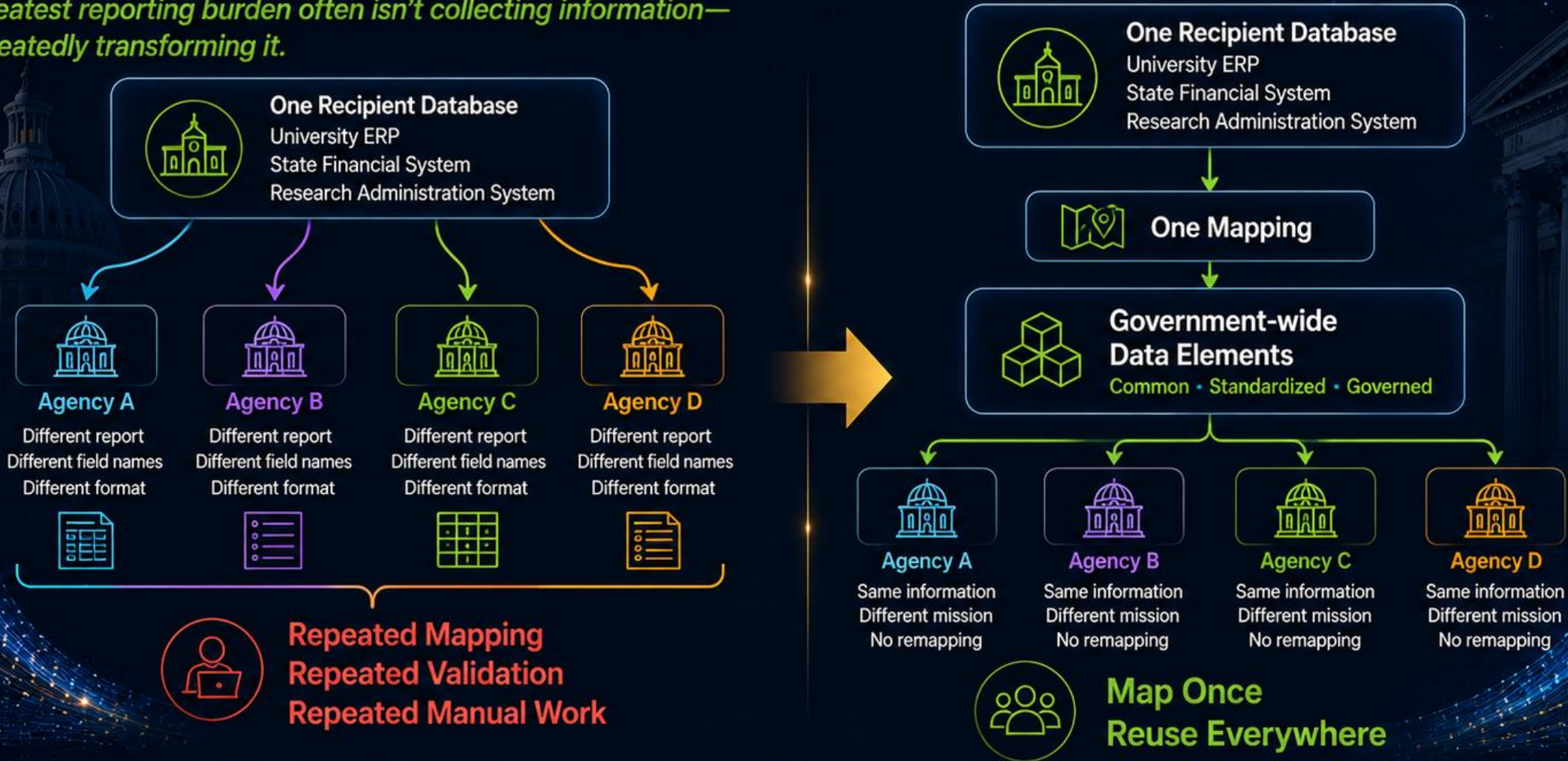
The ideal environment for demonstrating a data-element-centric approach.



Government doesn't need a **new laboratory.**
It **already** has one.

Reducing Burden Starts with Reuse

The greatest reporting burden often isn't collecting information—it's repeatedly transforming it.



Reduce translation.

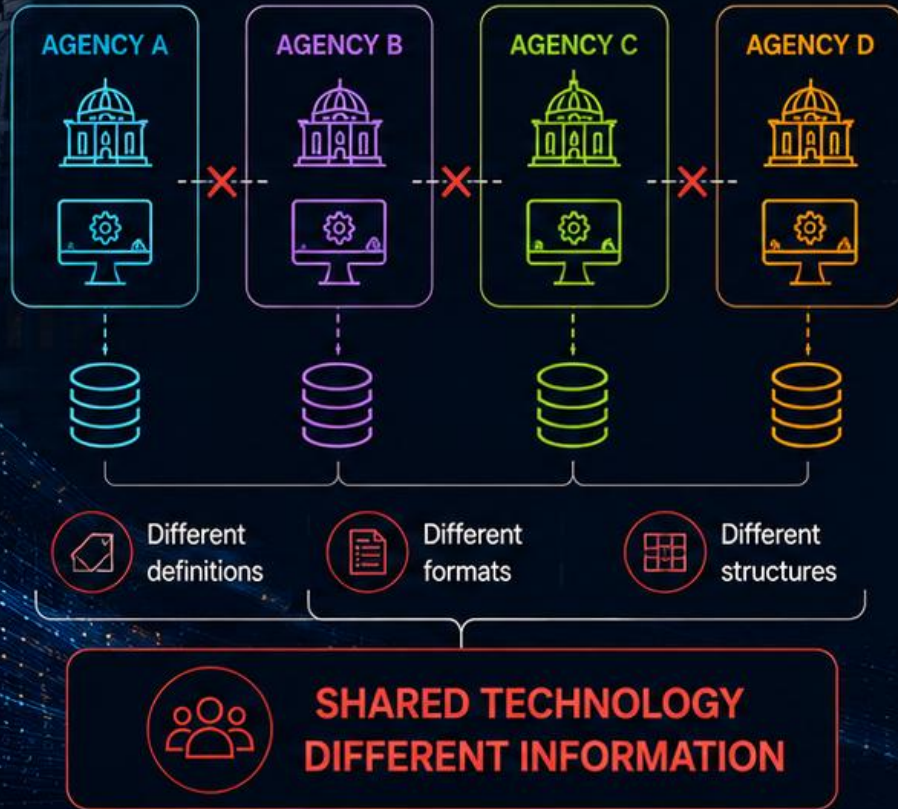
Reduce burden.

Shared Services Need Shared Information

Common systems deliver their greatest value when they operate from common information.

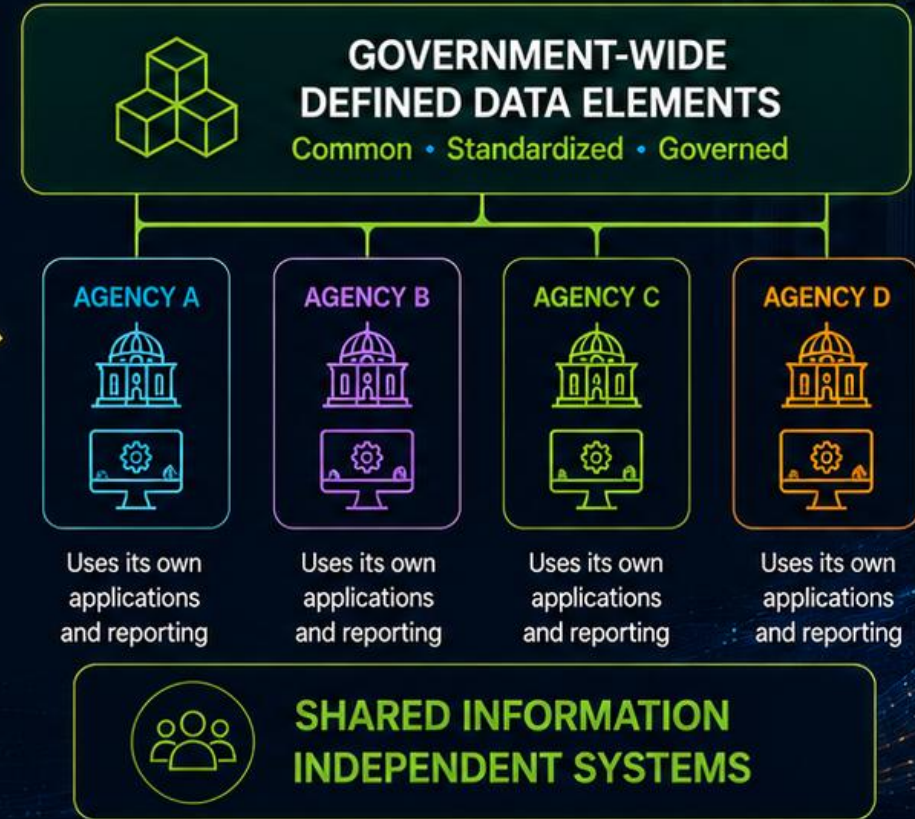
TODAY

Shared technology, different information.



FUTURE

Shared information, independent systems.



Share the information. Not necessarily the application.

Consistent Information Strengthens Fraud Detection

You can't detect what you can't consistently see, link, and analyze.

TODAY

Isolated information. Hidden risk.

- Applications
- Awards
- Payments
- Subawards
- Performance Reports
- Organizations



Millions of isolated transactions

Difficult to detect • Hard to link • Easy to hide

FUTURE

Connected information. Visible insights.



Duplicate Funding

Same recipient receiving funds across programs or agencies



Shared Identity

Common addresses, officers, or phone numbers



Payment Pattern

Unusual timing, round amounts, or rapid drawdowns



Conflict Network

Relationships between vendors, subrecipients, and key individuals



Connected information reveals risk.

Detect earlier • Act sooner • Protect taxpayer dollars

Patterns become **visible** when information becomes **connected**.

Outcome-Based Performance Measurement

Grants exist to create benefits and impacts. We just don't measure them consistently—and ROI remains nearly impossible to calculate.

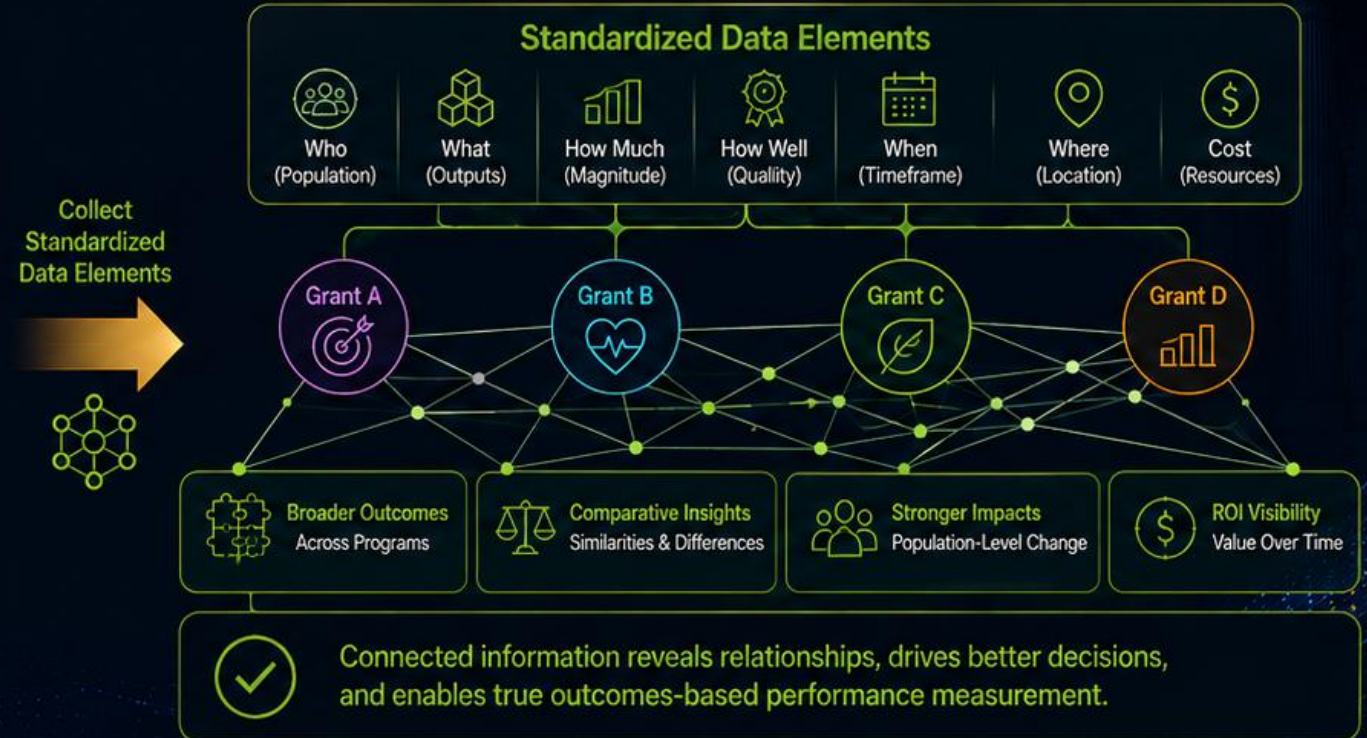
FROM: Siloed Data, Limited Insight

Outcomes are defined and measured differently.
Connections are invisible.



TO: Standardized Data, Connected Insight

Common data elements enable connection, comparison, and broader outcome and impact analysis.

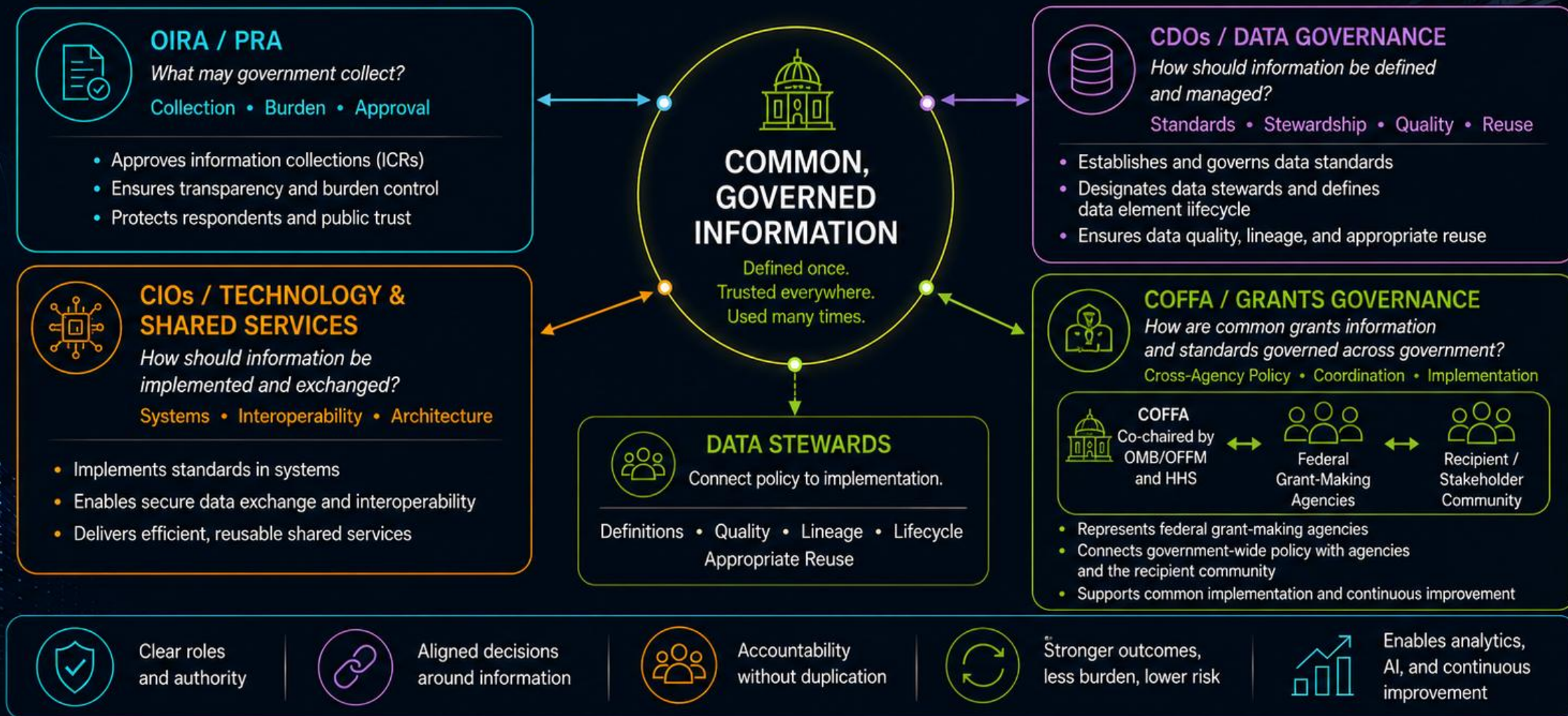


Outcome-based performance measurement: the common language that turns grants into measurable value and informs what to do more of, less of, or differently.



The Missing Link Is Governance

The responsibilities already exist. The opportunity is to connect them around the information.



Don't create another governance structure.

Connect the ones we already have.

The Pieces Are Finally in Place

STANDARDS | GOVERNANCE | SHARED SERVICES | ANALYTICS | AI

The opportunity is to **connect them**.



STANDARDS

A common language for information.

- GREAT Act
- Federal Standards (Grants Data Elements)
- Evidence Act



GOVERNANCE

Clear roles and shared responsibility.

- OIRA / PRA
- CDOs / Data Governance
- CIOs / Shared Services
- COFFA (OMB/OFFM + HHS)



SHARED SERVICES

Scalable, secure, and cost-effective delivery.

- Grants QSMO
- Shared Platforms (Grants.gov, PMS, etc.)
- Reuse over reinvention



ANALYTICS

From data to insight and early action.

- Fraud detection
- Performance measurement
- Cross-program analysis
- Evidence for decisions



AI

Accelerating impact with trusted data.

- Predictive risk
- Continuous monitoring
- Smarter targeting
- Better outcomes



CONNECTED BY COMMON, GOVERNED INFORMATION



BETTER OUTCOMES

For Communities
For Taxpayers
For a Stronger,
More Trusted Government



GREATER URGENCY

Fraud and improper payments require faster, smarter action.



STRONGER CAPABILITY

Technology and analytics are more mature and accessible.



BROAD SUPPORT

Agencies, associations, and recipients are ready.



A TIME TO DELIVER

The public expects results and a government that works better.



The foundation is in place. Let's connect it—so every federal investment delivers its full value.

BETTER DATA.
BETTER DECISIONS.
A STRONGER AMERICA.

One investment. One information foundation.

From intent to impact.

Common information that is defined once,
governed consistently, and used many times.

FROM FRAGMENTATION

*Silos. Different definitions.
Information lost in translation.*

TO CLARITY

*Shared meaning.
Connected insights.
Stronger results.*



CONGRESSIONAL INTENT

Policy goals and appropriations established.



FEDERAL INVESTMENT

Budget authority allocated through the federal process.



PROGRAM DESIGN

Programs and requirements defined.



GRANTS & SHARED SERVICES

Opportunities, awards, and payments managed consistently.



RECIPIENT DELIVERY

Funds used to deliver services and achieve intended results.



OUTCOMES & IMPACT

Results measured. Value demonstrated. Decisions improved.



COMMON DEFINITIONS

Agreed once. Understood everywhere.



GOVERNED INFORMATION

Trusted, secure, and accountable.



INTEROPERABLE DATA

Usable across systems, agencies, and time.

FROM CONGRESSIONAL INTENT TO PROGRAM RESULTS.

Nothing Lost in Translation.



Less burden.
More time for mission.



Greater transparency.
Stronger accountability.



Smarter decisions.
Better outcomes.



More trust in government.
More impact for communities.



Every dollar delivers
the intended value.