AUGUST 2026

BEYOND COMPLIANCE: A PRACTICAL FRAMEWORK FOR MANAGING GRANT RISK AND STRENGTHENING OVERSIGHT

SUPPLEMENTAL MATERIAL

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Sample tools

<Project> Communications Plan

Communications Plan

The communications plan is a detailed list of audiences, messages and specific communication vehicles necessary to build individual and organizational commitment to change.[1] A communications plan identifies the senders and receivers of information, assesses the various types of media for appropriate use and direct assignments for content creation.

Communications Plan Requirements

The following elements must be considered, located and reviewed to produce the communications plan:

Item	Location	Relationship to Communications Plan
Enterprise Environmental Factors		
Define organization culture	Internal review	Will provide insight on communications channels, communication distribution methods, communication chains
Organization chart	Human resources	Advises project members on relationships
Applicable standards	All functional leaders	Advises on potential dates for communication
Infrastructure map	Technical staff	Advises on the systems under consideration
Stakeholder risk tolerances	Stakeholder management plan with the Project Management Office (PMO)	Advises on key communicators and potential reasons to develop communications
Project Management Office (PMO)	Project Management plan with the Project Management Office (PMO)	Provides the schedule to plan communication release dates against
Organizational Process Assets		
Policies and Procedures	Functional managers	Informs on any potential changes to policies and procedures
Standard guidelines for work products	Project Management Office (PMO)	Informs on approval chains and release methods for communications
Organization communication requirements	Company communications office	Informs on format for outgoing communications
Change control procedures	Project Management Office (PMO)	
Issue and defect procedures	Project Management Office (PMO)	
Risk control procedures	Project Management Office (PMO)	

[1] The Change Management Pocket Guide: Tools for Managing Change, Kate Nelson and Stacy Aaron, ChangeGuides, 2005.

Practice Space

Job Aid Tracker

Module	Content/Task	Link to Job Aid	Status	Video	Notes

About Plante Moran

plante moran | Audit. Tax. Consulting. Wealth Management.

Audit, Tax, Consulting, & Wealth Management Leaders

We're among the nation's largest certified public accounting and business advisory firms

No matter the size of your business, the complexity of your issues, or your location in the United States or around the world, we have the knowledge, experience, and resources to help you meet your goals. Our professionals specialize by industry, so you'll benefit from the expertise and advice of a team that knows your specific challenges and how to combat them.

We serve middle-market, private equity, multinational, and publicly traded companies, as well as public sector organizations, family offices, and individuals. Our client experience spans all 50 U.S. states and more than 150 countries, supported by professionals based in key U.S. and international markets.

Fast facts

1924 *year founded*

480+ *partners & affiliated entity members*

34 *locations across the United States, Asia, Europe, and Latin America*

4,500+ *total staff*

1,400+ *number of CPAs*

40+ *languages spoken by staff*

One firm. One relationship. United in your success.

Unlike other accounting firms, we don't have office-level profit centers, meaning our offices don't compete with each other. Instead, we exercise firmwide collaboration, which we refer to as our "one-firm" firm model. This means you receive the collective power of the entire firm and consistent access to expertise you need, whether your operations are local, national, or international. The result is a firm that aligns around client needs, not office boundaries.

One relationship

You'll have a single point of connection for expert guidance and a broad range of services. We want to be your first call as you pursue goals across markets, industries, and business challenges.

Collaborative by design

Our structure encourages firmwide teamwork and knowledge-sharing, not competition. Without any barriers to talent or resources, you'll receive the best possible client experience.

Built for complexity

We understand the trends, risks, and opportunities shaping your organization because our professionals specialize by industry. From transformation to transactions, we'll bring technical knowledge and real-world experience to your most important decisions.

Our firm culture translates into an elevated client experience

We have an award-winning culture based on one simple premise: We care. The result? Seamless service from talented staff who love what they do.

95% of our clients
say we provide services to meet all of their needs

93% of our clients
say they would refer a business associate to Plante Moran

Fortune magazine's list of the "100 Best Companies to Work For"
28 consecutive years

Barron's 2025 Top 100 RIA Firms*
list includes Plante Moran Financial Advisors, a Plante Moran affiliate

People magazine's 2026 list
of "Companies that Care"

Top Workplaces list
of "Cultural Excellence" awards in eight categories

** Awards or inclusion on ranking lists are not indicative of PMFA's future performance or representative of any one client's experience. Payment was not required for inclusion in ranking or awards lists. For additional information, please visit PMFA.com/WMawards.*

Experience to take you where you need to be

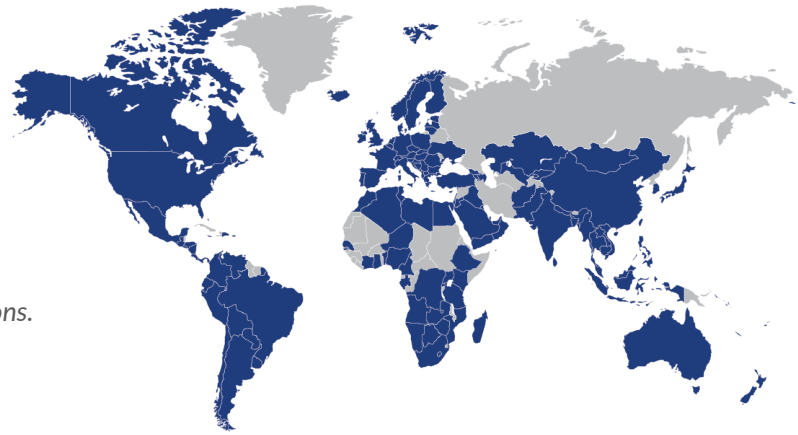
Doing business internationally brings new opportunity — new markets, new customers, and new revenue streams. But it also comes with added risk and complexity. For successful global operations and expansion, you must navigate shifting market dynamics, changing workforces, and unpredictable supply chains. That's why an experienced, global partner is critical — and we're here to be that partner. We combine an established local presence with our industry market knowledge and coordinated service delivery — and deliver that to clients through a single, integrated team. Our approach will help you simplify compliance, improve operational consistency, and achieve your growth goals.

150+ *countries where we've served clients*

5,000+ *clients who do business internationally*

We have deep experience addressing cross-border business considerations and risks across reporting, compliance, supply chain, operations, and transactions.

We're a founding member of Praxity, AISBL, the world's largest global alliance of accounting firms.



Diversity matters

Why diversity? Because diverse teams always outperform nondiverse teams. That's why it's our goal to integrate diverse individuals throughout every level of the firm.

For more than 20 years, our Diversity, Equity, & Inclusion Council has been dedicated to helping us meet this goal and challenging our staff to understand, embrace, and effectively manage human differences.

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All-in-one Public Sector Consulting

Expert guidance, from planning to progress — all from one trusted firm

Many consulting firms specialize in one service or industry — when needs arise outside that area, you'll likely have to engage another firm. **Plante Moran offers something different:** access to a wide range of experts and consulting capabilities across both the public sector and related industries. We'll always connect you to the right specialist at the right time, serving you as one unified team.

With consulting capabilities designed for the public sector, Plante Moran is one firm with all bases covered.

Software advisory
- *Needs assessment, options analysis*
- *Independent selection & contracting support*
- *ERP, FIN, HCM, EAM, CIS, land management*

Data governance & analytics
- *Analytics & data management*
- *Data governance, BI, quality*

Internal controls & risk advisory
- *Internal audit programs*
- *Segregation of duties analysis*
- *SOP development*

Cybersecurity
- *Virtual CISO services*
- *Compliance & risk assessments*
- *Pen testing, threat intelligence, IT audits*

Forensic accounting services
- *Financial investigations, fraud detection*
- *Fraud risk training*
- *Contract compliance reviews*

Software implementation assistance
- *Project management*
- *Subject matter expertise*
- *QA & independent validation (IV&V)*

Business process improvement
- *Process mapping (current/future state)*
- *Best practice recommendations*
- *Decision support, future visioning*

Chart of accounts support
- *Standardization & alignment*
- *ERP foundation setup*

Organizational change management
- *Communication & training*
- *Change agent network*
- *Impact assessments, readiness reviews*
- *Post-go-live support*

Technology strategy & execution
- *IT assessments & strategic planning*
- *IT governance*
- *Project management office*
- *AI & emerging technology transformation*
- *Virtual CIO services*

Outsourced accounting
- *Controllership, audit prep*
- *Financial analysis, utility rate studies*
- *Accountant of record, budget development*

Grants compliance
- *Grant strategy & readiness services*
- *Grant policy, governance & internal controls*
- *Post-award grant compliance management*

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