The Executive Summary should be interpreted within the context of the complete engagement report.

BACKGROUND

The City grant process is decentralized. Individual departments are responsible for seeking out and applying for grants. They are also responsible for the management of the grant funds—including all compliance aspects—throughout the grant's life cycle.

Compliance by departments with established grant management protocols is critical to providing accurate data related to grant activities and avoiding unnecessary financial and reputational risks.

The City offers eCivis©, a grants management system that allows departments to research grants, apply for them, and track/manage any awarded grants.

February 2020

Grant Administration Processes

SCOPE
January 1, 2018 through July 31, 2019

OBJECTIVES
- Determine that policies and procedures are adequate to support grants procurement and management.
- Evaluate the effectiveness and efficiency of citywide grant administration processes.

CONCLUSIONS
The *Grants Policy and Guidelines* mostly comply with best practices and support grants processes, but we identified some additional areas that could be addressed within the policy. Controls are in place for most key processes; we identified some processes with weak or missing controls and areas of improvement. Some processes were ineffective due to inconsistencies across departments and were inefficient due to a lack of standardized templates.

KEY RECOMMENDATIONS AND RESPONSE

RECOMMENDATIONS
We recommend that Finance ensure that Grant Managers possess the requisite financial and grant understanding to administer properly these programs.

We recommend that the City develop a business case that compares an aggressive to *laissez faire* approach to grant funding.

We recommend Finance make recommended changes to the Grants Policy, including standardized templates.

MANAGEMENT RESPONSE
Finance agrees with the recommendations and will develop measures to implement all recommendations.

View complete audit report: [Link]