

**REPLY AND IMPLEMENTATION SUMMARY**  
**FOLLOW-UP REVIEW OF AUDIT OF GRANTS SEEKING, EXECUTION, AND REPORTING PROCESSES**

#	RECOMMENDATION	RESPONSE	CURRENT STATUS	IMPLEMENTATION DATE	COMMENTS FROM AUDITEE
1	Develop strategic grants objectives in keeping with the City's overall vision.	Concur with Reservations	Planned for Implementation	December 2005	A formal strategic oversight committee has been proposed, comprised of individuals from the community successful in fund development for their respective agencies. They will advise the City on vision, mission and strategic goals.
2	Identify and assign requisite grants management duties to a management level position by creating a new position, converting an existing position, or apportioning these duties as high priorities to an existing manager.	Partially Concur	Implemented	October 2004	A decentralized grants process with a centralized management team has been implemented. The management team is comprised of GAD Administration, representation from UCF's College of Health and Public Affairs and the City's Grant Consultant.
3	Establish a grants structure through City policies and procedures to include: central oversight of Citywide grant writing and grant management; a grants advisory committee; specific departmental responsibilities; systematic reporting and communications; central oversight for timely reports to grantors; and a reference to Management, Budget and Accounting policies for fiscal compliance.	Concur with Reservations	Partially Implemented	Begun March 2004 and currently ongoing	Central oversight for grant activities was established along with the Grant Network Committee (The Grant Network is comprised of key staff experienced or interested in fund development for their Departments/ Divisions and programs) to coordinate activities such as research, proposals, management of grants, etc. The remaining items recommended in the audit are in various stages of development. It is critical to first build capacity within the organization, address cultural changes required to support a decentralized approach, foster interest and educate the new Grant Network representatives about federal/state/foundation funding and the financial alternatives available. Policies and procedures and reporting will be developed once the aforementioned are fully addressed.
4	Develop a grants manual to provide	Concur with	Planned for	January 2006	Grant guidance documents used by other city

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	guidance to all staff involved in grants.	Reservations	Implementation		and county programs are being evaluated. The Grant Network has developed documents such as the Grant Work Flow Diagrams, which will eventually be posted on the Grant Resource site on the Intranet as part of the electronic manual.
5	Provide basic guidance for departments to write internal policies and procedures for inclusion as a supplement to the Citywide grants manual.	Concur with Reservations	Planned for Implementation	December 2005	Basic guidance is provided through facilitated management/grant network discussions to prepare for development of internal policies. Formal policies have not been implemented because the process and approach have not been finalized. See Item #3.
6	Develop forms to aid in the documentation of decision points such as the justification to pursue grants, assignments of responsible individuals, and required reports.	Concur with Reservations	Planned for Implementation	Begun October 2004 and currently ongoing	Technology Management, UCF's Office of Research and the College of Health and Public Affairs are evaluating the existing electronic workflow process to enhance the tracking and reporting system formerly used in the City. Eventually it will interface with and hook data from Hummingbird, Kronos and JDE. Grant Network staff have recently been trained in the use of a newly designed database for this purpose.
7	Establish performance goals for the Grants Development Specialist and Citywide grants manager, in keeping with City grants goals and objectives.	Concur with Reservations	Planned for Implementation	March 2006	Goals have not been formalized; the specialist position has been eliminated and replaced with a consulting contract which states the scope of services for the City's grant needs. (The contract is not a performance-based contract). Additionally, the Management Team is evaluating measures and best practices of other governments. A business plan with performance indicators will be developed for the budget with grant coordinators' input and data they submit once the indicators are determined.
8	Work with managers in other	Concur with	Planned for	September 2005	Grant Network representatives are developing

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	departments to establish similar performance goals for employees who are assigned grants responsibilities.	Reservations	Implementation		consistency in the City's approach to grants. The volume of grant activity (proposals submitted, etc.) influences exposure and time of implementation, which is different for each department. In addition to performance goals, incentives are also being considered.
9	Advocate and coordinate with the Management, Budget and Accounting Department a matching fund for new grants in the annual budget, based on anticipated needs.	Concur	Not Implemented		Each Department is responsible for advocating and anticipating their grant match needs through their fiscal managers and their respective budgets. Consideration was given to the formation of a grant contingency fund in the future. Management will assist as needed to advocate for the Departments if there are fiscal obligations required by the funder and when the source of a match cannot be identified.
10	Assist with strategies to build more partnerships for obtaining grants.	Concur	Partially Implemented	December 2005	Department representatives are coordinating grant activities internally. The Central Oversight Team also met with Orange County Government to foster future partnerships. Additionally, training will be held for coordinators to develop successful communications which foster long-term relationships with funders.
11	Establish procedures to quickly respond to short time frames by grantors, so as not to jeopardize present or future grant funding.	Concur with Reservations	Implemented	February 2005	The grant coordinators and the City's consultant have increased awareness and improved communications to enhance turnaround times for grants.
12	Establish procedures requiring City	Concur	Implemented	October 2004	Upon receipt of a NOFA (notification of funding

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	departments to obtain grants specifications early in the grant seeking process.				available), staff persons are required to research eligibility criteria and determine whether to proceed with a proposal. Strategic discussions are required with the consultant to determine whether a new funding source is a good fit for the City's program based on competitiveness, effort, etc.
13	Ensure that the current Weed and Seed grant manager addresses the grantor's program management recommendations.	Concur	Implemented	March 2004	A new grant manager was recently hired for the Weed and Seed Program. The manager has actively coordinated and implemented recommendations from the Action Report written by the funder to improve grant compliance for reporting.
14	Research training opportunities and assist staff involved with grants to obtain needed training.	Concur	Implemented	October 2004	Training /educational topics related to the grant process are addressed at monthly meetings. The grant coordinators are encouraged to participate in local and regional professional associations and conferences such as the Grant Professional Network of Central Florida.
15	Create and maintain a comprehensive database of grants, and design and provide high-level management reports of Citywide grants activity to Executive Management.	Concur	Planned for Implementation	Begun March 2004 and currently ongoing	The City has comprehensive grant database capabilities (4 year history). The existing Access database can generate routine grant reports similar to other city/county reports. Future improvements to the database will allow for advanced reporting and analysis of funding activity. See comments in Item #6.
16	Ensure that grant agreements,	Concur	Implemented	December 2004	OLA participates in grant meetings and advised

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	including those with cooperating or subcontracting entities, are prepared, reviewed and renewed when necessary by the Office of Legal Affairs.				on legal review requirements and where/when they should occur in the grant workflow process. Each Department will continue to use their designated legal representative for grant contractual reviews.
17	Determine which departments have the capacity to ensure timely and accurate financial reports and fiscal compliance required by grantors; and establish written procedures stating how these responsibilities should be allocated between the departmental and Accounting staff.	Concur	Partially Implemented	March 2005	There is at least one individual per Department with the capability to oversee a Departmental grant. Changes are being made to the Financial Reporting Policy to clarify the Departments' responsibilities for overseeing their grants.
18	Establish Policies & Procedures to ensure obtaining City Council approvals of all grants so that all grants are properly reported to the external auditors, and included in the City's Financial Report.	Concur	Planned for Implementation	After policy review and approval	In October 2003, the MBA Department created a Fiscal Impact Statement, which must be attached to every BRC or Agenda Item that involves finances. Part of this form requires the identification of the funding source. Accordingly, the Department would indicate the source as grant revenue. This identifies the grant to Financial Reporting, to Department management, and to Council. The revised Financial Reporting policy also will specify the information Departments must submit for their grants so that MBA can prepare the Schedule of Expenditures of Federal Awards and State Financial Assistance.