

Proposed strategy for addressing ONI audit findings

January 25, 2017

Prepared by Brian Hoop

Suggested strategy for development and implementation of recommendation from audit of ONI community engagement programs. For review with CNIC staff, ONI BAC and Commissioner Eudaly staff. Goal is to develop in next few months and finalize at planned CNIC staff retreat in February. Open to feedback.

Audit Findings and related Recommendations

1. The office does not hold grantees accountable to performance and contract requirements.

Recommendation

- Hold funded community groups accountable by updating contracts as needed, requiring annual plans, and simplifying performance reporting.

Action steps

- Annual plans already required in contracts. Template already developed for District Coalitions. Will work with DCL and Elders in Action grantees to develop template. (July 2017 as pre-requisite in new FY.)
- Simplifying performance reporting is an outcome of public involvement process to update strategic plan, complete community scan, develop new demographic metrics and measures to be incorporated into contract. Require discussion on staffing capacity to administer measures. (Fall '17/Winter '18).
- Updating contracts incorporating outcomes of strategic plan and City Code update. (Winter/spring 2018 for FY 2018-19).
- Research and purchase (if necessary) grants management software system that would help centralize grant administration in a way that currently SAP cannot do. (Fall '17)

2. Core tasks assigned to the office remain incomplete.

Recommendation

- Completing annual work plan for ONI CNIC.
- Updating ONI Standards and City Code

(Others not explicitly listed in audit but discussed in conversations with auditors)

- Completing public involvement policy for ONI.

Action steps

- Completing annual work plan – CNIC staff planning staff retreats which will include finalizing work plan template. Developed spring 2017. Available July.
- Updating ONI Standards and City Code – See below in #3.
- Completing public involvement policy for ONI – Likely core framework developed by Ashley Horne within Racial Equity Toolkit. CNIC staff consider additional components in staff retreats winter 2017. Engage with ONI BAC and PIAC for input. (2018)

3. The roles and responsibilities of the City and community organizations depend on an outdated City Code, standards and funding model.

Recommendation

- Update the office's framework for engagement, and corresponding City Code, to identify:
 - Engagement needs of community and City

- Priorities within current funding level
- Roles and responsibilities of the office
- Methods to formally recognize community groups
- Equitable funding opportunities for community groups and an achievable methodology for allocating funds
- Benefits to recognized and funded community groups, such as notification and technical assistance
- Expectations of funded community groups.
- As part of the code review, assess whether standards are needed, which groups standards should apply to, and how to simplify the updated process.

Action steps

- Utilize new Racial Equity Toolkit for community engagement strategy. *(See attached document.)*
- DCL program future strategy already underway including developing staff recommendation, meetings with DCL directors, organizing focus groups, engaging with ON BAC.
- Develop CNIC strategic plan building off Five Year Plan and DCL program future strategy which will guide ONI's framework for engagement and update of City Code. Addresses engagement needs, priorities, roles and responsibilities, methods to recognize groups, and benefits and expectations. Notification issue in collaboration with PIAC. (See work plan timeline, page 4). (Winter-Summer 2017)
- Update of City Code driven by outcome of strategic plan and community engagement process. (Fall 2017)
- Equitable funding methodology driven by collection and analysis of data, partially dependent on ability to fund research assistant, and outcome of strategic plan and city code update. (Research 2017, finalize methodology winter 2017/18 in time for finalizing new contracts for FY 18-19.)
- Update of ONI Standards driven by outcome of Strategic Plan and City Code update and community engagement process. (2018) Earlier effort on simplifying update process before addressing broader issues. (2017)

4. Others that do not fit in finding category

Recommendation

- Provide a periodic report to Council on the activities and outcomes of the City's community engagement programs.

Action steps

- Several CNIC programs do already provide annual or periodic reports to City Council including MYC, PIAC, EPAP, DCL, Neighborhood Small Grants, etc.
- Compile comprehensive performance measures is already routine. Submit to City Budget Office (By end of September 2017).
- Produce annual report for FY 2016-17 (By end of November 2017)
- Organize constituent delegations to meet with each City commissioner (Nov.-Dec. 2017)
- Annual presentation to Council (January 2018) Consider presentation on strategic planning effort (September 2018.)

DRAFT Timeline

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Action steps	Jan-March 2017	April-June 2017	July – Sept 2017	Oct-Dec 2017	Jan-March 2018	April-June 2018	July-Sept. 2018
State desired outcomes (RET) – Establish outcomes and community indicators							
DCL future – develop staff recs, engage key stakeholders, focus groups							
DCL future – Revise recs and review w/Eudaly and BAC							
DCL future – Final formal public comment, community forum							
DCL future – Advocacy w/ commissioners, take proposal to Council							
CNIC strategic plan – CNIC staff retreats, develop recs							
CNIC strategic plan – Community engagement (mtgs w/stakeholders, discussions with BAC)							
CNIC strategic plan – Public comment, community forum, review w/Eudaly							
Update of City Code – From draft plan to proposal to Council							
Equitable funding methodology - Collect and analyze data (RET)							

Action steps	Jan-March 2017	April-June 2017	July – Sept 2017	Oct-Dec 2017	Jan-March 2018	April-June 2018	July-Sept. 2018
Equitable funding methodology - Finalize methodology (RET)							
Update ONI Standards – Simplify update process first							
Update ONI Standards – Once strategic plan and Code updates completed							
Periodic reports – Compile annual performance measures							
Periodic reports – Produce annual report							
Periodic reports – Constituent mtgs with City commissioners							
Periodic reports – Presentation to Council							
Hold grantees accountable – Grantees submit annual plans			For FY 17-18				For FY 18-19
Hold grantees accountable – Simplify performance reporting							
Hold grantees accountable – Update contracts as needed							
Core tasks not completed – CNIC program annual work plans							
Core tasks not completed – ONI public involvement policy							

ONI response to Nov 2016 City Auditor Report on ONI

(prepared by Paul Leistner, January 23, 2017)

Recommendations from Auditors Report on ONI	Action/Process
UPDATE FRAMEWORK/CODE 1. Update ONI's framework for engagement, and corresponding City Code, to identify:	
<ul style="list-style-type: none"> Engagement needs of community and City 	Update City Code 3.96 --Update purpose of cmtly and neigh involvement system
<ul style="list-style-type: none"> Priorities within current funding level 	ONI Funding Equity—Strategy and Plan
<ul style="list-style-type: none"> Role and responsibilities of the office 	Update City Code 3.96 Update ONI Standards for Neigh System (and ONI/neigh coalition grant agreements) [Create formal Standards for CBNBs and ONI?] Update/clarify grant agreements with CBNB orgs —clarify ONI role
<ul style="list-style-type: none"> Methods to formally recognize community groups 	Update City Code 3.96 —define CBNBs ONI Strategic Plan [Standards for CBNBs?]
<ul style="list-style-type: none"> Equitable funding opportunities for community groups and an achievable methodology for allocating funds 	ONI Funding Equity—Strategy and Plan
<ul style="list-style-type: none"> Benefits to recognized and funded community groups, such as notification and technical assistance 	Update City Code 3.96 —define CBNBs ONI Strategic Plan Language in formal grant agreements [Create formal Standards for CBNBs?]
<ul style="list-style-type: none"> Expectations of funded community groups. 	ONI Strategic Plan ONI Funding Equity—Strategy and Plan

Recommendations from Auditors Report on ONI	Action/Process
STANDARDS: As part of the code review, assess whether:	Update ONI Standards for Neigh System [Create formal Standards for CBNBs?]
<ul style="list-style-type: none"> • standards are needed, 	
<ul style="list-style-type: none"> • which groups standards should apply to, and 	
<ul style="list-style-type: none"> • how to simplify the update process 	
GRANTEE ACCOUNTABILITY 2. Hold funded community groups accountable by:	Update Performance Measurement and Reporting strategies and processes and templates: for all grantees
<ul style="list-style-type: none"> • updating contracts as needed, 	
<ul style="list-style-type: none"> • requiring annual plans, and 	
<ul style="list-style-type: none"> • Simplifying performance reporting 	
ANNUAL WORKPLAN 3. Develop a realistic annual work plan for the Office of Neighborhood Involvement community engagement programs to complement and build on plans of grant recipients.	First need ONI Strategic Plan (short-term—expand annual budget request) Each ONI Center and Program needs to develop basic annual plans.
Use the planning process to prioritize community engagement program requirements within available funding and assign staff to highest priority activities.	
REGULAR REPORT TO COUNCIL 4. Provide a periodic report to Council on the activities and outcomes of the City's community engagement programs.	Annual Report to Council <ul style="list-style-type: none"> • First need strategic plan of what we're trying to do • Reaffirm ONI mission/purpose • Report on successes/challenges • Report next steps