

## **EXPANDED MONITORING: STANDARD MONITORING FORM**

### **Nonprofit Contractor Fiscal and Compliance Monitoring Fiscal Year 2022-2023**

This form includes fiscal, compliance and governance standards that will be reviewed by City staff through the annual Citywide Nonprofit Monitoring and Capacity Building Program. All City departments funding nonprofit contractors identified for monitoring will conduct a single Citywide monitoring process each year and apply the standards as documented through this form.

#### **Section 1: Standards Required for Expanded Monitoring**

- Expanded Monitoring includes all standards in Section 1 of this form and applies to all nonprofits identified through the annual risk assessment process to receive monitoring.
- Expanded Monitoring is recommended for nonprofits with significant risk factors, such as recent high-risk findings or executive turnover.
- Expanded Monitoring will be conducted virtually (with nonprofits supplying all documents electronically) OR in-person at the Monitoring Team's discretion with advance notice to the nonprofit (nonprofits supply most documents electronically with some document review on-site). An exit conference between nonprofit and City staff is recommended and required in cases where there are questions or findings.
- Though departments may also conduct invoice documentation review outside of formal monitoring, if a nonprofit receives Expanded Monitoring, such review should be conducted via the Expanded Monitoring process, with results included in the monitoring report letter.

#### **Section 2: Optional Standards**

- This section includes standards that may be monitored during Expanded Monitoring at the discretion of City staff, per funding or operational requirements of a department.
- These standards are assumed to be excluded unless explicitly noted by departments through the initiation letter as included in the review.

Notes: Prior-year categories and lettering of standards are represented consistently across sections. In some cases, the lettered items of a category have been split across multiple sections. All monitoring documentation is completed electronically by City staff (no data is collected through this form).

## SECTION 1: Standards Required for Expanded Monitoring

SECTION 1: Expanded Monitoring Standards	Monitoring Guidance
<p><b>1. Invoices</b></p> <p><b>Expenses:</b></p> <p><input type="checkbox"/> a. Expenses tested on invoices have supporting documentation: credit card charges and/or petty cash expenditures are all documented with an original receipt and reasonably tie to the cost allocation plan</p> <p><input type="checkbox"/> b. Contractor follows its policies for writing checks, credit card use, petty cash use, and/or reimbursement for expenses tested on invoices</p> <p><input type="checkbox"/> c. Tested expenses on invoices appear to be reasonably associated with the program budget</p> <p><b>If Contract uses units of service (usually DPH only):</b></p> <p><input type="checkbox"/> d. Units of service provided are documented and agree with invoices</p> <p><b>If invoices include payments to subcontractors:</b></p> <p><input type="checkbox"/> e. Subcontractor is authorized by contract</p> <p><input type="checkbox"/> f. Contractor paid its subcontractors' invoices per the schedule established in the subcontracting agreement and/or prior to receiving City reimbursement for the services delivered</p> <p><input type="checkbox"/> g. Subcontractor invoices show basis for work billed as performed (units of service, hours, reimbursable costs)</p>	<p>For items a. through d., test selected expenses on selected invoices, requesting documentation and explanation from the contractor as needed.</p> <p>For items e. through g., request and review subcontracting agreement and invoices as needed for select months.</p> <p>Check whether invoices follow the cost allocation procedures. This is not a finding, as there may be reasons why they don't match exactly, but it could point to a pattern of inconsistent allocation to be explored in Category 2. Verify that employee time is invoiced according to the Staffing Allocation Plan requested in Category 2, Payroll. Unexplained discrepancies should be considered a finding.</p>
<p><b>2. Payroll</b></p> <p><input type="checkbox"/> a. State (DE 9 and DE 9C) and federal (941) payroll tax returns were filed by the end of the month following the end of the quarter for monitoring months under review</p> <p><input type="checkbox"/> b. Employees paid with City funds listed on invoices checked in Category 1 above are listed on the DE 9 and DE 9C for the quarter(s) that includes the monitoring months under review</p> <p><input type="checkbox"/> c. Documentation that payroll taxes due were actually paid</p> <p><input type="checkbox"/> d. If employee time is paid by more than one source, it is recorded by funding source or program on timesheets, or tracked separately via time study</p> <p><input type="checkbox"/> e. Employee &amp; supervisor signatures on timesheets in ink (e-</p>	<p>Departments with federal funding in their contracts may choose to request timesheets at any point (including during Partial Scope Monitoring) to validate payroll expenses on invoices.</p> <p>Request and review the Contractor's DE 9, DE 9C, and 941 returns, payroll tax verification, bank statements, and payroll register/ journal for the months under review.</p> <p>For item c., the contractor should provide either a canceled check or the invoice/statement from a payroll preparation company that indicates they paid the payroll tax for the quarter. If monitors uncover evidence elsewhere in financial documents that payroll taxes had not been paid for quarters other than the one being reviewed, use standard 8c to document this as a finding. Failure to pay payroll taxes is criteria for placement on Elevated Concern status.</p> <p>For item d., contractors should provide a Staffing Allocation Plan and functional</p>

SECTION 1: Expanded Monitoring Standards	Monitoring Guidance
<p>timesheets are acceptable, with demonstration or verification of e-signature, or written procedures about how e-timesheets are signed)</p> <p><input type="checkbox"/> f. All changes to timesheet are initialed by supervisor and employee in ink (e-timesheets are acceptable with demonstration or verification of the approval process for changes, or written procedures about how e-timesheets are changed)</p> <p><input type="checkbox"/> g. Timesheets of employees paid with City funds listed on invoices checked in Category 1 above list hours worked that are consistent with (close to amount charged in) invoices</p>	<p>timesheets with employee time broken down by program rather than a summary reporting of total hours worked. Functional timesheets should include program-level detail such that staff hours can be charged to specific programs based on timesheets. If contractor does not use functional timesheets, a time study is <i>required</i>. Monitors should request a copy of the time study completed for the sampled employees. If a valid time study cannot be provided, this is a finding.</p> <p>Timesheets should be prepared monthly or more frequently, represent actual time and effort (i.e., after-the-fact, by program staff), be distributed by program or funding sources, and encompass all activities performed by employee (i.e., account for 100% of an employee's time). For salaried staff, time studies should be conducted on a regular basis, though frequency may be based on the degree of task variability experienced by staff. Visit <a href="http://www.sfcontroller.org/nonprofits">www.sfcontroller.org/nonprofits</a> for more about timesheets and time studies.</p>
<p><b>3. Agency-wide Budget</b> <b>Agency-wide Budget</b></p> <p><input type="checkbox"/> a. Current (fiscal or calendar year)</p> <p><input type="checkbox"/> b. Shows income and expense by program</p> <p><input type="checkbox"/> c. Shows allocation of shared and indirect costs by program</p> <p><input type="checkbox"/> d. Shows fundraising separate from program expense</p> <p><input type="checkbox"/> e. Clearly identifies all revenue sources (City, state, federal)</p> <p><input type="checkbox"/> f. 15% of funding from non-City sources or contractor can demonstrate non-City fundraising efforts</p> <p><input type="checkbox"/> g. Includes annual cash flow projections</p>	<p>Request and review cash flow projections and the detailed agency-wide budget (not a roll-up budget) in initial letter. Ask Contractor if there is any missing information. Budgets do not need to be by funding source, but income sections should show all revenue sources.</p> <p>Item b. asks that budgets reflect the total revenue and expense for each program, including when one program has multiple funding sources. Budgets only organized by funding source may not meet the standard. Contractors should review training materials about budgeting at <a href="http://www.sfcontroller.org/nonprofits">www.sfcontroller.org/nonprofits</a>.</p> <p>Item e. asks that budgets list revenue sources at a detailed contract or grant level, not consolidated by department or grantor.</p> <p>Item f. might be verified through letters of intent, board fundraising committee notes, or other descriptions of solicitation efforts. The list of funders may include private foundations, individual donors, state, or federal revenue sources, documented in-kind services, or documented volunteer hours.</p> <p>Item g. Basic cash flow statement should include opening cash balance, monthly revenue/expense, resulting monthly cash balance, with tracking throughout the fiscal year. Straight-line projections of cash flow are not generally considered reasonable or sufficient. To assess cash flow statements, ask Contractor about the following areas:</p> <ul style="list-style-type: none"> <li>• Verify the date of a planned fundraising event, and the timing of expenditures and revenues associated with the event.</li> <li>• Verify that the timing of invoicing to the department matches receipt of funds projected in the cash flow budget (e.g., there can be delays in invoicing at the start of a new fiscal year).</li> <li>• At a high level, assess whether the contractor has updated prior months with</li> </ul>

SECTION 1: Expanded Monitoring Standards	Monitoring Guidance
	<p>actual revenue and expenditures. If the contractor cannot provide reasonable explanation for these considerations, the cash flow may not meet the standard.</p>
<p><b>4. Cost Allocation Procedures</b></p> <p><input type="checkbox"/> a. Cost allocation procedures and plan for <u>shared</u> costs is documented in a written narrative or in the footnotes of the current approved agency-wide budget</p> <p><input type="checkbox"/> b. Process for allocating <u>shared</u> program costs is consistent and reasonable</p> <p><input type="checkbox"/> c. Cost allocation procedures and plan for <u>indirect</u> costs is documented in a written narrative or in the footnotes of the current approved agency-wide budget</p> <p><input type="checkbox"/> d. Process for allocating <u>indirect</u> costs is consistent and reasonable</p> <p><input type="checkbox"/> e. Procedures for cost allocation match actual cost allocation found in agency-wide budget and financial documents such as invoices</p>	<p>The agency should develop an overall budget and reasonable cost allocation plan based on how shared or common costs are distributed across programs. The agency's approach to allocating shared costs by funding source might vary according to organizational size, complexity, and other public compliance standards. If needed, ask the Contractor to clarify its process (e.g., spreadsheets or additional narrative). Request Contractor include calculations and equations in submission of the cost allocation plan to help monitors understand how the methodology has been applied within the budget.</p> <p><u>Intent of cost allocation standards:</u></p> <ol style="list-style-type: none"> <li>1) Ensure that nonprofits understand the full cost of each program to support effective management decisions.</li> <li>2) Ensure that City contracts do not pay for more than the cost of the program that they are supporting.</li> </ol> <p><u>Reasonable</u> = makes sense and is appropriate to the type of programs, e.g., square footage for rent, FTEs for salaries, etc.</p> <p><u>Consistent</u> = same methodology for the same types of costs across all programs (e.g., method for allocating rent is the same across all programs).</p> <p><u>Inconsistent</u> = using highly variable bases, e.g., number of participants in a program, salaries without monthly reconciliation.</p> <p>To test that cost allocation is occurring according to documented procedures, examine salaries and rent first, as these line items are most commonly applicable to many funding sources and programs. The time period to test can vary, but monitors may want to start by testing the two months for which invoices are already being requested. If issues are uncovered, the monitor may choose to expand the examination to additional months and/or additional cost items.</p>
<p><b>5. Audited Financial Statements</b> <b>As Applicable (Per Departmental Requirements):</b></p> <p><input type="checkbox"/> a. Completed and complete: all sections and statements included opinion and other audit letters are signed; sections include:</p> <ul style="list-style-type: none"> <li>- Opinion Letter</li> <li>- Statement of Financial Position (Balance Sheet)</li> <li>- Statement of Activities (Income Statement)</li> <li>- Statement of Cash Flows</li> <li>- Statement of Functional Expenses</li> </ul>	<p>Apply these standards when Contractor receives over \$750,000 in federal funds OR if Contractor has a gross annual revenue of <u>\$2 million or more</u>, the Contractor is required to file an audited financial statement (per California Gov Code § 12586.1).</p> <ul style="list-style-type: none"> <li>• If Contractor has a gross annual revenue between \$750,000 - \$1,999,999 AND does not receive federal funding, please refer to each department's requirements to determine whether the Contractor meets thresholds for requiring formal Audited Financial Statements.</li> <li>• If Contractor has gross annual revenue under \$750,000, an audited financial statement is not required. However, departments can request a financial review.</li> </ul>

SECTION 1: Expanded Monitoring Standards	Monitoring Guidance
<p>- Footnotes</p> <p><input type="checkbox"/> b. Unmodified opinion</p> <p><input type="checkbox"/> c. No material weaknesses mentioned or going concern stated in the notes to the financial statements</p> <p><input type="checkbox"/> d. No current audit findings and/or questioned costs</p> <p><input type="checkbox"/> e. Audit completed within nine months of the close of the contractor's fiscal year</p> <p><b>For contractors that received a Management Letter:</b></p> <p><input type="checkbox"/> f. Management letter has been signed by the audit firm</p> <p><input type="checkbox"/> g. For any prior year findings, the Contractor has provided a reasonable explanation of how the Contractor has corrected all the findings</p> <p><b>For Organizations with a Single Audit:</b></p> <p><input type="checkbox"/> h. No material weaknesses mentioned or going concern stated in the notes to the financial statements</p> <p><input type="checkbox"/> i. No current audit findings and/or questioned costs</p> <p><input type="checkbox"/> j. For any prior year findings, the Contractor has provided a reasonable explanation of how the Contractor has corrected all the findings</p> <p><b>Financial Assessment:</b></p> <p><input type="checkbox"/> k. Total unrestricted net income (change in net assets) is positive over the sum of 2 consecutive years, or the contractor provides a reasonable explanation for how it will be positive by the end of the fiscal year <b>[recommended practice on first year of finding; if contractor had a finding in 5k in the prior year, mark 5l as a finding instead]</b></p> <p style="text-align: center;">Change in net assets = <span style="background-color: yellow; border: 1px solid black; display: inline-block; width: 100px; height: 1.2em; vertical-align: middle;"></span></p> <p><input type="checkbox"/> l. Total unrestricted net income (change in assets) is positive over the sum of 2 consecutive years, or the contractor provides a reasonable explanation for how it will be positive by the end of the fiscal year <b>[standard only applicable if 5k was a finding in the last fiscal year]</b></p> <p style="text-align: center;">Change in net assets = <span style="background-color: yellow; border: 1px solid black; display: inline-block; width: 100px; height: 1.2em; vertical-align: middle;"></span></p> <p><input type="checkbox"/> m. Total change in cash is positive over the sum of 2</p>	<p>If Contractor has been required to receive a formal audit per funding thresholds above but has not done so, monitors should mark 5a and 5e as findings; no other standards in this category apply. If Contractor has been required to receive an audit but is still in process (i.e., is late but audit is underway), monitors should mark 3e as a finding; no other standards in this category apply. All other standards in this category apply only when reviewing actual audit documents.</p> <p>Item b.: An Unmodified Opinion includes wording such as, "In our opinion, the accompanying financial statements present fairly the financial position of ABC agency at the fiscal year ending June 30, 2017, in conformity with generally accepted accounting principles."</p> <p>Item e.: If monitoring occurs prior to the 9-month deadline (e.g., in November, when audit is due April), review the prior fiscal year's audit, and determine if it was completed within 9 months of the prior fiscal year's close. This standard is interested in timeliness of audit completion, which allows the audit to be more effective as a management tool.</p> <p>Items f. and g.: If the written opinion references a management letter, then request it and assess items f. and g. If no management letter exists, these items are not applicable.</p> <p>Items h.-j.: A Single Audit is required if the contractor expended over \$750,000 in federal funds during the year. If the Contractor does not receive federal funds or meet the funding threshold, these items are not applicable.</p> <p><u>Items k and n are recommended practices</u> (financial indicators). If the recommended practice is not met, this should be noted on the form and letter, but it is not a finding. These standards may indicate problems in the agency's financial health. If the financials are too complex or if the monitor has limited experience, these indicators may trigger a monitor to request support from a financial expert (e.g., lead monitor or Controller's Office).</p> <p>Items k and l.: Using the Statement of Activity, net income should be positive over the sum of two consecutive years. If the number is negative, it could mean that the organization is relying on debt or investments to fund its day-to-day operations. If 5k (recommended practice) was applied in the previous year and the contractor continues to have net income, then standard 5l (standard) should be applied in the current year, requiring a response and corrective action.</p>

SECTION 1: Expanded Monitoring Standards	Monitoring Guidance
<p>consecutive years or agency has a reasonable explanation and/or plan to reverse cash outflow</p> <p><b>Change in cash =</b> <span style="background-color: yellow; border: 1px solid black; display: inline-block; width: 50px; height: 15px;"></span></p> <p><input type="checkbox"/> <b>n.</b> In current audit, agency has at least 60 days of operating cash <span style="color: red;">[recommended practice]</span></p> <p><b>Days of operating cash =</b> <span style="background-color: yellow; border: 1px solid black; display: inline-block; width: 50px; height: 15px;"></span> <b>days</b></p>	<ul style="list-style-type: none"> <li>Record the calculation of <u>unrestricted net income</u>, in addition to marking the standard as in conformance or not. If negative, please include minus sign (--) to indicate negative change.</li> </ul> <p>Item m.: Using the Statement of Cash Flows, add amounts in the line item "Increase (decrease) in Cash and Cash Equivalents" for current year and prior year. The number should be positive, or agency should have a reasonable explanation.</p> <ul style="list-style-type: none"> <li>Record the calculation of <u>change in cash</u>, in addition to marking the standard as in conformance or not. If negative, please include minus sign (--) to indicate negative change.</li> </ul> <p>Item n. Operating Cash = <math display="block">\frac{\text{(Cash + Investments)}}{[(\text{Operating Expenses} - \text{Bad Debt} - \text{Depreciation}) / 365]}</math></p> <p>If the result is less than 60, the recommended practice is not met. <u>Document the result (number of days of cash) in the comments of the Monitoring Report Letter for trend analysis.</u> The numerator is found on the Balance Sheet. If an agency has investments, they are generally documented as such, either separately or incorporated into the "cash" section.</p> <ul style="list-style-type: none"> <li>Record the calculation of <u>days of operating cash</u>, in addition to marking the standard as in conformance or not. If negative, please include minus sign (--) to indicate negative change.</li> </ul> <p>See Detailed Guidance for Audit Related Standards at <a href="http://www.sfcontroller.org/nonprofits">www.sfcontroller.org/nonprofits</a> for additional guidance regarding allowable cash equivalents. The denominator items are found on the Statement of Functional Expenses and are labeled in those terms.</p>
<p><b>6. Financial Reports</b></p> <p><b>Balance Sheet (aka Statement of Financial Position):</b></p> <p><input type="checkbox"/> <b>a.</b> Balance Sheet is current (as of the last three months, at least)</p> <p><input type="checkbox"/> <b>b.</b> Working capital ratio is greater than 1</p> <p><input type="checkbox"/> <b>c.</b> Current bank reconciliation (as of the last three months, at least)</p> <p><b>Profit and Loss Statement (aka Statement of Activity):</b></p> <p><input type="checkbox"/> <b>d.</b> P&amp;L Statement is current (as of the last three months, at least)</p> <p><input type="checkbox"/> <b>e.</b> Shows year-to-date (YTD) income and expense by program,</p>	<p>Contractors only need to supply the most recent YTD Balance Sheet and Profit and Loss Statement. To meet the standards, both should be current (i.e., updated and reconciled within the last three months).</p> <p>Item b. Working Capital = <math display="block">\frac{\text{Current Assets}}{\text{Current Liabilities}}</math></p> <p>Divide Current Assets (all assets that could be converted to cash in less than 1 year) by Current Liabilities (all money owed by the agency and due within 1 year). A ratio greater than 1 signals the short-term capacity to pay all current liabilities from current asset</p>



SECTION 1: Expanded Monitoring Standards	Monitoring Guidance
<p>contract or funding source, including indirect costs</p> <p><input type="checkbox"/> f. Year-to-date net income is either a positive number or the Contractor provides a sound explanation of how it will be positive by the end of the fiscal year</p>	<p>sources. This measure shows the capital needed to carry out the day-to-day work and should always be positive.</p> <p>Current Assets = Cash + Cash Equivalents + Accounts Receivable + Inventory + Marketable Securities  Current Liabilities = Accounts Payable + Grants Payable + Accrued Salaries + current long-term debt</p> <p>Item e.: Request the chart of accounts (cross check the general ledger) to better understand the agency's structure and confirm no co-mingling of funds has occurred when reviewing the income and expenses by program or funding source.</p>
<p><b>7. Fiscal Policies &amp; Procedures</b></p> <p><input type="checkbox"/> a. Upon turnover of executive director and/or fiscal manager, policies and procedures are reviewed within one year of the change, and updated if necessary [if applicable]</p> <p><input type="checkbox"/> b. Policies are current (updated within the past two calendar years or to reflect monitoring/audit recommendations) <u>[recommended practice]</u></p> <p><input type="checkbox"/> c. Complete (contains policies and procedures related to:</p> <ul style="list-style-type: none"> <li>- <u>Internal controls</u> (including safeguarding of assets, authorization of transactions, reconciliation of accounting records) [per Standard 6c.]</li> <li>- <u>Financial reporting</u> [per Standards 6a., 6d., 9a-c.]</li> <li>- <u>Accounts payable</u> [per Standards 1a-c.]</li> <li>- <u>Accounts receivable</u> [per Standards 7d.]</li> <li>- <u>Payroll</u> (including accounting for leave, signature requirements, documentation of salary levels) [per Standards 2e-f., 12c.]</li> <li>- <u>Procurement of goods and services</u> [per 1e-g., 11a-c.] (policy covers process for entering into agreements with fiscally sponsored programs)</li> <li>- <u>Conflict of Interest</u></li> <li>- <u>Subcontracts and Monitoring</u> [per Category 11]</li> <li>- <u>Record Retention</u></li> </ul> <p><input type="checkbox"/> d. Implementation of policies and procedures demonstrates appropriate <u>internal controls</u>, including segregation of duties</p>	<p>Items a-b.: Policies must be reviewed when leadership changes (standard), and should be assessed every two years (recommended practice), even if no changes are necessary. Agencies can meet the standard by creating a version history to show reviews occurred and when policies were last updated. If the contractor does not meet the standard or recommended practice, <u>document the date when the Fiscal Policies and Procedures were last updated in the Monitoring Report Letter.</u></p> <p>Item c.: The document should address ALL items in the list with sufficient detail to be actionable, and should be specific to the agency, not generic. Cross-reference the manual to the specific standards listed in item c. to ensure actions match written procedures, per item d.</p> <p>Item c. As of FY20-21 these policies are standards</p> <p>Item d.: Actual implementation may vary based on internal operations. The following are examples of reasonable practices, and monitors should test whether each agency's policies are reasonable and implemented consistently.</p> <ul style="list-style-type: none"> <li>- Disbursements are made by pre-numbered checks or through a secure electronic system [test: check register or e-check register]</li> <li>- Expenses are pre-approved [test: signed approval forms]</li> <li>- Someone prepares a daily list of all cash and checks immediately upon receipt [test: ledger/list]</li> <li>- Someone performs spot-checks of fiscal practices to test policies are being followed</li> <li>- Bank statements are opened/reviewed by staff or board member who does not have accounting responsibilities [test: bank statement showing address]</li> <li>- Two people count all cash, and/or unannounced counts of petty cash are made by someone other than the fund custodian [test: signed cash counting forms]</li> <li>- Checks over threshold amount (e.g., \$500) are signed by two staff [test: canceled checks]</li> <li>- Agency follows its own (and funders') policies for timely invoicing</li> </ul>

SECTION 1: Expanded Monitoring Standards	Monitoring Guidance
<p><b>8. Tax Form</b></p> <p><input type="checkbox"/> a. Federal 990 return filed for most recent tax year or request for extension submitted on time</p>	<p>Agency conducts a biannual equipment inventory [per federal requirements, if applicable]</p> <p>Form 990 is due on the 15th day of the 5th month following the end of the organization's taxable year. For organizations on a calendar year, the Form 990 is due on May 15th of the following year. The organization may request an automatic three-month extension, without showing cause, by filing Form 8868, <i>Application for Extension of Time to File an Exempt Organization Return</i>, by the initial due date for filing Form 990. The organization may request a second three-month extension by filing a second Form 8868 and explaining why it has reasonable cause for needing the additional three months.</p> <p>If the contractor filed the extension forms by the deadline, item a. is not a finding, but the contractor must send in the tax form when filed. If the contractor cannot show that it filed the 990 or the Form 8868 by the deadline, item a. is a finding.</p>
<p><b>9. Board Oversight</b></p> <p><b>Fiscal Standards:</b></p> <p><input type="checkbox"/> a. Minutes show that the Board approved the current agency-wide budget within at least three months of the start of the fiscal year</p> <p><input type="checkbox"/> b. Minutes show that financial reports are shared with the Board (or finance committee) at least quarterly, or more regularly when financial concerns warrant it</p> <p><input type="checkbox"/> c. Minutes show that the Board reviewed the most recent audit within the fiscal year</p> <p><b>Compliance Standards:</b></p> <p><input type="checkbox"/> d. Minutes show that if a paid City employee or City commission member is on the Board, he or she did not vote on items related to City contracts with their affiliated City department (excluding vote on Agency-Wide Budget)</p> <p><input type="checkbox"/> e. If a paid City employee or City commission member is on the Board, Contractor provides documentation showing that board member signed a Conflict-of-Interest Policy</p> <p><input type="checkbox"/> f. Minutes show that if the Executive Director is a member of the Board, s/he does not vote on his or her compensation</p> <p><input type="checkbox"/> g. Board conducts a performance review of the Executive Director annually</p>	<p>Board minutes will be reviewed to assess both Fiscal and Compliance standards. Board minutes may also be used in Category 10. Public Access (below), as needed. The monitoring letter should indicate that board meeting minutes will be used to assess these standards so that the contractor can pull the appropriate meeting minutes in advance.</p> <p>Items a-c.: Minutes should show the board approved the budget. Boards do not need to "approve" the financial reports or audit, but minutes should show that they conducted a review. Review by a finance subcommittee is acceptable. If the minutes are not detailed, request additional supporting documentation that could indicate such a review. The intent of these standards is to assess board oversight, not to assess the quality of minutes.</p> <p>Items d-e.: Request copy of Board Roster to verify membership of City staff members or commissioners. If a board member is also a City staff member or commission, to meet the standard, the individual should have signed or there is documentation that s/he agreed to a Conflict-of-Interest Policy. The policy may be stand-alone or part of a broader "board manual" or agreement as long as guidelines addressing conflicts of interest for board members are included.</p>
<p><b>10. Public Access (Administrative Code Section 12L)</b></p> <p><input type="checkbox"/> a. Contractor has and follows a written policy that it must maintain and make available for public inspection within 10</p>	<p>Item a. A sample Public Access Policy can be found online at: <a href="http://sfcontroller.org/modules/showdocument.aspx?documentid=6639">http://sfcontroller.org/modules/showdocument.aspx?documentid=6639</a>. Refer any contractors lacking a written policy to the website for corrective action.</p>



SECTION 1: Expanded Monitoring Standards	Monitoring Guidance
<p>days of the request (1) most recent budget, (2) most recently filed State and federal tax returns, and (3) any financial audits and performance evaluations performed by or for the City pursuant to a City contract</p> <p><input type="checkbox"/> b. At least two meetings with quorum status are open to the public each year</p> <p><input type="checkbox"/> c. These two meetings are announced to the general public at least 30 days in advance through the SF Public Library and the Clerk of the Board of Supervisors</p> <p><input type="checkbox"/> d. By-laws include requirements for client representation on Board, or Contractor makes other good-faith efforts to ensure client representation</p>	<p>Contractors may also be required to share other contract-related documents, such as grant agreements and RFP responses, per Administrative Code Sec. 12L.</p> <p>Item b-c. Request the email or fax sent to Board of Supervisors and Library to verify the date both meeting notices were posted. If contractor cannot produce documentation for both, this is a finding.</p> <p>Item d. Per Administrative Code Sec. 12L, if bylaws do not include seats set aside for client or community representation, good faith efforts at recruitment must include distributing notice of Board vacancies; providing an opportunity for members of the public to propose him/herself or another for nomination; and providing an opportunity for members of the public to comment on board membership at one public board meeting per year.</p> <p>Test this item by reviewing meeting agendas for public meetings for items regarding board membership, or requesting materials used by the agency to outreach about board vacancies among client populations.</p>
<p><b>11. Subcontracts (including fiscal sponsorship &amp; fiscal intermediaries)</b></p> <p><input type="checkbox"/> a. Documentation that procurement procedures (and/or the process for entering into legal agreements) in the Contractor's fiscal policies and procedures were followed by Contractor to select subcontractors (if applicable)</p> <p><input type="checkbox"/> b. Legally binding agreements between Contractor and subcontractors are valid and current, and include scope of work/deliverables</p> <p><input type="checkbox"/> c. Documentation that the Contractor follows its policy related to regularly monitoring fiscal and programmatic performance of subcontractors providing direct services to clients, including monitoring of invoices (e.g., validating receipts)</p>	<p>Standards apply to subcontracts funded by the City where the recipient provides direct services to clients. Vendor or consultant subcontracts (e.g., evaluation services) do not need to be monitored in these ways. This category applies in the following cases:</p> <ul style="list-style-type: none"> <li>• Prime Contractor is subcontracting portions of its own scope of work with clients</li> <li>• Prime Contractor is a fiscal sponsor or a fiscal agent of a "sponsored program" (i.e., sponsored program performs entire scope of work; prime contractor may receive a fee for managing funding)</li> </ul> <p>Item c: Contractors serving as a prime Contractor have an obligation to monitor fiscal and programmatic performance of subcontractors and sponsored programs. This includes ensuring funds are spent on the intended purpose.</p> <p>Category 7 Fiscal Policies and Procedures requires contractors to have a policy for procuring subcontractors, and for monitoring subcontractor performance. Monitors should use Item c. to test whether the contractor follows its established policies. This may include reviewing materials the contractor generated in a recent review of the subcontractor. Though not required, monitors may request financial documents pertaining to the sponsored program, such as a budget, an audit, or financial reports, should they deem them necessary to fully evaluate the effectiveness of the prime Contractor's ongoing fiscal monitoring of the sponsored program.</p>

### EXPANDED MONITORING COMPLETE

**PLEASE CONTINUE TO REQUEST DOCUMENTATION TO SUPPORT THE REVIEW OF ANY ADDITIONAL STANDARDS OR RECOMMENDED PRACTICES**

## SECTION 2: Optional Standards

SECTION 2: Optional Standards	Monitoring Guidance
<p><b>9. Board Oversight</b>  <b>Board of Directors Recommended Practices</b> <span style="color: red;">[recommended practices]</span>:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> h. Assist with the raising of funds</li> <li><input type="checkbox"/> i. Participate in annual giving to agency with either money, in-kind contributions, or volunteering</li> <li><input type="checkbox"/> j. Achieve quorum at every meeting</li> <li><input type="checkbox"/> k. Board reviews IRS Form 990 (or is distributed to members)</li> <li><input type="checkbox"/> l. Bylaws define term limits, quorum, committee structures, and voting/decision-making process</li> <li><input type="checkbox"/> m. Board leadership positions are filled</li> <li><input type="checkbox"/> n. Board is conducting active recruitment to fill vacancies</li> <li><input type="checkbox"/> o. Conflict of Interest policy exists</li> <li><input type="checkbox"/> p. Agency has a Board Manual documenting these recommended practices</li> </ul>	<p>Items h-o.: Provide the contractor with the Governance Review Checklist in advance of the monitoring; Contractor should submit it at the time of the monitoring. Review governance recommended practices with Contractors, identifying areas of strength and areas for improvement. Deviation from these recommended practices will not be considered monitoring findings; however as important indicators of healthy nonprofits, they will be tracked in a separate section of the report.</p> <p>Upload the checklist to the Contractor's folder, and only document the areas of weakness in the Monitoring Report Letter through the standard process of indicating findings.</p>
<p><b>12. Personnel Policies</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> a. Current written personnel/employee manual, including: <ul style="list-style-type: none"> <li>- Equal Employment Opportunity</li> <li>- Harassment and Discrimination</li> <li>- Reasonable Accommodation - ADA</li> <li>- Grievance Procedures</li> <li>- Protecting Personally Identifiable Information</li> <li>- Whistleblower Policy</li> <li>- Drug and Alcohol Policy</li> <li>- Travel Policy</li> </ul> </li> <li><input type="checkbox"/> b. Evidence that staff were trained regarding personnel policies</li> <li><input type="checkbox"/> c. Documentation of the following is maintained on file: <ul style="list-style-type: none"> <li>- Job description</li> <li>- Employment application or résumé</li> <li>- Employment confirmation or letter of hire</li> <li>- Salary information including adjustments</li> <li>- Verification of employee orientation</li> <li>- Annual TB clearance (as applicable)</li> <li>- Fingerprinting (required for children's services)</li> </ul> </li> </ul>	<p>Proof of training may include a training sign-in sheet or individual notations of training dates in the personnel file, as well as a signed acknowledgement that the employee has received a copy of the personnel policies.</p> <p>Monitors should request that the contractor extract specific documents from personnel files at the start of the meeting rather than sort through unrelated personnel information during the visit. These documents serve as internal control checks to ensure they match the program budget and invoices.</p> <p>Item a. In FY19-20, new policies have been included as required. These new policies are labeled "pilot" and failure to produce these policies during FY21-22 monitoring will not count as a finding for this item. However, these policies will become standards in subsequent years, and contractors should be informed of this timeframe for policy development.</p>
<p><b>13. Emergency Operations Plan</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> a. Written emergency operations plan</li> <li><input type="checkbox"/> b. Staff and volunteers were trained on the emergency plan, or have undergone at least one fire drill within the last year</li> </ul>	<p>Unless there is a prior year finding in this category, it will not be monitored during a Self-Assessment, and no related documents need to be submitted. Proof of training and drills may include a sign-in sheet, documentation in the personnel file, or an agency-wide email or posted announcement of the training or drill (item b.). After the contractor shows proof of an Emergency Operations Plan, there is no need to monitor item a. unless</p>

	there are significant changes in the contractor's operations that would require a new plan (e.g., opening a new site, changing locations, etc.).
<b>14. Preparedness</b> <input type="checkbox"/> a. Contractor was prepared with documents submitted by the monitoring date as requested in Monitoring Initiation letter [recommended practice]	Preparedness will be assessed based on contractor's timely provision of documents listed within the Monitoring Checklist in accordance with the schedule specified in the monitoring initiation letter (i.e., by the Monitoring Date). A finding in Category 14 may be prompted by issues such as: <ul style="list-style-type: none"> <li>• No documents nor submitted within required timeline</li> <li>• Documents arrived piecemeal or late</li> </ul>