

OFFICE OF INSPECTOR GENERAL CITY OF JACKSONVILLE



CONTRACT OVERSIGHT REPORT #2022-0028

Grant Review: Mentor to Thrive

MATTHEW J. LASCELL
INSPECTOR GENERAL

DECEMBER 14, 2022

DATE ISSUED

“Enhancing Public Trust in Government Through Independent and Responsible Oversight”



OFFICE OF INSPECTOR GENERAL CITY OF JACKSONVILLE

CONTRACT OVERSIGHT REPORT CASE NUMBER: 2022-0028

Matthew J. Lascell
Inspector General

“Enhancing Public Trust in Government Through Independent and Responsible Oversight”

EXECUTIVE SUMMARY

The Office of Inspector General (OIG) conducted a Contract Oversight Review (Review) in 2022 to assess the contract monitoring procedures for the Kids Hope Alliance (KHA).

The purpose of the Review was to provide the City with information to use when developing effective contract monitoring policies.

The OIG selected the First Coast Leadership Foundation (Contractor) “Mentor to Thrive” (M2T) grant (City Contract No. 71344-21) for Review.

The grant award came through a City Council Ordinance, not the regular competitive bid process of the Kids Hope Alliance.

BACKGROUND

There are three phases of public procurement: Pre-Award, Award, and Post-Award. Pre-Award phase involves the determination of need, the development of the requirements package, and the selection of the contracting method. The Award phase consists of soliciting vendors/sources, receipt of responses, evaluation of responses, and contract award. The Post-Award phase or contract administration phase includes contract monitoring, ensuring the contractor adequately delivers the contracted goods and services, and contract closeout.

Contract Review is part of the Post-Award procurement phase. To complete the Review, the OIG requested several items related to the FCLF contract from the KHA, including (but not limited to):

- A. Monthly mentor schedule and session rosters from October 2021 through August 2022,
and
- B. Invoices submitted by the Contractor to KHA.

In response to the inquiry, KHA provided an overview of the grant term with selected examples of the requested items. The OIG responded with a request for complete documentation of every service unit delivered by the Contractor for comparison to invoices submitted by the Contractor.

The KHA responded with the following information:

- Before the execution of the contract on October 8, 2021, KHA staff met several times with the M2T grant writer/COO to work out the scope of the contract and agree on contract deliverables and requirements.
- After several attempts by phone in December of 2021, the KHA Contract Manager emailed M2T stating that KHA needed the documentation for prior months to keep the contract in good standing.
- It was then discovered that the employee, with the knowledge of what documentation was needed and how to submit it, had left the organization and did not communicate the requirements for the agreement to other staff.
- In January 2022, the Contract Manager and Director of Contract Management met with M2T frontline staff to discuss late submissions of reimbursements and contract deliverables and train them on how to best collect and submit this documentation to KHA.
- Based on this understanding, a waiver was granted for attendance sheets through January. Other documentation, such as students' work and direct communication with the schools where M2T was working with students, verified that the work had taken place and students were served – proper documentation in the format KHA requires had just not been collected. All other deliverables were still required and met for submission.
- The Contract Manager provided continued technical assistance and coaching via phone and text on attendance sheets creation and tracking for the months of February thru August. The Contract Manager reviewed approximately 25% of each month's attendance sheets for approval through SAMIS. During these reviews, it was observed that the Provider was typically serving more youth than they claimed in SAMIS.
- There were billing issues along the way that were mitigated with the assistance of KHA staff to ensure no overpayments occurred. For example:
 - Some students included on attendance sheets were not enrolled in the SAMIS system, and the Provider did not collect sign-in sheets for some community events. As a result, the Provider ended the period of February 2022– August 2022 with approximately 511 service units that were not claimed (see spreadsheet in TEAMS-Monthly Attendance Folder).
 - The provider was allowed to add unclaimed units from March to May's attendance to correct for that month.
- Beginning in April 2022, they obtained more units after much work with the organization due to longer service hours and special events with youth.

FINDINGS

Lack of Contractor training and timely oversight procedures by KHA resulted in delays that were subsequently remedied.

RECOMMENDED CORRECTIVE ACTIONS

We recommend that the KHA conduct monthly contract monitoring to ensure timely and accurate invoice submission.

We recommend that the KHA require multiple Contractor staff members to attend Contractor training to ensure continuity in case of personnel changes.

MANAGEMENT'S RESPONSE

The OIG provided the KHA an opportunity to submit a written explanation or rebuttal to the findings as stated in this investigative report within ten (10) calendar days. Their written response is included below.

“Kids Hope Alliance agrees with the one finding and recommended corrective actions. The contract management team has processes and procedures in place to monitor contracts. When an agreement is executed, KHA has an onboarding process for the provider. KHA will formalize the onboarding procedure and require multiple individuals attend the training in case of personnel changes. In addition, the monitoring process includes monthly contract monitoring. The procedure will be revised to include that the Director of Contract Management or Assistant Director of Contract Management will review a report monthly that reflects the last date of reimbursement per provider. If a provider is delinquent in sending in their documentation for the previous month, the Director or Assistant Director will follow up with the applicable contract manager to contact the Provider and resolve any issues or concerns.”

This Contract Oversight Review has been conducted in accordance with ASSOCIATION OF INSPECTOR GENERAL Principles and Quality Standards for Investigations.

Exhibit: Service Contract between KHA and First Coast Leadership Foundation (Contractor), City Contract No. 71344-21