

Capacity Building and Oversight

Mayor's Office of Contract Services



Overview

- Capacity Building and Oversight Unit (CBO)
 - Purpose & Practice
 - Assessment & Legal Compliance
 - Services & Partnerships

Capacity Building and Oversight

Purpose

- Provide timely oversight and support for the City's not-for-profit vendors.
- Increase the availability of technical assistance and training to the not-for-profit vendor community.
- Ensure robust competition within the not-for-profit sector for City human services contracts.

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Practice

- CBO reviews not-for-profit vendors that have significant contracts with a cumulative total of \$1 million or more, are referred by city agencies, and those that request our assistance.
- CBO will review the 800 currently identified significant contracts in approximately three years on a random basis.
- CBO reviews will assess governance practices, financial responsibility, and legal compliance independently of the contract process.

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Assessment

Governance Practices

- Are there clear policies and procedures governing financial transactions?
- Is there a clear policy on the hiring and compensation of family members?
- Is the board active in overseeing the Chief Executive Officer?

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Assessment

Best Governance Practices

- Is the board providing effective oversight and leadership for the organization?
- Are quorums present at all meetings?
- Does the board meet regularly?
- Does the board consist of knowledgeable and committed directors?
- Does the board receive information in a timely fashion?
- Does the board have a clear policy to deal with conflicts of interest when they arise?

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Assessment

Internal Controls

- Are appropriate fiscal controls established regarding checks drawn and the opening and closing of bank accounts?
- Does the organization segregate accounting responsibilities such as reconciling bank accounts and cash receipts?
- Who is responsible for the review and approval process for disbursing payroll?
- Does the organization use an automated payroll system?
- Who is responsible for writing-off receivables as bad debt?

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Assessment

Financial Oversight

- Is the board fulfilling its fiduciary duty?
- Is the current operating budget approved by the board?
- Does the board have established Finance and Audit committees?
- Does the board evaluate budget performance and cash flow?
- Does the treasurer chair the Finance Committee?
 - Is it comprised of members with relevant experience?

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Legal Compliance

- Is the issue of compensation to board directors addressed in the by-laws?
- Have the required number of bids been established for subcontracts or other purchases, if applicable?
- Is the organization in compliance with the provisions of its contract?
- Is the organization in compliance with the required number of board meetings to be held?
- Have the required number of standing committees been established and appropriately staffed?
- Does the organization maintain accurate books?
- Have voting requirements been established and met for real property transactions?

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Services

- Operate as a citywide non-profit resource desk.
- Provide individualized assessments and tailored recommendations.
- Offer no cost training opportunities via the Procurement Training Institute.
- Provide referrals to nonprofit support organizations, technical assistance providers, and pro bono legal services.

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Partnering with City Agencies

- Preventative approach avoids contract delays leading to programs and communities being adversely affected.
- Performance evaluation may identify capacity needs.
- CBO-Agency Taskforce
 - Convene quarterly for interagency meetings.
 - Information sharing between city agencies.
 - Collaborative training and technical assistance efforts.
 - Plan citywide response to support capacity building.

Capacity Building and Oversight

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