GoodMojo

Case Study

CITY OF SAN FRANCISCO OFFICE OF ECONOMIC AND WORKFORCE DEVELOPMENT

The Challenge

The Office of Economic and Workforce Development (OEWD) supports San Francisco's ongoing economic vitality by strengthening its neighborhoods, businesses, commercial corridors and workforce. Its programs are responsible for supporting San Francisco's many diverse neighborhoods and commercial corridors, creating a business climate where companies can grow and prosper, and ensuring a high quality of life for all San Franciscans. The office makes over 50 grants to local non-profits to provide workforce training programs that help recipients find jobs in construction, transportation, technology and other industries. The OEWD staff manages the entire grant process and reports to the city, state and federal agencies on the results associated with those grants.

The OEWD needed a better way to handle the complexity of mixed-use grant funding and Workforce Investment Act dollars, and to interact with non-profits which were applying for, receiving and using grant money to support the City. They were running a paper-based invoicing system, managing on spreadsheets, copying documents and mailing them to recipients. In addition to all the manual work, this outdated process made it difficult to comply with reporting deadlines. They were spending too much time entering data, rolling that data up and doing lengthy quality assurance to correct errors. They needed a solution that would provide an online portal for all constituents, and one which would not be expensive for grantees, would not require them to make hardware upgrades or crash their systems with bandwidth requirements. It had to be easy to use and training had to be quick and simple to reduce the change management costs for everyone involved.

Another key element on the City's wish list was a better way to run analysis of the data and gain deeper insights into the ever-changing landscape of the dynamic city. In order to assess the efficiency of programs and see where needs were arising, they wanted to be able to differentiate between real costs and pass through costs which had previously been difficult to determine. The OEWD wanted to avoid having to build something from

> "Our CFO was really excited about the ease of reporting; what used to take us 40 hours now takes less than 5."
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> **Kris Damalas,**
> **Contracts and Performance Director,**
> **Office of Economic and Workforce Development,**
> **City and County of San Francisco**

scratch, both because of the time involved and the cost. They wanted a comprehensive solution that had a track record and could be implemented quickly

The Solution

The OEWD was aware that their colleagues in the Community Development group had been using the GoodMojo Funder Solution for years, so they considered it amongst other bids. The GoodMojo Funder Solution supports the entire process of providing grants to recipients from issuing RFPs to distributing funds and assessing results. The solution dramatically reduces time and effort in management of grants that can be used to ensure a more comprehensive service and is built on cutting edge technology developed in Silicon Valley. When OEWD chose the GoodMojo Funder Solution, they were relying on the GoodMojo team to implement quickly and tailor the solution to their specific needs. They threw the GoodMojo team curveballs in the form of almost contradictory needs, such as greater ability to perform advanced analytics while remaining very easy to use and intuitive for grantees, but they were very satisfied with what GoodMojo team was able to produce.

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The Result

The OEWD had a very good experience of implementing the GoodMojo Funder Solution, much better, in fact, than previous implementations, despite some very unusual scenarios that had to be accommodated. They were pleased with the responsiveness and project management of the GoodMojo team assigned to them, since the GoodMojo team members had experience with both grant and program management. The solution now tracks almost all their different fund sources and they have been able to change the program structure as needed, supported by GoodMojo engineers. It is valuable to them in their fundraising work, since they can track numerous federal sources. The solution is intuitive enough to give them some flexibility to make changes as they become necessary without having to refer back either to GoodMojo or to their own IT group for minor alterations. At the same time, it allows them to do much better reporting and analysis with all the data in a single place for security and management.

The solution has definitely improved the coordination with grantees. Many of the problems of timeliness and reporting have been resolved, since all the data and applications are housed in a single system. The collection of metrics required for reporting back to the federal agencies has also been tremendously simplified and the ability to meet deadlines set by those agencies has improved. The CFO of the OEWD is thrilled with the new efficiency this has brought to the quarterly reporting. His staff is able to do much more analysis with the time saved from the effort of pulling all the information together manually. That group estimates that they previously spent about 40 hours just wrangling the spreadsheets needed for aggregating all the disparate grant information and then doing quality assurance on the roll-up. They now spend less than two hours ensuring that all the grantees have uploaded relevant information and then running the reports, which represents a

Reduced Time To Respond

Decline in Exemptions

Faster Decision Making

Better RFP Process

Faster Payments

Customer Satisfaction

huge gain for the team. That time can now be spent on more value-added analytical work.

Moreover, on the procurement side, they have been able to streamline the process to the extent that they have tripled the number of monthly invoices they can handle with the same staff. In addition to these efficiencies, their effectiveness has grown as they use the improved analysis to do better risk assessment. They are more confident in the quality of the decision making, based on the deeper analysis. They have also seen a reduction in the time and effort of preparing for audits and have less need to go back to grantees with questions about missing information or request updates to parts of the applications. They have documented a decline in exemptions.