



PRINCE WILLIAM COUNTY

Prince William County, Virginia Internal Audit Report – Prince William County Arts Council

June 10, 2022



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TRANSMITTAL LETTER



June 10, 2022

The Board Audit Committee of
Prince William County, Virginia
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Pursuant to the internal audit plan for calendar year (“CY”) 2022 for Prince William County, Virginia (“County” / “PWC”), approved by the Board of County Supervisors (“BOCS”), we hereby present the internal audit of the Prince William County Arts Council (“Arts Council”). We will be presenting this report to the Board Audit Committee of Prince William County at the next scheduled meeting on July 19, 2022.

Our report is organized into the following sections:

Executive Summary	This provides a high-level overview and summary of the observations noted in this internal audit, as well as the respective risk ratings.
Background	This provides an overview of the function within the process, as well as pertinent operational control points and related requirements.
Objectives and Approach	The objectives of this internal audit are expanded upon in this section, as well as the various phases of our approach.
Observations Matrix	This section gives a description of the observations noted during this internal audit and recommended actions, as well as Management’s response, responsible parties, and estimated completion date.
Process Maps	This section provides a visual depiction of the workflow of key processes.

We would like to thank the staff and all those involved in assisting our firm with this internal audit.

Respectfully Submitted,

RSM US LLP

Internal Audit



EXECUTIVE SUMMARY

Background

The Prince William County (“County”) Arts Council (“Arts Council”) is a membership organization established by the former Prince William County Park Authority and later re-authorized by the Prince William Board of County Supervisors (“BOCS”), via an amended charter, as an advisory body with a mission to promote and support local artists and arts organizations, advise on matters concerning the arts, including various forms such as painting, dance, music, poetry, theatre and photography, and enlighten and educate audiences about the arts in Prince William County, the City of Manassas, and the City of Manassas Park, collectively known as the Greater Prince William area.

The Arts Council is comprised of a Board of Directors, an Executive Committee, non-elected and non-appointed members, and an Arts Recreation Specialist (DPRT employee). The Board of Directors, acting under the BOCS, has the general power to manage and control the Arts Council with governing action of Arts Council rules and regulations in conformance with its Charter, Arts Council Handbook and respective County policies and procedures.

The Arts Council is primarily funded by the County and serves to support artists, arts organizations, and artistic programming throughout the community. The County provided DPRT with \$275,283 in funding through the approved Fiscal Year (“FY”) 2022 budget, to be used for Arts Council purposes. Of this amount, \$193,000 is the allocation for the grants program, in line with the budget allocation in previous years.

In addition to the funding received by the County, the Arts Council collects annual membership dues from each member of the Arts Council. Membership dues are used to fund arts-related purchases and events for the community. All membership dues are deposited into a County fund and purchases are subject to the County’s standard purchasing process.

Overall Summary / Highlights

The observations identified during our assessment are detailed within the pages that follow. We have assigned relative risk or value factors to each observation identified. Risk ratings are the evaluation of the severity of the concern and the potential impact on the operations of each item. There are many areas of risk to consider in determining the relative risk rating of an observation, including financial, operational, and/or compliance, as well as public perception or ‘brand’ risk.

Objectives and Scope

The primary purpose of the internal audit was to conduct a review of the controls, policies, and procedures surrounding the budgeting process; selection of community partners and grant funding; and procurement, validity and recordkeeping/reporting of related expenditures.

As part of our internal audit, we performed the following:

- Obtained an understanding of the processes related to the identification and selection of community partners, the disposition of grant funding, purchasing, and recordkeeping;
- Assessed the approval and validity of related expenditures;
- Assessed the appropriateness and transparency of budget to actual reporting;
- Documented related process controls and identified weaknesses;
- Reviewed the applicable policies and procedures to identify gaps related to controls; and
- Assessed adequacy of records and documentation to establish an audit trail and that those policies and procedures are appropriately followed.

The scope of this internal audit encompassed a sample of financial reports, grants and related expenditures. The audit period was from January 1, 2021 through February 28, 2022.

Fieldwork was performed during March 2022 through May 2022.

Summary of Observation Ratings

(See page 3 for risk rating definitions)

	High	Moderate	Low
Arts Council	-	2	2

We would like to thank all County team members who assisted us throughout this internal audit.



EXECUTIVE SUMMARY – CONTINUED

Observations Summary

The following is a summary of the observations noted in the areas reviewed. Each detailed observation is included in the observation matrix section of the report. Improvement opportunities have been provided following the detailed observations section. Definitions of the rating scale are included below.

Summary of Observations	
Observation	Rating
1. Grant Disbursements	Moderate
2. Grant Reporting	Moderate
3. Grant Applications	Low
4. Expenditures	Low

Provided below are the observation risk rating definitions for the detailed observations.

Observation Risk Rating Definitions	
Rating	Explanation
Low	Observation presents a low risk (i.e., impact on financial statements, internal control environment, brand, or business operations) to the organization for the topic reviewed and/or is of low importance to business success/achievement of goals.
Moderate	Observation presents a moderate risk (i.e., impact on financial statements, internal control environment, brand, or business operations) to the organization for the topic reviewed and/or is of moderate importance to business success/achievement of goals. Action should be in the near term.
High	Observation presents a high risk (i.e., impact on financial statements, internal control environment, brand, or business operations) to the organization for the topic reviewed and/or is of high importance to business success/achievement of goals. Action should be taken immediately.



BACKGROUND

Overview

The Prince William County Arts Council (“Arts Council”) was created on October 28, 1992 by the Park Authority Board; during March 2012 the Park Authority Board and the Board of County Supervisors (“BOCS”) took action to merge the Park Authority into the Prince William County Government and thus created the Department of Parks and Recreation, now known as the Department of Parks, Recreation and Tourism (“DPRT”). The County provides annual funding to the Arts Council, budgeted each year within the DPRT budget and sourced from the General Fund. In addition, the DPRT provides support to the Arts Council via a County employee, Arts Recreation Specialist. The Arts Council is an advisory body for the County, in which its purpose is to promote and support local artists and arts organizations and enlighten and educate audiences about the arts throughout the County.

The Arts Council is a membership organization serving the Greater Prince William Area, including Prince William County, City of Manassas and City of Manassas Park, by advising on matters concerning the arts in their various forms. The Arts Council is a resource for the local arts, and provides members with networking, development, marketing and grant opportunities. It is primarily funded by the County with partial financial support generated from annual membership dues collected. These funds help the Arts Council to support artists, arts organizations, and artistic programming throughout the community.

The Arts Council hosts various community outreach events to promote the engagement and growth of arts in the area, including:

- In The Company of Laureates: A two-day event held biennially with a goal to encourage the literary art of poetry in Prince William County;
- “Arts Alive!”: A free, family-friendly local arts festival that celebrates the diversity and excellence of visual, literary, and performing artists and ensembles from the Greater Prince William Area. Offerings include music, theater, and dance performances, a visual arts showcase with original paintings, coloring books, photography and quilts, and local artisans selling jewelry, pottery, and other arts-related wares; and
- Kathleen K. Seefeldt Awards: An annual event established over 15 years ago by the Arts Council to recognize and celebrate the artists, arts organizations, volunteers, educators, and businesses that build upon and sustain a notable figure in the local community, Ms. Seefeldt’s, legacy of public service and support for the cultural arts.

The Arts Council is guided by:

- Prince William County Arts Council Charter: defines areas such as the authority, mission, membership dues collection, grant-making, organization, meetings, nominations and elections, financial administration, parliamentary authority, freedom of information act, etc.
- Arts Council Member Handbook: accompanies the Council By-Laws approved by the BOCS to set the operating standards for the Council.

The Arts Council and arts grant program is funded through the below channels. The County provides annual funding to the Arts Council, budgeted each year within the DPRT budget and sourced from the General Fund. The Arts Grant Panel is funded each year from the General Fund. Funds are housed in the same budget as the Arts Council, but managed separately.

Funding Source	FY19	FY20	FY21	FY22
County funding – grants	\$193,000	\$193,000	\$193,000	\$193,000
County funding – other (professional services, salaries, operating supplies, etc.)	91,091	84,487	107,501	82,283
State funding – grants*	4,400	4,500	0*	4,500
Membership	5,000	5,000	5,000	5,000
Total	\$293,491	\$286,987	\$305,501	\$284,783

*This funding is not budgeted, but routinely applied for and awarded annually.

**This funding was not received due to COVID.



BACKGROUND – CONTINUED

Governance

The Arts Council is comprised of a Board of Directors, an Executive Committee, non-elected and non-appointed members, and an Arts Recreation Specialist (DPRT employee). The Board of Directors, acting under the BOCS, has the general power to manage and control the Arts Council with governing action of Arts Council rules and regulations in conformance with Department of Parks, Recreation and Tourism, and County policies. Board meetings occur at a minimum of four times per year, held on the second Tuesday of the month. The Board consists of 17 to 25 directors, with up to eight of the positions appointed by the BOCS. The Executive Committee exists to serve as an advisory board to the Board of Directors and is comprised of a Chairperson, Vice Chair(s), Secretary and Treasurer, all who are members of the Arts Council. The Arts Recreation Specialist is an employee of the County with the DPRT, with responsibility for supporting the Arts Council in the performance of its duties under the charter. Duties of the Art Recreation Specialist include attending Board and Arts Council meetings, special event assistance, and administering contracts, grant disbursement, dues collection, procurement, and purchasing. Please refer to *Appendix A – Arts Recreation Specialist Roles and Responsibilities* for additional detail regarding the position.

Membership

Membership in the Arts Council is available to any individual(s), organization or business committed to the promotion or preservation of cultural arts in Greater Prince William. Applications are accepted July 1st – April 30th and evaluated at the next regularly scheduled board meeting following the date of the request. Applicants are then notified of their membership status, which falls into one of the following categories:

- Individual artist, group or arts supporter;
- Non-profit arts organization;
- Business supporter of the arts; and
- Associate (residency and majority of artistic presentations are not based in Greater Prince William).

Benefits of membership include voting rights at general membership meetings, participation in special events hosted by the Arts Council and DPRT and promotion through Arts Council website and newsletters. Additionally, members receive discounted use fees at county public school facilities and Locust Shade Park Amphitheater and are eligible to apply for Technical Assistance Grants which only members of the Arts Council, excluding Associate Members, are eligible to submit applications for. The Arts Council currently has 40 members that contribute to the growth of the arts community through mediums including visual arts, dance, theater, music, and photography.

Grant-making Authority

The Arts Council oversees a Technical Assistance Grant program, funded by the annual membership dues collected by the Arts Council, all with varying maximum award amounts available to the applicant(s). Board members of the Arts Council review Technical Assistance applications and award the grants on a first-come-first-serve basis. Grant funding is provided, and reimbursement payments are disbursed after the grantees submit receipts and other supporting documentation for the funded purchases.

The Arts Grant Panel is a quasi-advisory body with no formal charter or BOCS appointees that operates in accordance with a BOCS-adopted policy. The grants program – started by the former Park Authority – is funded by an annual BOCS appropriation of \$193,000. The Arts Grants Panel is composed of up to six (6) volunteers appointed by the Parks and Recreation Commission (an advisory body) who serve 2-year staggered terms. The Panel administers two types of grants: General Operating and New and Emerging. There is no formal connection between the Arts Grant Panel and the Arts Council, although many of the Arts Grant Panel awardees are Arts Council members. The current panel members have a range of experience in financial management, arts education, grant oversight, and non-profit management and are County residents. A representative from the County's Finance Department also serves on the panel as a standing member. The Grants Panel evaluates eligible applications, scores the applications based on pre-determined criteria including levels of creativity, artistic quality, and community outreach.



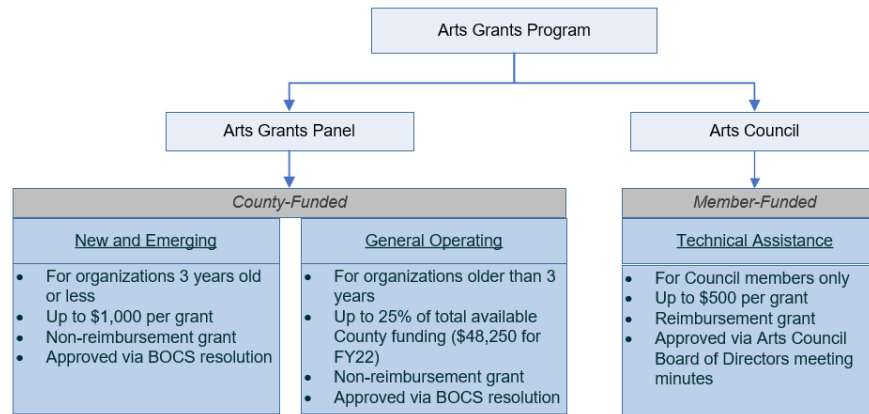
BACKGROUND – CONTINUED

Grant-making Authority – continued

Recommended grant award amounts are determined based on aggregated application scores and the recommendations are provided to the BOCS for approval. Awarded grant funds are disbursed in two installments: 70% once the award is approved, and the remaining 30% following the completion of grant reporting requirements. In 2017, DPRT consulted with the Virginia Commission for the Arts to update the Arts Grant Panel policy to better conform with best management practices for parity and fairness. The BOCS adopted the new policy on March 13, 2018. The following changes were made:

- To verify 501(c)3 status, all applicants must register under Guidestar.org and must be able to provide a letter from the Internal Revenue Service dated within 18 months;
- No annual income minimum is required to apply;
- No single organization can receive more than 25% of the total available Arts Grant funds; and
- First time applicants must attend the Grant Workshop, where expectations and requirements for grant management and reporting are communicated.

The following diagram illustrates the different types of arts-related grants administered and key characteristics of each:

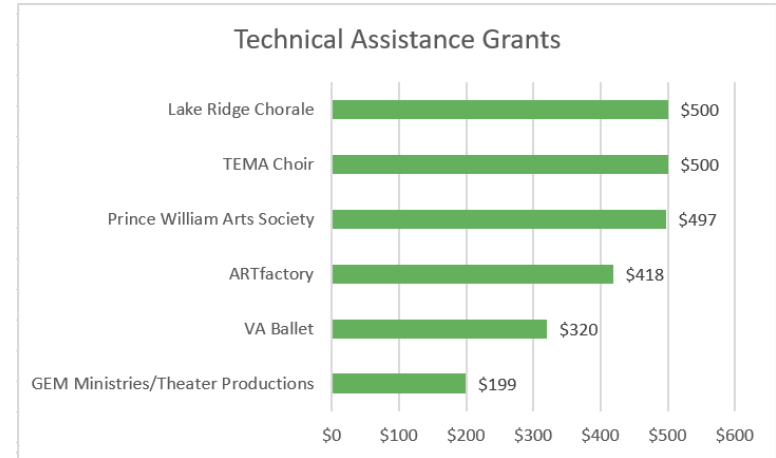
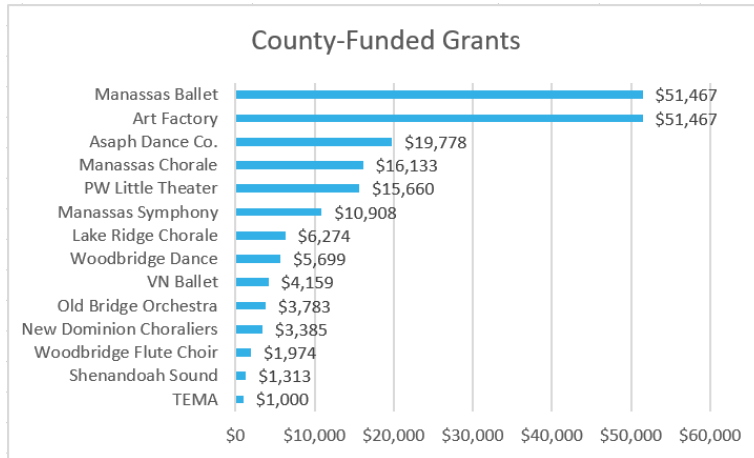




BACKGROUND – CONTINUED

Grant-making Authority – continued

The chart below on the left depicts displays a breakdown of how the \$193,000 reserved for New and Emerging and General Operating grant funding was allocated among 14 recipients in FY22, and the chart below on the right depicts displays a breakdown of how the \$5,000 allocated for Technical Assistance grant funding was allocated among six (6) recipients in FY22





OBJECTIVES AND APPROACH

Objectives

The primary purpose of the internal audit was to conduct a review of the controls, policies, and procedures surrounding the budgeting process; selection of community partners and grant funding; and procurement, validity and recordkeeping/reporting of related expenditures. The scope of this internal audit encompassed a sample of financial reports, grants and related expenditures. The audit period was from January 1, 2021 through February 28, 2022.

Approach

Our audit approach consisted of the following three phases:

Understanding and Documentation of the Process

We conducted interviews with the appropriate representatives from DPRT to discuss the scope and objectives of the audit work, obtain preliminary data, and establish working arrangements. We obtained and reviewed 1) copies of financial information; 2) documented policies and procedures related to the area; and 2) other documents deemed necessary; and perform walkthroughs of the process(es) and key controls to gain an understanding of the function and assess the design of the process/key controls.

Evaluation of the Design of Process and Controls

The purpose of this phase was to assess the internal controls related to the in-scope processes. Our testing was conducted utilizing sampling and other auditing techniques to meet our audit objectives outlined above. Procedures included, but were not limited to the following, where applicable:

- Obtained an understanding of the processes related to the identification and selection of community partners, the disposition of grant funding, purchasing, and recordkeeping;
- Assessed the approval and validity of related expenditures;
- Assessed appropriateness and transparency of budget to actual reporting;
- Documented related process controls and identify weaknesses;
- Reviewed the applicable policies and procedures to identify gaps related to controls; and
- Assessed adequacy of records and documentation to establish an audit trail and those policies and procedures are appropriately followed.

Reporting

At the conclusion of this audit, we summarized our findings into this report. We have reviewed the results with the appropriate Management personnel and have incorporated Management's response into this report.



OBSERVATIONS MATRIX

Observation	1. Grant Disbursements
<p>Moderate</p>	<p>Per applicable grant administration policies, and information obtained during walkthrough procedures, certain restrictions apply to the amount and timing of County funding a single grant may award. After grantees are notified of their approved award amount, grants are dispersed in two separate payments: 70% of each grant award amount is disbursed up front and the remaining 30% is dispersed after the required grant reporting is received. Additionally, the grant administration policy states that no single organization can receive more than 25% of the total available County funds (which equals \$48,250 for FY22 awards).</p> <p>We reviewed the population of 14 General Operating and New and Emerging grants for our detailed testing over grant disbursements and noted the following as a result of our procedures:</p> <ul style="list-style-type: none"> The grant award disbursement amounts were not consistent with the above-mentioned 70%/30% disbursement split for two (2) of 14 instances. In one instance 42% of the award was paid in the first disbursement and 58% was paid in the second. In the other instance, 30% was paid in the first disbursement and 70% was paid in the second; The total grant award amount disbursed to individual organizations exceeded the above-mentioned 25% limit of total available County funds for two (2) of 14 instances. In both instances, the grant was funded at \$51,467 (approximately 27%) of total available County funding; and The total grant amount stated in the award letter sent to the grantee does not agree to the amount approved by BOCS resolution for one (1) of 14 instances. In this instance the amount awarded by the BOCS and received by the applicant was \$1,313; the amount per the award letter was \$788.45. The variance totaled \$525. <p>The inaccurate distribution of grant funding to recipient organizations could have an adverse impact on their operations or could affect their incentive to meet performance expectations and reporting requirements. Additionally, When a disproportionate amount of grant funding is provided to individual organizations, it could limit the effectiveness of the grant program to attract and fund new grant recipients, it could cause recipient organizations to become overly dependent on grant funding for continued operations, and it could limit the Arts Council's ability to achieve its mission and objectives.</p>
<p>Recommendation</p>	<p>We recommend that DPRT adhere to existing requirements regarding the distribution of disbursements and the cap on awards. Any deviations should be determined beforehand and subject to request and approval that should be retained as part of the grant support.</p>
<p>Management Action Plan</p>	<p>Response: The DPRT Business Services Administrator (BSA) will create a payment schedule based on the BOCS-approved grant award resolution, showing the 70/30 split. Each check request will have the schedule attached and the BSA will check to make sure each check request amount matches the figure on the schedule.</p> <p>To verify applicants are not awarded above 25% of total grant funds, staff will add a "% of total budgeted funds" column next to the award amount for each awardee on the resolution that goes to the BOCS for approval.</p> <p>Responsible Party: DPRT Business Services Administrator and Recreation Senior Manager</p> <p>Completion Date: December 31, 2022</p>



OBSERVATIONS MATRIX – CONTINUED

Observation	2. Grant Reporting
<p>Moderate</p>	<p>Grantees must adhere to grant reporting requirements to receive grant payments and remain eligible for future grant awards. Grant reporting consists of a description of activities completed to date using grant funding including statistics on enrollment, impact, funds used, and funds remaining, as well as a narrative of the program(s) impact in the community.</p> <p>We reviewed the population of 14 grantees for our detailed testing of grant reporting. Based on our testing, we noted the following instances in which documentation provided was insufficient to demonstrate adequate grant reporting review procedures:</p> <ul style="list-style-type: none"> • There is no documentation completed or retained that evidences a detailed review is provided and performed for the reporting submitted by each of the grantees, or that any follow-up was conducted with the grantees as a result of the information provided in their reports, where applicable; • The first part (Part 1) of the grant reporting is required to be submitted prior to the 30% disbursement of grant funding. <ul style="list-style-type: none"> ○ There was no submission date documented that could evidence compliance with grant reporting deadline requirements for five (5) of 14 instances; ○ The Grant Reporting Part 1 could not be produced for our review for two (2) of 14 instances; ○ The Grant Reporting Part 1 was submitted after the deadline for one (1) of 14 instances; and • The second part (Part 2) of the grant reporting is required to be submitted in order to comply with grant and future eligibility requirements. <ul style="list-style-type: none"> ○ The Grant Reporting Part 2 was submitted after the deadline for four (4) of 14 instances; ○ There was no submission date documented that could evidence compliance with grant reporting deadline requirements for three (3) of 14 instances; and ○ The Grant Reporting Part 2 could not be produced for our review for three (3) of 14 instances. <p>Without proper review and retention of grantee reporting, there is an increased risk of: Disbursing County funds to grantees in non-compliance with criteria established through grant administration policies; Use of County funds for unauthorized activities that differ from the approved grant application; Processing payment for inappropriate organizations not aligned with the objectives of the Arts Council and/or the County; and An insufficient audit trail surrounding the review of grant reporting.</p>
<p>Recommendation</p>	<p>We recommend that evidence of grant reporting submission should be documented and retained on file along with required grant reporting documents. Additionally, all reporting should be reviewed against established reporting requirements and review should be evidenced (e.g.: completed checklist, signature and date, stamp, etc.). Further, if grantees fail to adhere to reporting requirements, we recommend implementing a process to address and resolve the issue with the grantee, and increased scrutiny of the future eligibility for non-compliant grantees.</p>
<p>Management Action Plan</p>	<p>Response: Staff reminds applicants to submit reports and has difficulty getting applicants to reply. To compel compliance, staff will update the policy to penalize applicants who do not submit reports on time.</p> <p>Responsible Party: DPRT Business Services Administrator and Recreation Senior Manager</p> <p>Completion Date: December 31, 2022</p>



OBSERVATIONS MATRIX – CONTINUED

Observation	3. Grant Applications
Low	<p>Grant applications are reviewed by the Arts Recreation Specialist for completeness, accuracy, eligibility, and compliance with other required criteria including the application submission deadline. Based on information obtained during walkthroughs and discussions, we understand that an application review checklist has been completed in the past, but this review step is not consistently documented each year. For General Operating and New and Emerging grants, eligible applications are distributed to the Grants Panel for review and approval. For Technical Assistance grants, eligible applications are distributed to the Arts Council Board of Directors for review and approval.</p> <p><u>General Operating and New and Emerging Grants</u> We reviewed the population of 14 General Operating and New and Emerging grants for detailed testing procedures. Based on our review, we noted the following instances in which application review could not be verified:</p> <ul style="list-style-type: none"> • For the FY22 grants, applications were due by 5pm on April 12, 2021. There is no receipt stamp or alternative evidence of receipt on the grant application and therefore its timely submission could not be verified for fourteen 14 of 14 FY22 grant applications; and • There is no evidence documenting the Grants Panel's decision to bypass the application scoring process and award the grant for one (1) of 14 instances. <p><u>Technical Assistance Grants for Arts Council Members</u> We reviewed the population of six (6) Technical Assistance grants for detailed testing procedures. Based on our review, we noted the following instances in which application review could not be verified:</p> <ul style="list-style-type: none"> • The grant application was not signed by the appropriate individual(s) in the applying art organization for one (1) of six (6) instances. <p>Without appropriate review of grant applications, there is an increased risk of: Approving ineligible grant applications for award; Disbursing County funds to inappropriate organizations; Supporting organizations not aligned with the objectives of the Arts Council and/or the County; and Non-compliance with requirements established in applicable policies and procedures.</p>
Recommendation	<p>We recommend that DPRT, with the Arts Council, follow the current application checklist procedures to: a) evidence the receipt/submission date of grant applications (e.g.: time/date stamp, handwritten note, etc.), b) complete an application checklist to verify required criteria is met, and c) retain the documentation on file. The existing Grant Panel scoring process should emphasize the importance of evaluating each applicant, or documenting an alternate reasoning for grant approval, to adhere to applicable policies and procedures.</p>
Management Action Plan	<p>Response: Require date stamps be applied to all applications including those received by email. Create a checklist for Technical Assistance grants.</p> <p>Responsible Party: DPRT Business Services Administrator and Recreation Senior Manager</p> <p>Completion Date: December 31, 2022</p>



OBSERVATIONS MATRIX – CONTINUED

Observation	4. Expenditures
Low	<p>Individuals within DPRT are authorized to use P-Cards to make purchases to support Arts Council operating activities. P-Card purchases are added to the purchaser’s P-Card log which is reviewed and approved on a monthly basis by the purchaser’s supervisor. Each purchase is charged to one of two Arts Council-specific general ledger expense object codes, as identified by DPRT. DPRT’s use of the P-Cards in support of the Arts Council is required to adhere to the County’s P-Card policy and procedures.</p> <p>We selected a sample of ten (10) P-Card transactions and inspected accounting records and supporting documentation for appropriateness, evidence of review and approval, adherence to DPRT and County purchasing and P-Card regulations, and proper accounting of Arts Council purchases. Based on these testing procedures, we noted the following:</p> <ul style="list-style-type: none"> • A completed and approved P-Card log could not be provided for six (6) of ten (10) instances; • The purchase was coded to the incorrect general ledger object code for two (2) of ten (10) instances; and • The receipt provided was not itemized and therefore the reviewer could not confirm that tax was excluded from the total amount paid for one (1) of ten (10) instances. Note: Due to the age of the receipt we did not follow up to try and confirm whether or not tax was included. <p>Failure to comply with the P-Card process and regulations increases the risk of approving and processing payment for inaccurate or unallowable purchases, resulting in inappropriate expenditure of County funds. Additionally, there is an increased risk that the incorrect department or account code could be charged for the purchase and adversely impact the integrity of related financial system data.</p>
Recommendation	<p>We recommend that DPRT adhere to existing P-Card policies and procedures, including the use of the monthly P-Card log and the allocation of purchases to the correct account code(s) on a consistent basis.</p>
Management Action Plan	<p>Response: Require P-Card training for DPRT P-Card holders</p> <p>Responsible Party: DPRT Business Services Administrator and Recreation Senior Manager</p> <p>Completion Date: December 31, 2022</p>



OBSERVATIONS MATRIX – CONTINUED

Process Improvement Opportunity

1. Community Outreach to Increase Awareness of Grant Opportunities

A high level of consistency among General Operating and New and Emerging grant recipients over FY 2020, FY 2021 and FY 2022 was noted during this process.

Per discussion with DPRT, the population of applicants remain largely analogous year over year. Based on approved BOCS resolutions to authorize grant disbursements/recipients, it appears there is little diversity in the organizations that apply for, and are approved for, available grant funding each year. For the past three fiscal years, twelve grantees have consistently been awarded grant funding each year, from an average grantee population of approximately fourteen recipients.

It was noted during our discussions with DPRT that the FY22 grant process included additional community outreach that had not occurred in previous years. The outreach included advertisement of available grant funding and requirements through a press release, a post to the Arts Council's Facebook page, an article published on a local news website, and in a local magazine. The additional outreach resulted in one new applicant.

DPRT and the Arts Council should continue current efforts to calibrate awareness strategies and level of effort to increase the number of and diversification of grant applications. This should include establishment of a goal for the number of new applicants they want to gain for future General Operating and New and Emerging grant cycles, and calibrate their awareness strategies and level of effort to that end.

2. Budget to Actual Reporting

Based on information and documentation gathered during walkthroughs and fieldwork, communication between the Arts Council and the DPRT, specifically related to the monitoring of Arts Council budget amounts and expenditures throughout the year, has been perceived as inadequate to provide the Arts Council with accurate, complete budget-versus-actual information to help meet the organization's mission and objectives.

The Arts Council Treasurer obtains budget information on a monthly basis from the Arts Recreation Specialist. However, the data provided does not include itemized amounts, but rather annual budgeted amounts disaggregated into three accounts: Grant Funding, Other Operating Supplies, and Professional Services. When possible, the Arts Council Treasurer works with the Arts Recreation Specialist to try to obtain additional details regarding the expenditures and remaining funds for each of the accounts, but it is done inconsistently.

The limited visibility into the budgeted and year-to-date financial information could limit the Arts Council's ability to function at its full capacity as an advisory board to DPRT, as designed.

Enhanced communication, including increasing the level of detail and frequency of reporting, could improve the transparency between the Arts Council and the County regarding the budget and its ongoing monitoring, and enhance the Arts Council's ability to plan arts-related events and advocate for the growth and development of the Arts throughout the County.

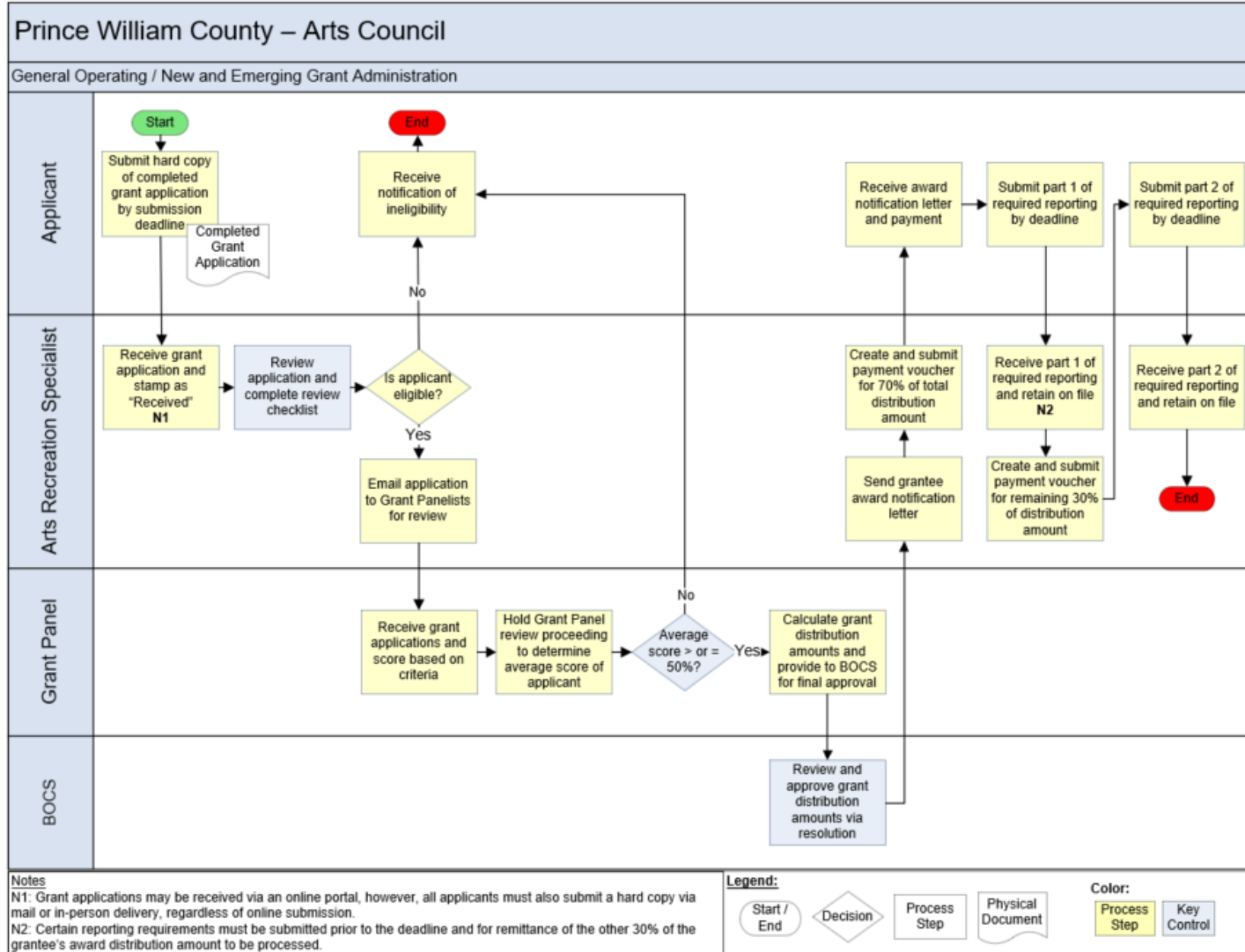
3. Supplemental Grant Funds

Each year DPRT typically applies for a Creative Community Grant from the Virginia Commission for the Arts (VCA) to supplement Arts Grant Panel funds. DPRT obtains BOCS approval to accept, budget, and transfer the grant funds and then divides the funds between Arts Grant Panel awardees equally which are then added to and dispersed as part of the Arts Grants Panel checks.

DPRT may consider seeking BOCS approval to award the supplemental funds during the same action as seeking approval to award the Arts Grants Panel grants.

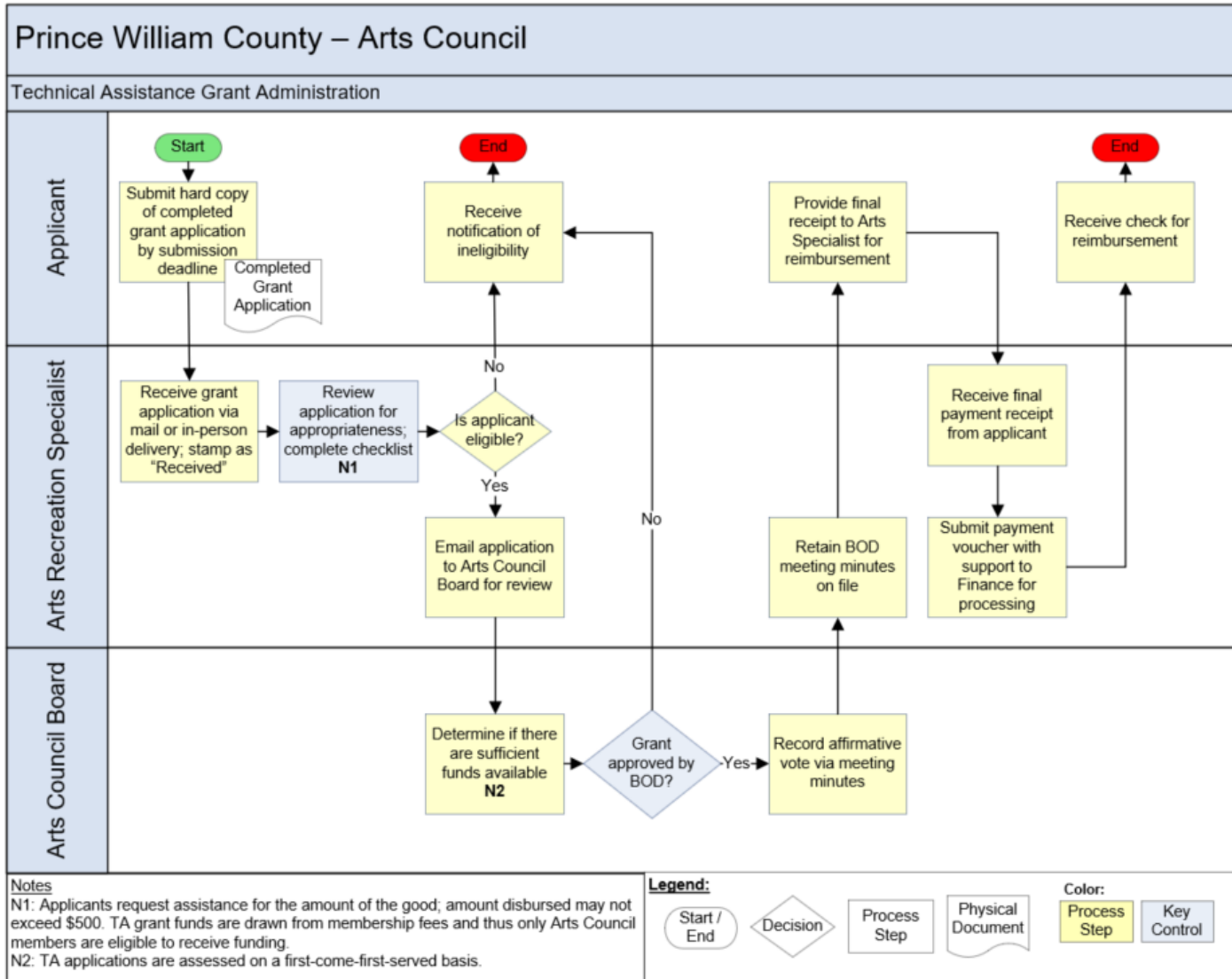


PROCESS MAPS



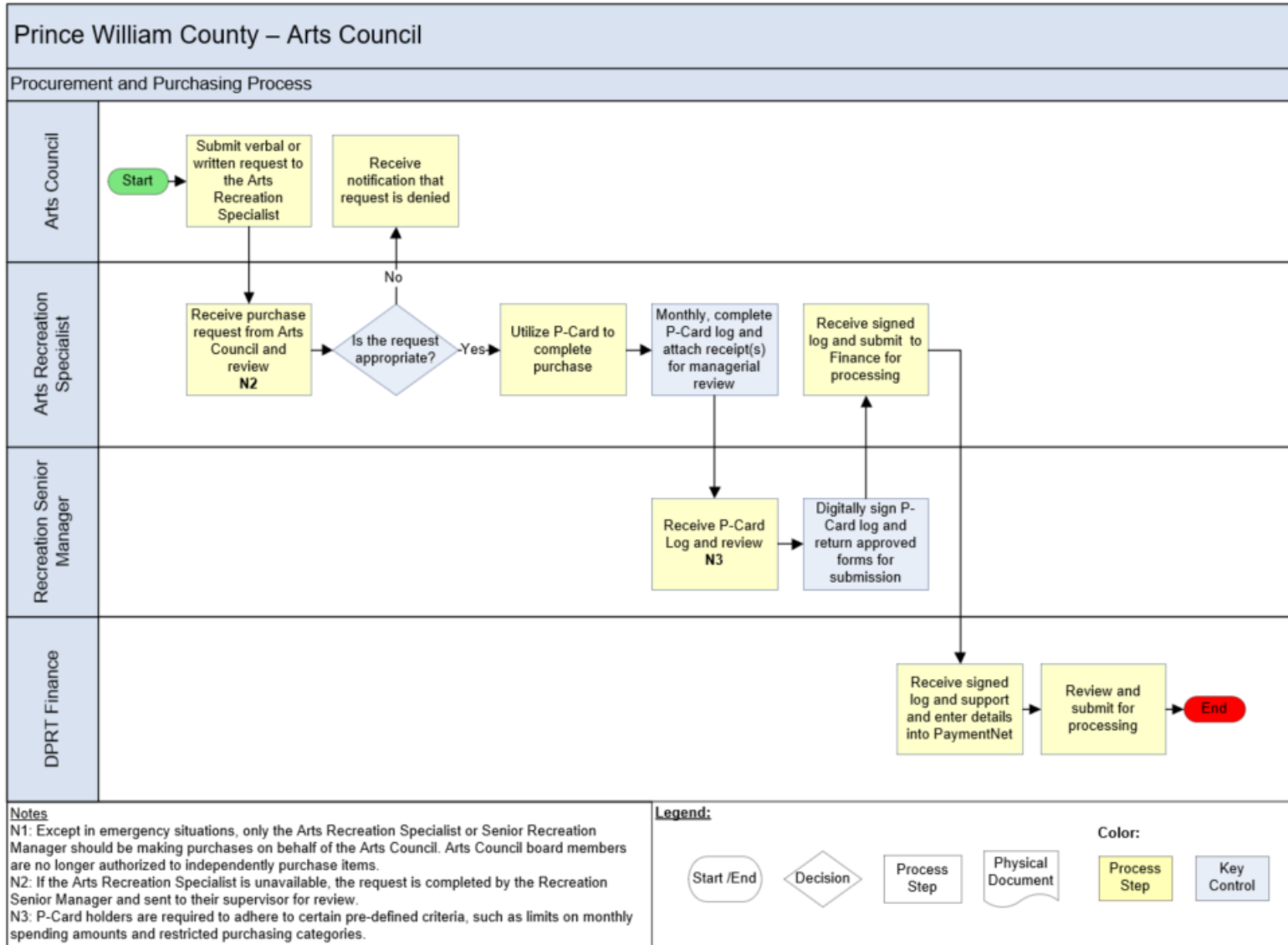


PROCESS MAPS – CONTINUED





PROCESS MAPS – CONTINUED





APPENDIX A – ARTS RECREATION SPECIALIST ROLES AND RESPONSIBILITIES

The following chart provides an overview of the various roles and responsibilities of the Arts Recreation Specialist, who is a part-time County employee within DPRT, assigned to work with the Arts Council.

Arts Recreation Specialist – Roles and Responsibilities: Arts Council Support, Grant Administration and New Initiatives	
Assist the Arts Council with interpretation and operations of the bylaws.	Participate in local and state organizations with regards to the arts.
Oversee all preparations for Arts Council meetings including notification, scheduling, and mailings to include agenda and minutes provided by Arts Council officers.	Plan, market, and coordinate the annual Arts Alive festival. Develop event committee and communicate event goals, expectations for sub committees, and report on event results.
Planning and hosting arts special events as needed.	Market the Arts Council website.
Attend Park Commission meetings as appropriate.	Manage strategic plan implementation for the Arts Council Board of Directors.
Plan, market and coordinate the annual Arts Alive festival. Develop event committee and communicate event goals, expectations for sub committees, and report on event results.	Provide ongoing staff support to the Program Committee, Marketing Committee, and Arts Alive Committee.
Schedule, develop, and produce at least one (1) workshop in various appropriate topics of interest to the affiliate organizations.	Promote the activities of the Arts Council and affiliated organizations through the use of Leisure Magazine, Website, media alerts, calendar, etc.
Maintain all appropriate records, collect dues and reports.	Complete the development of a new Arts Council website.
Provide consultation to members.	Assist members in locating other performance venues.
Respond to media inquiries concerning the Arts Council.	Market and manage the Arts Council's expanded membership program.
Coordinate Prince William County school use requests for Arts Council members.	Serve as an advocate for the arts in regard their role in quality-of-life issues affecting the community.
Schedule arts affiliates use of public facilities through the electronic scheduling system.	Plan an arts recognition event annually that incorporates the Seefeldt Awards.
Oversee the website content and calendar.	Maintain appropriate records.
Locust Shade Park Amphitheater programming	Administer the grant funds allocated by Prince William County for the arts.
School initiatives	Plan and implement a grants workshop for prospective applicants.
Community events – outreach	Update and monitor grant guidelines.
Create, develop, and implement art related programs for the community, county wide.	Manage the grant panel review and recommendation process.
Maintain a Facebook page for the Arts Council.	



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