

External Performance Assessment/Financial Audit Action Plan – City Manager’s Office

Recommendations	Action Plan	Target Completion Date	Update August 2018
1.0 ADMINISTRATION			
1.1 The City Manager’s Office should develop a Biennial Report of City-wide accomplishments and efforts that have been achieved during the preceding two years.	The City Manager’s Office concurs with the recommendation. Independent of the audit, we have already planned to prepare the first biennial report by January 2018, to set the stage for the FY 2018-2020 Biennial budget development and in conjunction with initial status updates on the City’s strategic goals and performance measures.	January 2018	Completed January 2018. The City Manager’s Office will continue publishing this report on a biennial basis.
1.2 The City Manager’s Office should utilize “311 Riverside” for the tracking and monitoring of all citizen requests received by the Office.	The City Manager’s Office (CMO) has developed an internal process to forward relevant constituent requests to the 311 call center for tracking. In addition, to ensure a consistent process Citywide with constituent requests received by other City departments, the CMO is updating a 311 policy, and will train departments upon the policy’s approval.	September 2017	An update to the 311 policy is underway to outline the process for forwarding constituent requests to 311. The City Manager’s Office is currently developing a new Ombudsman position to manage all citizen requests that cannot be resolved through the 311 process. The 311 policy update, along with the Ombudsman position, is anticipated to go to City Council for approval in November 2018.
1.3 The City Manager’s Office should add a Principal Management Analyst position to review staff reports, oversee contracting and purchasing for the Office, and be in charge of developing the Biennial Report for the City.	The City Manager’s Office concurs with the recommendation. The position has been added to the City Manager’s budget effective July 1, 2017, using Measure Z funds. Recruitment is already under way, and incumbent is expected by August 2017.	August 2017	Completed October 2017
2.0 MARKETING & COMMUNICATIONS DIVISION			
2.1 The Marketing & Communications Division should increase staffing by one position to account for increased demand from departments and to address the increasing backlog of work that cannot be completed.	The City Manager’s Office concurs with the recommendation. We will evaluate the financial ability to fund this position in the FY 2018-2020 biennial budget.	July 2018	In April 2018, the City Council authorized the transfer of two existing positions and three vacant positions from RPU to the Communications Division to provide direct support to RPU for website design and photography/ videography. These transfers were made to improve efficiencies and streamline City messaging through collateral materials, social media, video content and web

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			design. Recruitment for three vacant positions will begin in July 2018.
2.2 All staff (Project / Marketing Coordinator, Project Specialist, and Web Designer) should track their time through HIVE to provide the necessary data to evaluate future staffing requirements.	The City Manager’s Office concurs with the recommendation. Time tracking in HIVE is already in progress, and review of actual time will be conducted on a quarterly basis.	July 2017	Completed
2.3 The Marketing & Communications Division should implement the transition of submitting all Social Media posting requests through the HIVE tracking system. Implementing this change will help the Division track workload, performance measures, level of social engagement (ties to Riverside 2.1) and potential staffing resources.	The City Manager’s Office concurs with the recommendation. This is already in progress.	July 2017	Completed
2.4 The Marketing & Communications Division should also require that all web design related requests (even if initially submitted to the IT Help Desk) should be submitted through HIVE. This will enable the Division to track the workload generated based upon web design and the time associated with each web-design activity.	The City Manager’s Office concurs with the recommendation. All front-end web requests are already being submitted to the HIVE.	July 2017	Completed
2.5 The Marketing & Communications Manager should provide HIVE training to the users of the system – internal staff in the Division and other City Departments. The training should focus on the use of the system by the requestors to ensure that all	The City Manager’s Office concurs with the recommendation. HIVE training will be scheduled and offered to internal users by December 2017.	December 2017	Completed

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requests are approved and submitted in a timely manner. The training for the internal Communications staff should be on the use of the HIVE system to ensure that all time is appropriately being tracked, time that includes prep time to post production time.			
2.6 Data from the HIVE should be evaluated annually and can be used for a variety of purposes including: generating performance measures, allocating Marketing & Communications Division costs to City Departments, and determining the staffing resources for the Marketing & Communications Division.	The City Manager’s Office concurs with the recommendation. Available data were already evaluated this past fiscal year. In the next fiscal year, a full set of data will be available and reviewed each quarter.	June 2018	The Communications Division will start evaluating data from the HIVE at the end of FY 2017/18, with a target completion date of August 2018.
3.0 INTERNAL AUDIT DIVISION			
3.1 The Internal Audit Division should augment its current staffing levels by adding a position at the Internal Auditor level. The addition of this position will allow the Division to provide additional audit-related services and allocate more hours to annual recurring activities.	The City Manager’s Office concurs with the recommendation. We will evaluate the financial ability to fund this position in the FY 2018-2020 biennial budget.	July 2018	A vacant funded position was added in November 2017. Recruitment for this position is anticipated to begin in August 2018.
4.0 COMMUNITY POLICE REVIEW COMMISSION			
4.1 The invoicing practices for the Executive Director should be revised to provide detail such as deliverables, major tasks performed, or hours spent working on commission related activities.	The City Manager’s Office concurs with the recommendation. The Executive Director has been requested to list major tasks, activities and deliverables, along with the hours spent, on all future invoices.	July 2017	The Community Police Review Commission Consultant will begin implementing new invoicing practices in July 2018 with the start of his new contract.

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4.2 The Request for Proposals (RFP) for the Executive Director Position should include provisions that state all submissions should provide a detailed task plan and provide deliverable based billing for a fixed price.	The City Manager’s Office concurs with the recommendation. The RFP for the Executive Director services, when issued, will specify the requirement for detailed billing, including major tasks, activities and deliverables, along with the hours spent.	July 2018	The Consultant’s contract was extended through June 2020 based on a positive performance and to maintain continuity with existing practices. An RFP for consulting services will be executed prior to completion of the current contract.
4.3 The Executive Director position should continue to be contracted out, as there are cost savings associated from lack of benefits, retirement, and other personnel costs. A true cost savings analysis should be conducted once the new invoicing/ RFP is implemented, to determine if the current level of service is commensurate with the payments to the consultant.	The City Manager’s Office concurs with the recommendation. We support contracting out to achieve greater independence of the Executive Director, as perceived by community advocates.	N/A	N/A
4.4 The Community Police Review Commission should functionally remain housed within the City Manager’s Office to maintain its independence from the Police Department.	The City Manager’s Office concurs with the recommendation.	N/A	N/A
4.5 The Community Police Review Commission should update the archiving content of its website, as well as the look and feel of its website with support from the City’s Web Designer.	The City Manager’s Office concurs with the recommendation. Archiving work is in progress, in consultation with the City Clerk. Web update is also in progress, and is being accomplished by the City’s web designer.	September 2017	An update to the Community Police Review Commission website is scheduled for Fall 2018.
5.0 FINANCIAL COMPLIANCE			

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5.1 At the direction of the City Manager’s Office, City Departments should establish monthly spending limits for purchases made via the Office Depot blanket purchase order. The City Manager’s Office should establish its policy to demonstrate the best practice.	The City Manager’s Office disagrees with the recommendation, and believes that sufficient restrictions are <u>currently</u> in place Citywide. Currently, Office Depot users are subject to a purchasing limit of \$2,400 per transaction. In addition, there is a per item restriction of \$500.	N/A	The City Manager’s Office is re-evaluating the effectiveness of the Office Depot online ordering controls. Pending additional review by the Office of Organizational Performance & Audit, recommendations will be made on whether additional controls are needed.
5.2 Purchases made under the Office Depot blanket purchase order should be subject to item restrictions that are, at minimum, the same as restrictions in the P-card policy.	The City Manager’s Office disagrees with the recommendation, and believes that sufficient restrictions are <u>currently</u> in place Citywide. Staff maintains that Office Depot purchases are already more restrictive than P-Card purchases. For example, there are approximately 350 authorized P-Card users Citywide compared to only 184 Office Depot users. The Purchase restrictions in the Office Depot system are extensive. There are over 300 item restrictions placed on purchases made from Office Depot, including but not limited to prohibiting purchases of technology & equipment and furniture & fixtures. In conjunction with Office Depot, an annual business review is completed to modify the restrictions based on prior year spending and City policy requirements.	N/A	Refer to 5.1 update.
5.3 All staff handling P-card transactions should be trained regarding the requirements of the P-card policy related to eligible transactions, transaction limits and exclusions, and the documentation required for each type of transaction especially food related purchases.	The City Manager’s Office disagrees with the recommendation, and believes that proper processes and controls are <u>currently</u> in place. Specifically, currently all staff who are approved for a P-Card by their departments are required to attend training before they are able to use their P-Cards. The Finance Department also conducts follow-up training	N/A	The Finance/Purchasing Division is planning to develop online training for new and current P-card holders and approvers. Cardholders will be required to complete the online training annually. Expected completion date is Q2 FY2018/19.

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<p>Additionally, staff should be provided additional information regarding existing PSA agreements and how to utilize for rental services.</p>	<p>classes upon request of any department or when additional training is warranted. Finally, specific P-Card training is required of staffs that are not following P-Card rules or are misusing the P-cards, as a condition of reactivating their cards.</p> <p>As it relates to rental services, only the Special Events staffs are currently authorized to use the P-Card for the purchase of rental related services. This was not the case in past years.</p>		
<p>5.4 The City should further review the P-card policy and consider updates and modifications specifically regarding the purchase of food.</p>	<p>The City Manager’s Office concurs with the recommendation. Food and beverage restrictions have been added to the existing P-Card policy, which is being revised and strengthened. Once the revised policy is issued, additional training will be provided to P-Card users as needed.</p>	<p>August 2017</p>	<p>Completed July 2017. The P-Card policy (07.017.00) revision includes additional requirements for food and meal purchases as recommended by the IRS.</p>