



Office of the City Auditor

**Report to the City Council
City of San José**

**STATUS OF OPEN AUDIT
RECOMMENDATIONS AS OF
DECEMBER 31, 2019**

March 2020

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March 13, 2020

Honorable Mayor and City Council
City of San José
200 E. Santa Clara Street
San José, CA 95113

STATUS OF OPEN AUDIT RECOMMENDATIONS AS OF DECEMBER 31, 2019

RECOMMENDATION

We recommend the City Council accept the Status of Open Audit Recommendations as of December 31, 2019.

SUMMARY OF RESULTS

The City Auditor's Office monitors progress toward implementing audit recommendations and reports on the status of all recommendations every six months. City staff implemented or closed 38 recommendations since the last update.

Over the past 10 years, the Administration has implemented 73 percent of all recommendations made by the Auditor's Office. 232 recommendations remain pending, the majority of which have been partly implemented.

Attached to this report is a summary table of all recommendations by report over the past 5 years (Appendix A) and details of the 270 audit recommendations from our review as of December 31, 2019 (Appendix B).¹

270 recommendations in this report

26 were issued in new reports

38 implemented/closed since last update

232 partly or not implemented

\$10.9 million potential budget savings

73% of audit recommendations made over the last 10 years have been implemented or closed

57% of recommendations made over the last 5 years

¹ This report does not include 10 recommendations from *Technology Deployments: Processes Can be Improved to Ensure Long-Term Success of the City's Technology Vision*, which was published in November 2019, but was presented to the City Council in January, 2020. They will be included in subsequent status reports.

Twelve Priority Recommendations

Per direction of the City Council, the Administration, in coordination with the City Auditor's Office, identified twelve open audit recommendations to prioritize, while continuing to make progress on implementing or closing out other open audit recommendations.² Three new priority recommendations are included in this update to replace those that were implemented as of June 30, 2019. The current audit recommendation priorities (categorized by intended benefit, and listed with target dates) are:

Potential budgetary savings/revenue generation

- Reduce Police Department comp time balances (*Audit of Police Overtime*, 2016)

Although total overtime hours worked has declined, the number of sworn employees with comp time balances over 240 hours has increased from 410 at the time of our audit to 629 in February 2020; the liability for compensatory time has grown to \$19 million. Recommendation #1608-10 target date: June 2020 (delayed from March 2018).

- Obtain more favorable contract terms from golf course operators (*Audit of Golf Courses*, 2015)

The estimated general fund transfer for golf courses in the 2019-20 Adopted Operating Budget totaled \$7.2 million. This includes \$5 million to pay down debt associated with the golf courses. PRNS released separate RFPs for each golf course in October 2019 and expects to present results to the City Council in the spring of 2020. Recommendation #1508-01 target date: June 2020 (delayed from December 2018).

- Procure software solution and sufficient supervisory staff to support wage compliance review (*Audit of the Office of Equality Assurance (OEA)*, 2017)

Public Works launched a software application in late 2019 that allows contractors to submit certified payrolls and other labor compliance documents electronically through a web portal. As the new software platform comes fully online and staff gains experience with how the platform impacts OEA operations, the City will evaluate supervisory capacity and needs within OEA and will look to adjust resources as necessary. Recommendation #1702-01 target date: December 2020 (delayed from June 2018).

² In June 2018, the City Council approved the *2018-19 Open Audit Recommendation Priorities* (<https://sanjose.legistar.com/LegislationDetail.aspx?ID=3512937&GUID=A59AA751-4DB2-4759-BE3A-03E8B26DB47F&Options=&Search>). To date, five of the original twelve priority recommendations have been implemented.

Operational efficiency

- Non-emergency medical call response (*Audit of the Fire Department's Strategic Plan, 2001*)

Expanded application of priority response levels requires authorization from the Medical Director of Santa Clara County's Local Emergency Medical Services Agency. To date, this authorization has not occurred. Over the past 18 years, the Department has made improvements to address concerns about the timeliness of priority responses, including participating in EMS stakeholder group meetings surrounding EMS delivery in the County, and reducing responses to non-emergency medical 911 calls at high call volume addresses such as the County jail and various medical and supportive care facilities. The Department has since been able to meet performance targets on response time for qualifying Code 3 EMS calls (90 percent within 8 minutes) for all twelve months of FY 2018-19. Recommendation #0105-03. CLOSED

- Contract management policies (*Audit of Consulting Agreements, 2013*)

The Administration has executed a service order with a consultant to document the current processes for consultant procurements across various City departments, document cross-functional roles and responsibilities, identify inconsistencies across departments, and develop recommendations on process improvements. This information is expected to be used to establish a City policy for procuring consultant services and develop training materials. Recommendation #1306-09 target date: June 2020 (delayed from December 2018).

- Volunteer program guidelines (*Audit of the City's Use and Coordination of Volunteers, 2016*)

The Administration has created a draft volunteer policy and volunteer management guide. A cross-departmental working group was established in March 2018 and continues to review and add to the draft. The draft policy is in final review. Staff delayed final approval to allow time to incorporate volunteer protocols related to Citywide efforts such as BeautifySJ. Recommendation #1603-03 target date: August 2020 (delayed from June 2019).

Improved service delivery

- SJFD public education (*Audit of Fire Prevention, 2013*)

The Fire Department's Strategic Business Plan includes goals to expand community partnerships and promote public education, and the Department has undertaken various activities to promote and install smoke detectors. The Department recently hired a Public Information Manager and a Video/Multimedia Producer who are developing a work plan to expand public outreach related to fire prevention, education, and preparedness. Finalizing the work plan will complete this recommendation. Recommendation #1304-19 target date: June 2021 (delayed from June 2019).

- Housing Department outreach to tenants and landlords (*Audit of the Apartment Rent Ordinance, 2016*)

The Housing Department has provided additional outreach to tenants and landlords explaining ordinance updates, updated its website, made communications available in multiple languages, received approval to accept petitions online, and created an interactive map that allows the public to look up addresses covered by the Apartment Rent Ordinance. Housing is also in the process of exploring options for its lobby space to allow easier access to information for drop-in customers, which is the last remaining piece of this recommendation. Recommendation #1610-03 target date: January 2020 (delayed from December 2018).

- Moving 3-1-1 to the Customer Contact Center (*Audit of 9-1-1 and 3-1-1: Changes to Call Handling and Increased Hiring Efforts Could Improve Call Answering Times, 2019*) – New priority added

A consultant began working on a review of call types in October 2019, and IT is working with Google to develop call flows for a virtual self-service agent to divert some calls. Additionally, the Administration has re-branded 311 to be a general City services line instead of a non-emergency Police line. Recommendation #1901-18 IMPLEMENTED

Citywide security/risk mitigation

- Update expired leases (*Audit of the City's Oversight of Financial Assistance to Community-Based Organizations, 2008*)

The Office of Economic Development (OED) is implementing a new leasing system. OED reports it is also still in the process of renewing expired leases for both nonprofit and for-profit tenants, developing standard leasing templates, and bringing current the backlog of expired leases of City property. Recommendation #0804-11 target date: December 2020 (delayed from December 2018).

- Revise procurement card policy (*City Procurement Cards: Policies Can Be Improved, 2010*) – *New priority added*

The City spends roughly \$14 million annually through City-issued procurement cards (p-cards). The Finance Department is working on revising the City Procurement Cards policy (Section 5.1.2 of the City Policy Manual), dividing the policy into two parts: a high-level administrative policy and a detailed p-card administrative guide. Both documents are currently in outline/draft form as Finance is incorporating recommendations from the September 2019 p-card audit. This revision will address multiple open audit recommendations to ensure the ongoing appropriateness of p-card expenditures. Recommendation #1009-01 target date: June 2020 (delayed from June 2011).

- Develop Mobile Device Policy (*Mobile Devices: Improvements Needed to Ensure Efficient, Secure, and Strategic Deployment, 2016*) – *New priority added*

The Administration has developed a draft Mobile Device Policy which it now is revising to account for the transition to FirstNet (which allows communication among City employees during disaster and recovery). The new policy is expected to address multiple recommendations in the Audit of Mobile Devices surrounding roles and responsibilities for mobile device management, stipends for the use of personal devices, and information security. Recommendation #1611-06 target date: December 2020 (delayed from December 2017).

More detail about each of the priority recommendations is shown in our online dashboard and in Appendix B of this report.

Departments Implemented or Closed 38 Recommendations in the Last Six Months

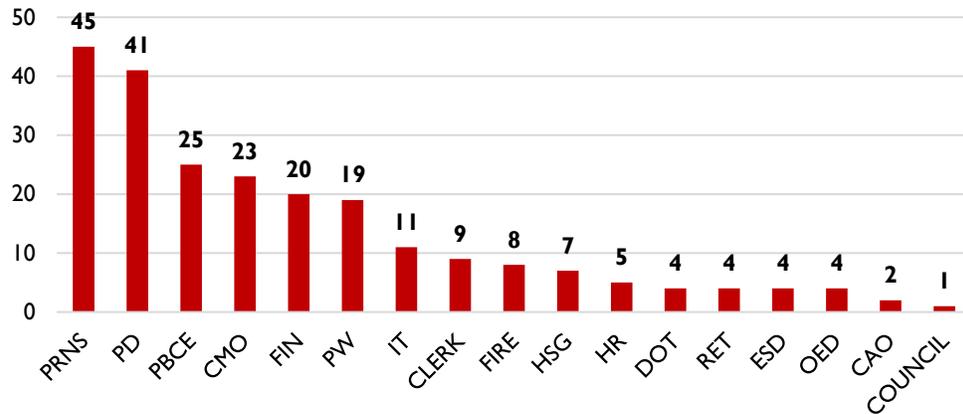
In addition to their work on the priority items listed above, departments continued to make progress toward implementing other open audit recommendations. Examples of implemented recommendations include:

- Fire Department Communications staff implemented an “Auto Answer” system. With “Auto Answer,” calls automatically connect to a call taker’s headset, rather than ringing at the call taker’s desk. We estimated this could shave up to five seconds off call answering time for emergency calls. (*Audit of 9-1-1 and 3-1-1, 2019*)
- PRNS developed a more data-driven, risk-based approach to scheduling school visits in the Safe School Campus Initiative. (*Audit of the Mayor’s Gang Prevention Task Force, 2019*)
- In its recent funding cycles, the Housing Department has taken steps to ensure access to emergency shelter and interim housing solutions, such as rental subsidies and supportive housing for homeless youth, access to overnight warming locations during the cold weather season, and motel vouchers for homeless families. (*Audit of the City’s Homeless Assistance Programs, 2018*)

A Total of 232 Recommendations Are Still Pending

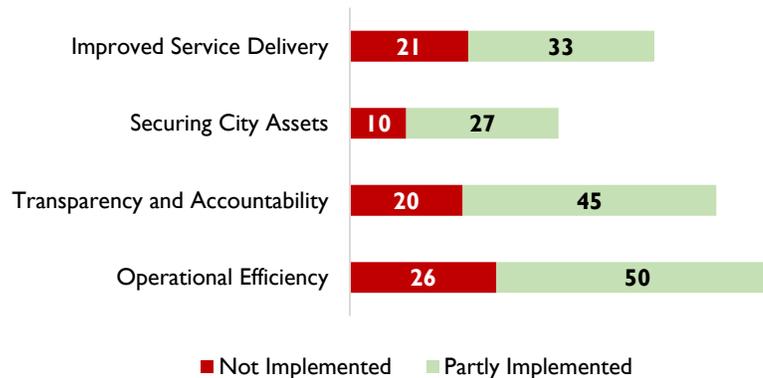
Of the 232 recommendations that are still pending, 155 (67 percent) are partly implemented and 77 (33 percent) are not implemented. PRNS has the largest number of open audit recommendations – many of them new recommendations issued within the last year and a half.

All Open Audit Recommendations



When implemented, many recommendations will improve operational efficiency of City departments. Others will improve transparency and accountability or improve service delivery. Others will help secure City assets.

Open Audit Recommendations by Intended Outcome



In December 2016, the City Manager and City Auditor agreed to bring forward items that the administration recommends should be dropped or closed, but where the City Auditor's Office disagrees that the problem has been fixed. There are no recommendations that fall into this category at this time.

\$10.9 Million in Potential Budget Savings from 232 Open Recommendations

Implementing recommendations can sometimes result in cost savings or additional revenue to the City. Among the recommendations with budget savings include:

- Renegotiating the integration agreement with Santa Clara Valley Water District to recognize needed funding for reliability projects (\$2.8 million)
- Lowering the General Fund subsidy for golf course lessees/operators (\$2.2 million)
- Pursuing reductions in overtime and compensatory time for supervisory employees (\$1.6 million)
- Requiring sworn employees to lower compensatory time balances (\$1.1 million)
- Transferring in-lieu fee revenues collected for completed public improvements that remain unspent or that were deposited in an incorrect fund (\$0.9 million)
- Recovering 100 percent of the cost of the Police Department's secondary employment program (\$0.7 million)

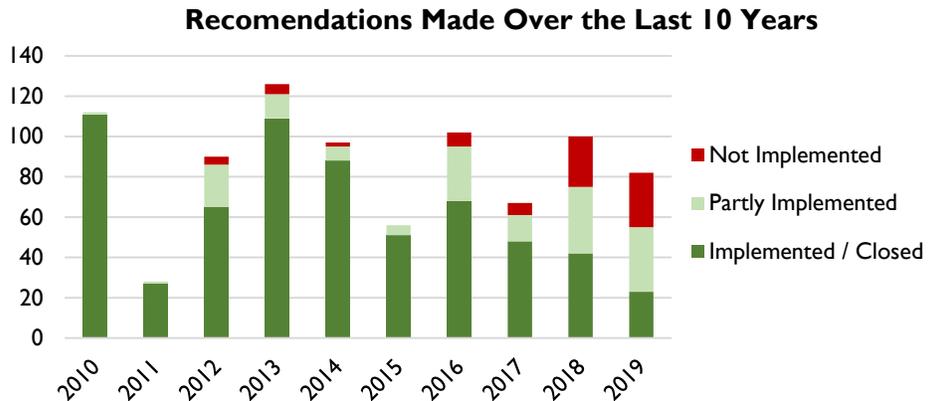
These and other recommendations that could result in potential budget savings are shown in more detail in Appendix B and in our online dashboard. They are also forwarded to the Budget Office for consideration during the annual budget process.

6 Pending Recommendations Are Potentially Subject to Meet and Confer

We forward open items that may be subject to meet and confer to the Office of Employee Relations for inclusion in their annual labor relations update to the City Council.³ These are also identified in Appendix B as well as on our online dashboard.

Departments Have Implemented 73 Percent of Recommendations Made in the Last 10 Years

Over the last 10 years, the City Auditor's Office has made 860 recommendations to improve or enhance City services. Of those recommendations, 73 percent have been implemented.



Note: the number of recommendations can vary from year to year based on the type and scope of audits, as well as the timing of the release.

³ For more information, see the 2019 Annual Summary of Labor Negotiations at [San Jose, CA - Official Website – Labor Relations Information](#).

Over the past five years, of the 407 recommendations made, 57 percent have been implemented. (See Appendix A for a list of reports issued in the last five years and the status of their recommendations.)

Departments Expect to Implement 91 Recommendations Within the Next Six Months

Addressing open recommendations in a timely manner demonstrates management's commitment to address risk areas and improve City services. While departments expect to implement many pending audit recommendations within the next six months, it should be noted that competing priorities may delay implementation. The target dates for 166 open recommendations in this report slipped from previous department-determined target dates.

CONCLUSION

More information about all open recommendations is available in the appendices to this report and online:

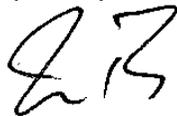
- The *Dashboard of the Status of Open Audit Recommendations* contains information about the status of all pending recommendations as of December 31, 2019 – sortable by priority, department, year published, target date, and type/benefit.
- The *Dashboard of All Recommendations 2010 to Present* contains all recommendations (both open and closed) made since 2010 – sortable by report, department, year published, and status. A search feature allows users to search by keyword.

Both dashboards are online at:

www.sanjoseca.gov/your-government/appointees/city-auditor/audit-recommendations

The City Auditor's Office would like to thank the City Manager's Office and all of the departments for their efforts to implement audit recommendations and for their assistance in compiling this report.

Respectfully submitted,



Joe Rois
City Auditor

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Appendix A: Summary Listing of Recommendations by Report (January 1, 2015 – December 31, 2019)

Appendix B: Detailed Listing of the Status of Pending Recommendations as of December 31, 2019

Appendix A:

SUMMARY LISTING RECOMMENDATIONS BY REPORT

(January 1, 2015 - December 31, 2019)

Report	Audit Title	Dept(s)	We made recommendations to:	Current Recommendation Status
#15-01	Performance Measures Review	PW	Enhance the Department of Public Works and Housing Department performance measure calculations	■ 2
#15-02	Street Pavement Maintenance: Road Condition Is Deteriorating Due to Insufficient Funding	DOT	Improve the condition of City streets and address the maintenance backlog by prioritizing funding, increasing inspection efficiency, and providing greater public accountability	■ 4
#15-03	Fund Balance and Reserves	FIN	Increase safety net reserves in the General Fund and write more comprehensive reserve policies	■ 2
#15-04	Employee Hiring: The City Should Streamline Hiring and Develop a Workforce Plan to Fill Vacancies	HR	Streamline the hiring process and develop a plan to fill the large number of vacant positions Citywide	■ 14
#15-05	PRNS Fee Activity Program: The Department Can Better Reflect the City's Goals for Tracking and Recovering Costs, Setting Fees, and Promoting Affordable Access	PRNS	Improve cost recovery for recreational classes offered through the City while expanding access for low-income residents	■ 6
#15-06	Curbside Recycling: The City Can Enhance Its Single-Family Residential Recycling Program to Improve Waste Diversion	ESD	Enhance the City's single-family residential recycling program	■ 6
#15-08	Golf Courses: Loss of Customers and Revenues Requires A New Strategy	PRNS	Improve the utilization and finances of golf courses through Council direction, increased staffing and oversight, and competitive contracting process	■ 5
#15-09	Police Hiring: Additional Efforts to Recruit Qualified Candidates Urgently Needed to Fill Vacancies	PD	Bolster recruiting efforts and increase the efficiency of recruiting to fill the growing vacancies in the Police Department	■ 14
#15-11	Team San Jose's Performance 2014-15	OED	Clarify the City and Team San Jose's respective roles in managing the fee charged to fund facility improvements	■ 1
#15-12	Personnel Investigation Structure	CMO	Improve the structure of personnel investigations	■ 2
#16-02	Street Sweeping: Significant Investment and Re-Tooling Are Needed to Achieve Cleaner Streets	DOT	Improve the effectiveness of sweeping City streets through evaluating program costs, enhancing tools for data monitoring, and improving communication with the public	■ 14

Report	Audit Title	Dept(s)	We made recommendations to:	Current Recommendation Status
#16-03	The City's Use and Coordination of Volunteers: Volunteer Programs Provide Significant Benefits to the Residents of San José	CMO	Provide tools for City staff to better manage volunteers and allow for better coordination across volunteer programs	 8
#16-04	Technology Deployments: Additional Resources Needed to Shorten Deployment Timelines	IT	Improve and establish additional resources for deploying new technology across the City organization	 9
#16-05	South Bay Water Recycling: Better Information and Renegotiation of Contractual Obligations Will Increase Transparency and Aid Program Success	ESD	Provide more transparency over the accounting of South Bay Water Recycling revenues and expenses and help sustain revenues sufficient to cover costs	 4
#16-07	Office of the City Clerk: Streamlining Processes and Clarifying Roles Can Better Ensure Compliance with Statutory Responsibilities	CLERK	Maximize organizational efficiency and consistency, as well as transparency and public accountability, by streamlining processes and clarifying roles	 20
#16-08	Police Overtime: The San José Police Department Relies on Overtime to Patrol the City Due to Unprecedented Vacancies	PD	Increase efficiency of operations' staffing, improve tracking of hours worked by Police Department employees, and improve the tools for supervisors to monitor overtime worked	 12
#16-10	The Apartment Rent Ordinance: Additional Investment, Improved Processes, and Strategic Resource Deployment Needed to Better Serve Tenants and Landlords	HSG	Better deploy resources, improve processes, and recover program costs	 19
#16-11	Mobile Devices: Improvements Needed to Ensure Efficient, Secure, and Strategic Deployment	IT	Ensure efficient, secure, and strategic deployment of mobile devices through updated policies and procedures, software solutions, and streamlining of processes	 16
#17-01	Audit of Our City Forest	DOT	Ensure consistency and accountability with the City's grant agreements with Our City Forest and improve the off-site tree replacement program	 4
#17-02	Office of Equality Assurance: Increased Workload Warrants Reevaluation of Resource	PW	Reallocate staff and update procedures considering the growing number of OEA responsibilities	 8
#17-03	Audit of Residential High-Rises	HSG	Consistently assure health and safety, and ensure transparency of development reviews for high-rise development projects	 3

Report	Audit Title	Dept(s)	We made recommendations to:	Current Recommendation Status
#17-04	Open Government: The City Has Made Progress in Meeting the Goals of the Sunshine Reform Task Force	CMO	Promote government transparency and ensure compliance with the City's Consolidated Open Government and Ethics Provisions	 12
#17-05	Audit of Environmental Services Department Consulting Services: Agreements Require Additional Oversight	ESD	Protect City resources by strengthening controls in the amended agreement with Stantec as well as improve contract monitoring	 10
#17-06	Audit of Retirement Services: Greater Transparency Needed in the Budgeting Process, Interactions Among Stakeholders, Investment Policies, and Plan Administration	RET	Increase transparency in the budgeting process, interactions among stakeholders, investment policies, and plan administration	 25
#17-08	Audit of Employee Travel Expenses	FIN	Clarify portions of the existing City travel policy to improve compliance; in addition, strengthen controls over the gas card program to protect City resources from potential abuse	 4
#17-09	San José's Tier 3 Defined Contribution Plan: The City Should Clarify How Contributions Are Calculated	CMO	Clarify how contributions to employee accounts are calculated under the Municipal Code and determine whether the City is required to make retroactive corrections for past errors	 1
#18-01	Pensionable Earnings: Tighter Controls and More Transparency Can Ensure Retirement Contributions Continue to be Accurate	CMO	Improve controls and transparency to ensure retirement contributions continue to be accurate	 4
#18-02	Audit of the San José Police Activities League	PRNS	Improve the City's oversight and management of the San José Police Activities League	 23
#18-03	Department of Public Works: Enhancing Management of Capital Projects	PW	Enhancing management of capital project	 10
#18-04	Audit of Vehicle Abatement: The City Could Improve Customer Service for Vehicle Abatement Requests	DOT	Improve customer service for vehicle abatement requests	 12
#18-06	Community Center Reuse: Efficient Monitoring and Better Data Can Help Determine the Next Phase of Reuse	PRNS	Improve program monitoring and use of facility- and provider-level data	 19

Report	Audit Title	Dept(s)	We made recommendations to:	Current Recommendation Status
#18-07	Audit of the City's Homeless Assistance Programs: More Coordination and Better Monitoring Can Help Improve the Effectiveness of Programs	HSG	Improve the City's oversight and management of its homeless assistance program	 14
#18-08	Team San Jose Performance FY 2017-18	OED	Establish and formalize the target for theater occupancy	 1
#18-10	Audit of Towing Services: Changes to Contract Terms and Consolidated Oversight Could Improve Operations	DOT	Address towing contract violations, standardize towing and storage fees, update contract terms, and improve oversight	 17
#19-01	Audit of 9-1-1 and 3-1-1: Changes to Call Handling and Increased Hiring Efforts Could Improve Call Answering Times	PD	Improve emergency call answering times	 19
#19-02	Employee Benefit Fund Administration: Opportunities Exist to Improve Controls	HR	Improve administration of employee benefit funds	 8
#19-03	Development Noticing: Ensuring Outreach Policies Meet Community Expectations	PBCE	Update outreach policies to reflect current conditions, and improve mechanisms for reaching neighborhood associations and limited-English speaking populations	 8
#19-04	The Mayor's Gang Prevention Task Force: Better Coordination and Use of Data Can Further the Task Force's Strategic Goals	PRNS	Support the Task Force's continuum of care strategy	 17
#19-05	Employee Reimbursements: Strengthening and Streamlining the Reimbursement Process	FIN	Streamline and better monitor the employee reimbursement process	 4
#19-06	Form 700s: Despite High Overall Filing Rates, the City Can Improve Timeliness and Completeness of Filings	CLERK	Streamline processes and standardize procedures to improve the timeliness and completeness of Form 700 filings	 9
#19-07	Procurement Cards: Clarification on Policies and Additional Oversight Can Improve the P-Card Program	FIN	Improve program controls and oversight, as well as monitoring of agreements	 9
#19-08	Street and Utility In-Lieu Fees: Transparency and Coordination Can Improve the Administration of Fee Programs	PW	Improve the calculation, collection, and use of in-lieu fees for street and utility-related public improvements	 8

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Appendix B:

DETAILED LISTING OF THE STATUS OF PENDING
RECOMMENDATIONS AS OF DECEMBER 31, 2019

Report and Recommendations	Dept (s)	Current Status	Comments
<p>#01-05 An Audit of the City of San José Fire Department's Strategic Plan Regarding Proposed Fire Stations</p> <p>#03 Develop for City Council consideration plans for expanding its use of the Omega priority response level. These plans should include: obtaining the software necessary to fully implement the Omega priority response level; options and costs for dispensing non-emergency medical advice; and any other issues that need to be addressed.</p>	FIRE	<p>Closed - Priority</p>	Expanded application of priority response levels requires authorization from the Medical Director of Santa Clara County's Local Emergency Medical Services Agency. To date, this authorization has not occurred. Over the past 18 years, the Department has made improvements to address concerns about the timeliness of priority responses, including participating in EMS stakeholder group meetings surrounding EMS delivery in the County, and reducing responses to non-emergency medical 911 calls at high call volume addresses such as the County jail and various medical and supportive care facilities. Based on these efforts, the Department was able meet performance targets on response time for qualifying Code 3 EMS calls (90 percent within 8 minutes) for all twelve months of FY 2018-19. For these reasons, we recommend closing this recommendation.
<p>#03-10 An Audit of the San José Fire Department's Bureau of Fire Prevention</p> <p>#12 Develop a workload analysis to determine its inspection staff needs to achieve its inspection goals and objectives.</p>	FIRE	Not Implemented	The Fire Department's has engaged a consultant (NBS Government Finance) to study the Fire Department's non-development fee program. This study is expected to include a new inspection service delivery model. Target Date: Dec-2020 (Delayed From: Dec-2017)
<p>#08-04 Audit of the City's Oversight of Financial Assistance to Community-Based Organizations</p> <p>#09 Clarify when the 7-1 policy should apply to leases with CBOs of City facilities.</p>	OED	Partly Implemented	City Council Policy 7-1 ("Below Market Rental Policy for Use of City-Owned Land And Buildings By Nonprofit Or Charitable Organizations or for Governmental or other Public Purposes") allows community-based organizations (CBOs) to occupy City properties for as low as \$1 per month with certain requirements. The San José City Council first adopted Policy 7-1 in 1970; it was revised in 1994 and 2006. At the time of our audit, responsibility for management of CBO leases was decentralized, and application of Policy 7-1 (which was intended for short-term use of City property) was unclear. Real Estate staff report the City Attorney's Office is preparing a Policy 7-1 update recommendation memo, but that expansion of Policy 7-1 is necessary to reflect the long-term nature of the City's leases and conform the Policy with State law. As Policy 7-1 is updated, Real Estate staff intend to analyze all applicable leases and ensure conformance to the updated Policy. Target Date: Jul-2020 (Delayed From: Dec-2009)

Report and Recommendations	Dept (s)	Current Status	Comments
#08-04 Audit of the City's Oversight of Financial Assistance to Community-Based Organizations	OED	<p style="text-align: center;">Partly Implemented</p> <p style="text-align: center;">-</p> <p style="text-align: center;">Priority</p>	<p>A) Real Estate staff is implementing Yardi, a property-management software, to fully automate tracking of leases and other long-term use agreements for City-owned properties including key terms and rental payments. This will allow the Finance Department to track payments and immediately route collections for past-due accounts. In the meantime, the Real Estate Division created a centralized spreadsheet tracking all of the CBO leases and other long-term use agreements along with the lease description, the lease terms, and payments.</p> <p>B) Real Estate staff is in the process of bringing current all expired leases, rental payments, insurance certificates, and other required reporting documentation, using new template leases where applicable. Staff report that they are also exploring ways to streamline insurance certificate reporting to facilitate reporting compliance. Staff anticipates bringing current all expired leases, rental payments, insurance certificates, and other required reporting documentation by December 2020. Target Date: Dec-2020 (Delayed From: Dec-2009)</p>
<p>#11 We recommend the Real Estate Division:</p> <p>A) Develop a centralized spreadsheet to track the status of CBO leases and other long-term use agreements for City owned properties with CBOs including key terms and rental payments.</p> <p>B) Bring current all expired leases, rental payments, insurance certificates, and other required reporting documentation.</p>			

Report and Recommendations	Dept (s)	Current Status	Comments
<p>#09-08 Performance Management and Reporting in San José</p> <p>#01 The purpose of the “white paper” was to provide a roadmap for developing a performance management system that promotes data-driven decision making. Jointly signed by the City Manager and the City Auditor, it included “next steps” meant to reduce staff time compiling data while ensuring City staff and policy makers have the best information available for decision making and increasing accountability and transparency in the City’s public reporting. As outlined in the report, next steps included: scheduling frequent and regular meetings of top department managers and the City Manager’s Office to proactively discuss performance metrics, identify issues, and to evaluate solutions; periodic assessments of the performance management system itself; reviewing and reducing the number of performance measures; compiling methodology sheets for performance measures; reassessing reporting mechanisms; validating performance measures; establishing information systems to track performance data; clarifying core service names; clarifying the link between mission, goals, and objectives; obtaining the net cost of services; and increasing the use of efficiency measures.</p>	CMO	Partly Implemented	<p>The City’s Budget Office has implemented many of the next steps identified in the report. This includes: eliminating more than 100 performance measures that were no longer meaningful; clarifying or renaming many of the City’s core services; reallocating some costs from the City-Wide Expense budget category to department budgets, and organizing City-Wide Expenses by department; and requiring up-to-date methodology sheets for all of the performance measures reported in the budget. In addition, the City Auditor has completed reviews of reported performance measures for several departments, and continues to produce the Annual Report on City Services. In June 2018, the City Manager identified a half dozen high-priority metrics for each of the six City Service Areas, which continue to appear in the City’s Operating Budgets as “CSA Dashboards” and also highlighted in the City Auditor’s Office’s Annual Services Report. The Budget Office intends to collaborate with departments to update these dashboards on a regular basis throughout the year with the intent of making them available to the City Council and public, hosted on either the City’s Open Data Portal or other web-based location. In December 2019, for the 2020-21 budget development process, the City Manager instructed departments to discuss in their proposed budget submittal those outcome-based or activity-based performance measures that most impacted the development of their budget proposals. According to the Budget Office, initiating this discussion earlier in the budget process is intended to facilitate a more active conversation on performance and its relationship to resource allocation. In addition, planning continues on the development of a more regular reporting and update to the CSA Dashboards, with the intention of leveraging the refreshed data throughout the year to help monitor and improve public service delivery. Target Date: On-going</p>
<p>#10-09 City Procurement Cards</p> <p>#01 Revise the p-card policy to require simple descriptive annotations on receipts or statements that describe the intended use of the purchases, as well as the intended location, and if applicable, the number of people intended to use the purchased items or services.</p>	FIN	Partly Implemented - Priority	<p>In 2012, the Finance Department began informing departments that they should annotate receipts or statements from p-card purchases with simple descriptive annotations of the intended use of the purchase, the intended location, and if applicable, the number of people intended to use the purchased items or services. Finance recommends annotations in quarterly p-card trainings, as well. Additionally, the Finance Department is working on revising the City Procurement Cards policy (Section 5.1.2 of the City Policy Manual), dividing the policy into two parts: a high-level administrative policy and a detailed p-card administrative guide. Both documents are currently in outline/draft form as Finance is incorporating recommendations from the September 2019 p-card audit. Target Date: Jun-2020 (Delayed From: Jun-2011)</p>

Report and Recommendations	Dept (s)	Current Status	Comments
<p>#11-04 Key Drivers of Employee Compensation</p> <p>#02 To reduce the cost of overtime, the City should (1) conduct a Citywide FLSA overtime review or at a minimum review job specifications for specific positions and whether they would qualify for an FLSA overtime exemption; (2) pursue reductions in overtime to align with FLSA requirements (including but not limited to calculating overtime on hours worked, not paying overtime to exempt employees, and not paying overtime to employees receiving executive leave); and (3) prepare full cost estimates of contract provisions that exceed FLSA provisions.</p>	CMO	Partly Implemented (Subject to meet and confer)	<p>(1) The City has not yet conducted a Citywide FLSA overtime review or a review of job specifications to determine whether some positions would qualify for FLSA overtime exemptions.</p> <p>(2) The City achieved changes in overtime eligibility for some employees. For instance, some represented employees are paid overtime only after having worked 40 hours (excluding paid time off, with the exception of holiday leave). Changing overtime eligibility for employees who receive executive leave may be subject to meet-and-confer and would be considered within the context of labor negotiations.</p> <p>(3) The Office of Employee Relations (OER) reports that it will prepare the recommended full cost estimates of contract provisions that exceed FLSA provisions in preparation for the upcoming contract negotiations. The target date varies by employee unit. Target Date: Jun-2021 (Delayed From: Dec-2018)</p> <p>Potential Budget Savings: Between May 2011 and August 2014, overtime costs to supervisory employees approached \$4 million. At that time, we estimated pursuing reductions in overtime and comp time for supervisory employees could save over \$1.6 million.</p>
<p>#12-04 Police Department Secondary Employment</p> <p>#01 The Police Department should develop and immediately implement a written procedure for periodic review of off-duty employment timecards including comparisons of: (a) City timecards to off-duty timecards, (b) timecards for multiple off-duty jobs to each other to test for fraud, and (c) hours taken for administrative/disability/sick leave to hours worked off-duty. The Department should also hold supervisors accountable for paying attention to on-duty and secondary employment time keeping.</p>	PD	Partly Implemented	<p>The Department updated procedures for the Secondary Employment Unit (SEU) to include audits of timecards to test for fraud, overlapping hours, as well as secondary employment worked simultaneously with disability or other leaves. The Department periodically reviews timecards; however, because of staffing constraints SEU is unable to conduct additional reviews. The Duty Manual was updated after the audit to cover failure to report SEU hours. The Police Department is working with its software vendor to add software updates to enable the department to accurately track its employees' hours and pay rates. After this is done, the Department will need to review the process to test employee timecards to off-duty timecards. Target Date: Jul-2020 (Delayed From: Jun-2017)</p>
<p>#12-04 Police Department Secondary Employment</p> <p>#02 The Police Department should develop a system to compile real-time data regarding the number of hours worked and pay earned from off-duty work.</p>	PD	Partly Implemented	<p>In 2013, the Department purchased scheduling software that could potentially allow for real-time data as recommended. The Police Department is working with its software vendor to add software updates to enable the Department to accurately track its employees' hours and pay rates. See recommendation #1. Target Date: Jul-2020 (Delayed From: Dec-2013)</p>

Report and Recommendations	Dept (s)	Current Status	Comments
<p>#12-04 Police Department Secondary Employment</p> <p>#03 The Police Department should:</p> <p>(a) keep lists of work permits and employers updated and be able to provide summary data;</p> <p>(b) include tests in periodic reviews to ensure the completeness of pay job hours that are reported to the City;</p> <p>(c) specify in the Duty Manual the disciplinary consequences for both employees and supervisors for failure to consistently report off-duty hours worked; and</p> <p>(d) develop a way to track enforcement actions taken at pay jobs; one possibility is a special code or call sign in CAD to designate calls from those working secondary employment.</p>	PD	Partly Implemented	<p>(a) The Police Department is working with its software vendor to update its software in order to accurately track work permits, hours, and employers.</p> <p>(b) The SEU Procedures Manual has been revised to require verification of hours worked based on secondary employers' records; SEU management advises that the unit has insufficient staffing to conduct more than periodic verifications.</p> <p>(c) Several sections of the Duty Manual have been updated to outline disciplinary measures with regards to secondary employment.</p> <p>(d) SEU created specific call signs dedicated to secondary employment jobs. The Department reports that officers use these call signs to track enforcement actions taken at pay jobs, and SEU has continued to send reminders to its staff to use these call signs.</p> <p>The Department reports that the work permit system is online but further tests are needed on the approval notifications. Target Date: Jul-2020 (Delayed From: Dec-2019)</p>
<p>#12-04 Police Department Secondary Employment</p> <p>#04 The SEU should report to the Police Chief at least annually on the following data about the secondary employment program:</p> <p>(a) the number of hours worked,</p> <p>(b) the amount of pay earned by employee from each off-duty employer,</p> <p>(c) the number of employees who have off-duty work permits,</p> <p>(d) the total number of permits, and</p> <p>(e) the number of employers participating in the program. The report should also note major changes or challenges with program during the prior year.</p>	PD	Partly Implemented	<p>The Department purchased scheduling software in 2013 that it hoped could allow for tracking of hours worked and pay earned as recommended in parts (a) and (b). The Police Department is working with its software vendor to enable accurate tracking of secondary employee hours and pay rates. Once this is complete the Department will have to continue to work with the vendor to determine the types and format of reports that its software can run. Target Date: Jul-2020 (Delayed From: Dec-2013)</p>
<p>#12-04 Police Department Secondary Employment</p> <p>#05 To promote transparency and accountability, the Police Department should know and post annually, on the City's web site, total compensation earned by Police Department employees working secondary employment in SJPD uniform. The Department should know and post information for each employee by name, each employer where that employee worked, and the amount earned from each employer during the year as reported by the employee to the Police Department.</p>	PD	Partly Implemented	<p>SEU has advised that current staffing levels in SEU are inadequate to provide this information currently. The E-Resource update is expected to give the Department the ability to track compensation earned -- by company and by individual officer. Further discussion is needed to determine whether this information could be made public on the website, and at what level of detail. Target Date: Dec-2024 (Delayed From: Dec-2013)</p>

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<p>#12-04 Police Department Secondary Employment</p> <p>#10 The Police Department should clarify (in writing) the City's limited liability with regard to workers' compensation in the context of secondary employment.</p>	PD	Partly Implemented	No written clarification has been provided to employees or employers regarding the liability associated with workers' compensation in the context of secondary employment. The Office of Employee Relations is currently in the process of working with stakeholders to develop a policy providing this clarification. Target Date: Jun-2020 (Delayed From: Jun-2019)
<p>#12-04 Police Department Secondary Employment</p> <p>#11 The Police Department should immediately eliminate the practices of allowing Department employees to solicit off-duty work and allowing them to be paid in cash. The Department should develop and implement a written procedure that includes a business card SJPD employees can provide to businesses or individuals who inquire about hiring off-duty police. The card could include contact information for SEU and inform businesses that calling SEU is the only way to arrange the hiring of SJPD employees. A provision should also be added to secondary-employer agreements to prohibit cash payments to SJPD employees for off-duty work and to require employers to issue appropriate tax documents to pay job employees.</p>	PD	Partly Implemented	The Duty Manual has been revised to prohibit Department members from soliciting secondary employment and from being paid in cash (with exceptions allowed if approved by the SEU commander or the Chief of Police). In addition, Department management advised that the secondary employer application was removed from the intranet, and that all applications were required to be processed through SEU. Notice of a tax document provision was not added to the secondary employer application. The Department plans to update the webpage once the implementation of its online software is complete. Target Date: Jul-2020 (Delayed From: Dec-2019)
<p>#12-04 Police Department Secondary Employment</p> <p>#12 Assuming that the City continues to offer uniformed off-duty employment to private employers, then the Department should contact local business organizations as well as existing approved employers and inform them of (a) revisions to the secondary employment program, and (b) new procedures that prohibit officers from soliciting jobs or accepting cash payments or gratuities, and (c) how to contact the Department if they are interested in secondary employment, (d) pay rates for secondary employment and prohibitions on gratuities or other forms of compensation, and (e) how to lodge a complaint or suggestion, and (f) the requirement that SJPD employees may only enforce the law and may not enforce employer rules. The Department should also provide guidance, in writing, about how employees should address potential situations in which there is a conflict between what a private employer requests of them and their role as a City employee.</p>	PD	Partly Implemented	<p>Although the Department has not yet conducted the outreach to local business organizations and existing approved employers as recommended in this recommendation, the Department has:</p> <ul style="list-style-type: none"> a) Made forms and instructions regarding SEU officers available on the Department website. Businesses are required to go through this process to employ SEU officers. b) Revised the Duty Manual in 2012 to prohibit Department members from soliciting secondary employment and from being paid in cash. c) The SEU website posts Frequently Asked Questions that provides information on how to contact the Department if they are interested in secondary employment. d) While pay rates are posted on the application form, there is no posted information on prohibition of gratuity or other forms of compensation. e) There is a link on the SEU website for complaints, questions or suggestions with a stated goal to respond within 5 business days. f) The Duty Manual clarifies that officers working SEU assignments, "May act to prevent a breach of the peace or to enforce the law, but officers shall not use their police authority to enforce a secondary employer's policies or regulations". Target Date: Jul-2020 (Delayed From: Dec-2019)

Report and Recommendations	Dept (s)	Current Status	Comments
<p>#12-04 Police Department Secondary Employment</p> <p>#16 The Police Department should develop and implement written guidelines that include criteria for how pay jobs are assigned by SEU and by coordinators. The Department should also prohibit employees who work in the Secondary Employment Unit from working pay jobs, even if they were working such jobs before being assigned to the unit. Reasonable exceptions should be included related to oversight of special events.</p>	PD	Partly Implemented	<p>The Department revised the Duty Manual in 2012 to prohibit employees who work in SEU from working pay jobs. Exceptions are made for SEU staff to work pay jobs coordinated through SEU after obtaining approval from the SEU commander. This was designed to allow SEU employees who were heavily involved in the oversight/planning of a special event to be able to work at that event and take advantage of their familiarity with it. In 2014, SEU staff reported that pay jobs had become harder to fill due to mandatory overtime requirements, and that the unit had not been receiving complaints about the process for filling secondary employment jobs. In our opinion, it is still essential that the Department have criteria for how to assign secondary employment jobs to ensure the perception of fair and equitable distribution of such jobs. Target Date: Jul-2020 (Delayed From: Dec-2013)</p>
<p>#12-04 Police Department Secondary Employment</p> <p>#17 The Police Department should revise its written guidelines for the exercise of discretionary judgment in determining the number of police employees the Department requires event organizers to hire for special events. The guidelines should specify the criteria upon which the decisions will be made and should also address how the Department determines an appropriate mix of private security and police.</p>	PD	Partly Implemented	<p>In 2012, SEU advised that it was working with the Office of Cultural Affairs (OCA) to find an appropriate mix of security, non-sworn personnel, and police to staff events. In 2013, in collaboration with the Department of Transportation (DOT) and OCA, the Department created a new traffic control model. However, the model did not address the issue of written guidelines. The Department responded that it would continue to evaluate each event by looking at historical data related to repeat events, and by working closely with event promoters and DOT to determine the proper mix of personnel and equipment. In our opinion, written guidelines are important so as to be fully transparent in how the Department determines appropriate staffing levels and associated costs for events. Target Date: Jul-2020 (Delayed From: Dec-2013)</p>

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<p>#12-04 Police Department Secondary Employment</p> <p>#21 If the Police Department retains the system of decentralized coordination, the SEU should be solely responsible for appointing coordinators and providing them with the lists of employees available to work pay jobs. The SEU should also maintain an up-to-date list of coordinators and the jobs they oversee. The Department should also establish and implement clear written guidelines regarding:</p> <p>(a) roles and responsibilities of coordinators and how they fit within the chain of command,</p> <p>(b) a prohibition against any form of compensation other than pay,</p> <p>(c) a fixed hourly rate for coordinators as well as not-to-exceed limits on coordinators pay,</p> <p>(d) clarify that coordinators can only be paid for actual hours of coordination rather than an agreed upon estimate or “plug”, and</p> <p>(e) expressly prohibit coordination on City time.</p>	PD	Partly Implemented	SEU management updated its list of all coordinators in 2012 but now advises that this is not currently occurring. The Duty Manual covers the roles and responsibility of the coordinator. While coordinators may schedule members of a higher rank to SEU, they will not schedule members of a higher rank that are in their immediate chain of command. The Duty Manual also prohibits coordination of secondary employment when a Department member is on duty. In August 2019, the Duty Manual was modified to standardize the rate of pay for coordinators. The coordinator pay now reflects the individual SEU pay set by the Police Chief. The Department continues to need policies to prohibit any form of compensation other than pay, and clarifying that coordinators can only be paid for actual hours of coordination rather than an agreed-upon estimate. Target Date: Jul-2021 (Delayed From: Dec-2019)
<p>#12-04 Police Department Secondary Employment</p> <p>#22 The Police Department should: (a) calculate the cost of bringing all coordination into SEU and the related impact on employers’ fees, and (b) assess the impact on the hourly rate charged to employers, as well employer fees, if coordination were brought into SEU and employees were paid at an overtime rate. Given that information, the Department should seriously consider three options moving forward: (1) phasing into SEU the coordination of additional pay jobs, (2) bringing all coordination into SEU, (3) bringing all coordination into SEU and also paying employees on overtime through the City.</p>	PD	Partly Implemented	In 2012, SEU management advised that some cost-benefit analysis was conducted and that the Department was exploring options for the future structure of the secondary employment program. However, the Department advises its focus continues to be on maintaining core services. (See Recommendation #30) Target Date: Dec-2024 (Delayed From: Dec-2019)
<p>#12-04 Police Department Secondary Employment</p> <p>#23 The Police Department should:</p> <p>(a) immediately develop and enforce a reasonable daily hour limit and should consider a rest period prior to a regular shift; (one possibility is to reinstate the 14-hour daily limit previously in place), and</p> <p>(b) apply the 24-hour weekly limit for off-duty jobs even in weeks when employees have taken time off, and</p> <p>(c) develop a way to ensure sufficient days off per month.</p>	PD	Partly Implemented	In 2012, the Duty Manual was revised to limit the number of hours worked in a 24-hour period to 16 hours. The 24-hour weekly limit on secondary employment hours was increased to 30 hours per week. The Duty Manual makes an employee's supervisor responsible for monitoring the impact of secondary employment on the performance of the employee's duties. The Department currently does not mandate that employees take days off each month. The Department reports that this issue requires further discussion. Target Date: Dec-2020 (Delayed From: Dec-2019)

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<p>#12-04 Police Department Secondary Employment</p> <p>#25 Because engaging in secondary employment may prolong the recovery of a member who has been injured, the Police Department should</p> <p>(a) ensure that the existing Duty Manual provision prohibiting secondary employment while on disability leave is enforced, and</p> <p>(b) develop a process for identifying employees who are working secondary employment hours either concurrently or in the same time frame as taking disability leave hours.</p>	PD	Partly Implemented	The SEU Procedures Manual includes a provision for auditing employee timecards to check whether an employee was on disability leave while working secondary employment. However this is not enforced. Furthermore, the Duty Manual prohibits officers from working any SEU jobs while on a disability. A violation of this would be enforced during the Department's periodic reviews. The Department advises that once E-Resource has been updated, it anticipates that officers on disability will not be able to sign up for SEU assignments. Target Date: Jul-2020 (Delayed From: Mar-2019)
<p>#12-04 Police Department Secondary Employment</p> <p>#26 The SEU should be housed in the Police Chief's office with the appropriate mix of civilian and sworn employees, with an emphasis on civilians to perform administrative duties and an emphasis on stable staffing and sufficient staffing to provide oversight. Sworn employees should be of sufficient rank to oversee all lower ranks that work secondary employment.</p>	PD	Partly Implemented	In 2012, SEU was moved to the Office of the Chief. The Administration will evaluate potential budget proposals to add civilian positions in SEU in the context of the overall budget situation and competing funding priorities. In our opinion, additional civilian staffing could help relieve sworn staff of administrative duties, and also provide stability to the unit. Target Date: Dec-2024 (Delayed From: Dec-2019)
<p>#12-04 Police Department Secondary Employment</p> <p>#27 The Police Chief should set clear goals and a timetable for restructuring the secondary employment program and should propose a plan as soon as possible to the City Council for secondary employment going forward.</p>	PD	Partly Implemented	In 2012, SEU management advised that the Department was exploring possibilities for the future structure of the secondary employment program. However, the Department advises its focus continues to be on maintaining core services. Target Date: Dec-2024 (Delayed From: Dec-2013)
<p>#12-04 Police Department Secondary Employment</p> <p>#28 The Police Department should:</p> <p>(a) calculate the comprehensive cost of the secondary employment program (personnel, administrative costs, etc.),</p> <p>(b) compare those costs to the revenue generated by related fees, and</p> <p>(c) determine the fees that would be required to make the program 100% cost recovered and present this data to the City Council.</p>	PD	Partly Implemented	<p>In 2012, SEU management advised that the Department was exploring options for the future structure of the secondary employment program. However, the Department advises its focus continues to be on maintaining core services. Target Date: Dec-2024 (Delayed From: Dec-2019)</p> <p>Potential Budget Savings: The personnel costs of operating SEU were estimated at \$747,000 in the audit. Recovery of these costs through fees would reduce the subsidy by the General Fund.</p>

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<p>#12-04 Police Department Secondary Employment</p> <p>#29 The Police Department should fully recover the cost of secondary employment liability policy either through increased employee contributions or by a fee charged to secondary employers.</p>	PD	Not Implemented	<p>In 2012, SEU management advised that some cost-benefit analysis was conducted and that the Department was exploring options for the future structure of the secondary employment program. However, the Department advises that due to staffing shortages, work on this recommendation has not begun. Target Date: Dec-2020 (Delayed From: Dec-2019)</p> <p>Potential Budget Savings: In 2019, the General Fund subsidy of the secondary employment liability policy was \$23,000.</p>
<p>#12-04 Police Department Secondary Employment</p> <p>#30 Assuming that the City continues to offer uniformed off-duty employment to private employers, the City should assess the public and private benefits of the current provision of uniformed security services to a broad range of private and public entities. The Department should analyze the costs and benefits of continuing to provide this service on such a broad scale as well as the potential effects of limiting the program to certain types of jobs. The Department should propose a plan for the future of the program to the City Council that includes the results of this analysis.</p>	PD	Partly Implemented	<p>In 2012, SEU management advised that some cost-benefit analysis was conducted and that the Department was exploring options for the future structure of the secondary employment program. However, the Department advises its focus continues to be on maintaining core services. Target Date: Dec-2024 (Delayed From: Dec-2019)</p>
<p>#12-06 Environmental Services</p> <p>#13 The Administration should propose the City Council establish a City Council Policy which includes guiding principles so as not to raise rates in years in which ratepayer fund balances exceed reasonable targets.</p>	ESD	Partly Implemented	<p>At the time of our audit, the City had accumulated large ending fund balances in its utility funds – totaling more than \$278 million at the end of FY 2010-11. The sources of the large balances were lower than expected capital spending, staff vacancies, and other budget savings. We recommended the Administration propose a policy to hold rates steady when fund balances exceed reasonable targets. In coordination with the City Managers' Budget Office and the City Attorney's Office, ESD has begun developing a new City Administrative Policy Manual section, the goal of which will be to identify the guiding principles for developing utility rates to ensure rate increases are fair and appropriate, while also balancing key priorities such as safe and reliable services, cost efficiency, and supporting environmental outcomes. As of March 2020, ESD has continued working with the City Attorney's Office on this recommendation. Target Date: Dec-2020 (Delayed From: Sep-2017)</p>

Report and Recommendations	Dept (s)	Current Status	Comments
<p>#12-06 Environmental Services</p> <p>#22 The Administration should propose the City Council adopt a City Council Policy which includes guiding principles for evaluating ratepayer costs and rate increases for fairness and appropriateness, and balancing priorities, such as safe and reliable services, cost efficiency, ratepayer impacts, and environmental outcomes.</p>	ESD	Partly Implemented	In coordination with the City Managers' Budget Office and the City Attorney's Office, ESD is developing a new City Administrative Policy Manual section outlining the overall guidelines for evaluating ratepayer costs and important considerations involved in establishing utility rates. The goal of the new City Policy Manual section will be to identify the guiding principles for developing utility rates to ensure rate increases are fair and appropriate, while also balancing key priorities such as safe and reliable services, cost efficiency, and supporting environmental outcomes. As of February 2020 , ESD has continued working with the City Attorney's Office on this recommendation. Target Date: Dec-2020 (Delayed From: Dec-2016)
<p>#12-07 Fire Department Injuries</p> <p>#03 We recommend that the Administration review and update Fire Department job descriptions with more specific descriptions of the physical requirements of what employees actually do on a day-to-day basis, and make the job descriptions and physical requirements easily accessible to physicians.</p>	HR / FIRE	Partly Implemented	As discussed in the audit, the job descriptions for the firefighter series have not been updated since 1999, and have similar physical requirements for differing classifications and ranks that could needlessly limit getting employees back to work. HR received funding during the FY 2019-20 budget process and is in the process of securing a consultant to do a full Citywide review of job classifications. Firefighter classifications will be part of that review. Target Date: Dec-2020 (Delayed From: Jun-2018)
<p>#12-08 Ten Years of Staffing Reductions at the City of San José</p> <p>#01 We recommend eliminating bumping from the City's civil service rules as it is not cohesive with the City's modernized broadband classification structure nor with the complex and specialized work that many City employees do. If elimination is not possible, we recommend: limiting bumping to intradepartmental bumping only, limiting the number of people who can bump into a given position over a given time period, limiting the number of bumps and reinstatements into a given work unit over a given time period, and/or lowering the threshold for meeting position exemption requirements.</p>	CMO	Not Implemented (Subject to meet and confer)	This recommendation would have to be considered as part of labor negotiations. Target Date: Jun-2021 (Delayed From: Dec-2018)

Report and Recommendations	Dept (s)	Current Status	Comments
<p>#12-08 Ten Years of Staffing Reductions at the City of San José</p> <p>#02 Modify the reinstatement process to</p> <p>A) Allow departments to choose the most qualified candidate on the City reinstatement lists when such lists are in effect, regardless of seniority.</p> <p>B) Develop an exemption process for managers who have compelling cases for not filling critical positions from reinstatement lists.</p> <p>C) Allow employees to waive reinstatement for a certain time period or a certain number of opportunities.</p>	CMO	Not Implemented (Subject to meet and confer)	This recommendation would have to be considered as part of labor negotiations. Target Date: Jun-2021 (Delayed From: Dec-2018)
<p>#12-08 Ten Years of Staffing Reductions at the City of San José</p> <p>#03 Pursue changes to the layoffs, bumping and reinstatement rules that subordinate seniority and factor in applicable job skills, recent job performance and disciplinary records.</p>	CMO	Not Implemented (Subject to meet and confer)	This recommendation would have to be considered as part of labor negotiations. Target Date: Jun-2021 (Delayed From: Dec-2018)

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#13-02 Deferred Compensation	HR / CAO	Not Implemented	The City Attorney's Office, in consultation with outside counsel, has finished revisions for the Deferred Compensation 457 Plan. The City Attorney's Office and staff are reviewing proposed revisions to the PTC Plan. It is anticipated that the changes to both the Deferred Compensation 457 Plan and PTC Plan will be brought to the Deferred Compensation Advisory Committee (DCAC) for comment in 2020. Target Date: Dec-2020 (Delayed From: Jun-2017)
#04 The City Attorney's Office and Human Resources should review the Deferred Compensation Plans and draft amendments to the Municipal Code as follows: A) Assign responsibility for administering the Plans to the City Manager or her designee, including the operation and interpretation of the Plans in accordance with their terms and contractual authority to enter into contracts for the administration of the Plans. B) Clarify the oversight role and responsibilities of the Deferred Compensation Advisory Committee, including reviewing and advising on annual budgets and proposed changes to the Plan document, the Investment Policy, and the investment menu, and reduce the Committee's required meeting frequency to a semiannual or as-needed basis. C) Leave the basic provisions of the Deferred Compensation Plans in the Municipal Code (Name, Purpose, Establishment of Trust, Definitions, Deferral of Compensation, Participation in the Plan, and Administration of the Plan, etc.), and remove the specifics of the Plans so that they can be put in stand-alone Plan documents. D) Authorize the City Manager or her designee to prepare and adopt the stand-alone Plan documents and update the Plan documents as necessary to conform with necessary legal or operational changes (while requiring any benefit changes to be approved by the City Council).			
#13-04 Fire Prevention	FIRE	Not Implemented	Analysis of a risk-based inspection/fee model and their applicability to the City of San José is included in the scope of work for a study by NBS Government Finance that is currently underway. Target Date: Dec-2020 (Delayed From: Jun-2017)
#09 The Department should reexamine its non-development fire permit fee structure to charge San José facilities based on fire safety risk.			
#13-04 Fire Prevention	FIRE	Partly Implemented	A) The consultant study underway by NBS Government Finance is expected to include recommendations around a new inspection service delivery model. B) To the extent possible, the Department has been utilizing light duty personnel who have been trained in fire safety code inspections, analytics, and fire prevention education. Through a return-to-work program, the Department is working to match light duty personnels' skills with available positions. C) To ensure that inspector time is spent efficiently, Fire Prevention has a policy in place that an Administrative Citation shall be issued upon the third site inspection for any violation that has not been corrected. Target Date: Dec-2020 (Delayed From: Jun-2017)
#17 To implement a risk-based inspection approach, the Fire Department should develop a workload analysis that assesses: (a) staffing requirements in the Bureau of Fire Prevention, (b) the effective use of light-duty firefighters and line staff in fire prevention activities including public education, and (c) how much additional time could become available if the Department conducted fewer re-inspections.			

Report and Recommendations	Dept (s)	Current Status	Comments
<p>#13-04 Fire Prevention</p> <p>#19 The Fire Department should develop a public education program based on the fact that many fires and most of the fire deaths in recent years occurred in multifamily residences. Public education efforts should include working with the community to provide education to children and other high-risk groups as well as education about and access to smoke detectors.</p>	FIRE	<p>Partly Implemented</p> <p>-</p> <p>Priority</p>	<p>The Fire Department's Strategic Business Plan (Vision 2023) was presented to the City Council in June 2016. Part of the focus of Vision 2023 was Community Alliance -- including goals to expand community partnerships and promote public education. Additionally, the Fire Department has undergone an organizational review by an external consultant. Public education is critical to fire prevention because many fires and fire deaths occur in multifamily dwellings, which are subject to limited fire inspections (at the time of our audit, multi-family dwellings and hotels/motels made up about a quarter of the facilities with outstanding fire code violations). Currently, the Department makes smoke detectors available when possible for line staff to distribute to residents. The Department has an ongoing partnership with the American Red Cross to help provide smoke detectors in mobile homes through the Sound the Alarm program. The Department received a donation for \$500,000 to install smoke detectors in mobile homes, and was awarded grant funding from the Department of Homeland Security for additional funding for smoke detectors. Also, the Department recently hired a Public Information Manager and a Video/Multimedia Producer. These two new staff members are developing a workplan to expand public outreach related to fire prevention, education, and preparedness. Finalizing the workplan will complete this recommendation. Target Date: Jun-2021 (Delayed From: Jun-2019)</p>
<p>#13-04 Fire Prevention</p> <p>#20 The Fire Department should continue to develop a Public Relations Committee as a way to connect with the community and provide targeted public education. The Department should assess the extent to which light or modified-duty firefighters could perform public education activities.</p>	FIRE	Partly Implemented	<p>Shortly after the publication of the audit, the Department's public education staff and a public relations committee developed an initial workplan to reach out to neighborhood associations throughout the City. The Fire Department's Strategic Plan incorporates public education into the Department's goals. Currently, the Department conducts a number of public education events, including: Halloween Glow Necklace and safety tip sheet distribution for safe trick-or-treating, Illegal Fireworks Campaign, National Night Out, "Every 15 Seconds" Drinking and Driving educational event, Fire Prevention Safety Week, and Wildfire Awareness Month. The Fire Department hired a Public Information Manager in October 2019. The Department reports that this position, along with representatives from the Bureaus of Field Operations, Fire Prevention and Training, will work together to reestablish the Public Relations Committee. Target Date: Jun-2020 (Delayed From: Jun-2018)</p>

Report and Recommendations	Dept (s)	Current Status	Comments
<p>#13-06 Consulting Agreements</p> <p>#05 The City Manager's Office should revisit the role of the Finance Department with respect to consultant procurements, evaluating whether its current level of involvement and resources is adequate.</p>	CMO / FIN	Partly Implemented	The City Manager's Office (CMO) has executed a service order with a consultant to document the current process for consultant procurements across various City departments, document cross-functional roles and responsibilities, identify inconsistencies across departments, and develop recommendations on process improvements. The CMO reports that this information will be used to establish a City policy for procuring consultant services and develop training materials. Once finalized, the Finance Department intends to include these updated policies in their training. Target Date: Jun-2020
<p>#13-06 Consulting Agreements</p> <p>#07 To lessen the burden on City staff while fostering improved competition in consultant procurements, the Finance Department should include in its annual procurement training simplified procurement processes for smaller consulting contract procurements while encouraging full and open competition, and define when these simplified processes can be used.</p>	FIN	Partly Implemented	The City Manager's Office (CMO) is in the process of engaging a consultant to update policies and procedures. After this engagement, the Finance Department plans to work with the CMO and Human Resources on request for proposal (RFP) consultant training. In December 2019, the Finance Department deployed the consulting portal of the City's new e-Procurement system, Biddingo, which includes an updated RFP template for consulting services. Target Date: Dec-2020 (Delayed From: Jun-2018)
<p>#13-06 Consulting Agreements</p> <p>#08 We recommend that the City: A) Reconcile overpayments as described above and get reimbursed for these overpayments, B) Document any changes in consulting contract terms or requirements through a formal contract amendment, and enforce existing contract terms. If the contract allows for changes in terms without amendments, such changes should be documented in writing, and C) Require contract managers to reconcile previously received deliverables to contract payments during the contract amendment process, prior to increasing contract amounts.</p>	CMO / FIN	Partly Implemented	With respect to item (a), in 2014, the San José Police Department (SJPD) executed a retroactive extension that approved prior year expenditures with at least one of the consultants we identified (Corona Consulting). Policies and procedures have not yet been drafted to cover the circumstances outlined in parts (b) and (c) of this recommendation. The City Manager's Office (CMO) has executed a service order with a consultant to document the current process for consultant procurements across various City departments, document cross-functional roles and responsibilities, identify inconsistencies across departments, and develop recommendations on process improvements. The CMO reports that this information will be used to establish a City policy for procuring consultant services and develop training materials. Once finalized, the Finance Department intends to include these updated policies in their training. Also see Recommendation 1306-09. Target Date: Jun-2020 (Delayed From: Dec-2019)

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<p>#13-06 Consulting Agreements</p> <p>#09 We recommend the Administration develop Citywide policies and procedures on contract monitoring and management including:</p> <ul style="list-style-type: none"> - a standardized contract management process, - organization of contract files, - checklists for tracking agreed-upon deliverables and line item budgets, - components of invoice review which link payments to contract deliverables, and - documenting deliverables prior to payment. <p>We further recommend that the City require contract administrators to annually certify they have reviewed and understand those policies and procedures.</p>	CMO / FIN	<p>Not Implemented</p> <p>-</p> <p>Priority</p>	<p>The City Manager's Office (CMO) has executed a service order with a consultant to document the current process for consultant procurements across various City departments, document cross-functional roles and responsibilities, identify inconsistencies across departments, and develop recommendations on process improvements. The CMO reports that this information will be used to establish a City policy for procuring consultant services and develop training materials. Once finalized, the Finance Department intends to include these updated policies in their training. Target Date: Jun-2020 (Delayed From: Jun-2018)</p>
<p>#13-06 Consulting Agreements</p> <p>#11 We recommend the Administration ensure that:</p> <p>A) Staff managing contracts conform with current City contract retention policies and, consistent with those policies, keep all documents related to contract procurement, compliance and monitoring, including all documents related to contract renewals, amendments, continuation agreements, and other contract modifications; and</p> <p>B) Require staff to include a notation regarding the City's retention policies in each individual contract file.</p>	CMO / FIN	Not Implemented	<p>Contract management and document retention has largely been delegated to individual department staff. The City Manager's Office (CMO) has executed a service order with a consultant to document the current process for consultant procurements across various City departments, document cross-functional roles and responsibilities, identify inconsistencies across departments, and develop recommendations on process improvements. The CMO reports that this information will be used to establish a City policy for procuring consultant services and develop training materials. Once finalized, the Finance Department intends to include these updated policies in their training. Target Date: Jun-2020 (Delayed From: Jan-2018)</p>
<p>#13-06 Consulting Agreements</p> <p>#13 We recommend that the City Administration include the City's Conflict of Interest and Ethics policies in its annual procurement and contract monitoring training.</p>	FIN	Partly Implemented	<p>The City Manager's Office (CMO) is still in the process of engaging a consultant to update policies and procedures. After this engagement, the Finance Department plans to work with the CMO and Human Resources on request for proposal (RFP) consultant training. The Finance Department intends for the training to include the City's Conflict of Interest and Ethics policies in its consultant training. Target Date: Dec-2020 (Delayed From: Jun-2018)</p>
<p>#13-06 Consulting Agreements</p> <p>#15 Once a new electronic data management system is available, we recommend the City Clerk prepare and annually post a listing of payments to consultants over the previous year, including: (a) the consultant's name, (b) the general nature of the work performed, (c) the type of procurement process used, (d) the department, and (e) the amount paid.</p>	CLERK	Closed	<p>The Office of the City Clerk has created a consultant contracts report. Among other items, the report includes the contract date, contract number and suffix, contractor name, contract description, not to exceed contract amount, and department. The report is posted on the City Clerk's website under the "Spotlight" section. In addition, the Finance Department has expanded its quarterly contract report, which is posted on Finance's website under the "Reports" section. Together, these actions are sufficient to close this recommendation.</p>

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<p>#13-11 Code Enforcement</p> <p>#08 The City Administration should propose to expand the Residential Occupancy Permit program to include condominiums functioning as rental apartment complexes.</p>	PBCE	Not Implemented	The goal of the Residential Occupancy Permit Program is to provide minimum safety and habitability standards for renters. As reported in the audit, about 41 percent of San Jose residents were renters in a total of about 125,000 renter-occupied units. However, the Multiple Housing Program issued Residential Occupancy Permits for only about 84,000 units. This net difference of 41,000 units could mean that as much as a third of San José's renters are not receiving the same level of service afforded to other rental residents. The current City policy to exclude condominiums (potentially housing hundreds of renters) defeats the underlying purpose of the program and leaves a significant portion of San José's renters potentially at risk. Code Enforcement had previously been part of a multi-departmental permitting system upgrade. However, because of implementation challenges, in June 2019 Code Enforcement was removed from the project scope and will now begin working on securing its own database and case management system. Code Enforcement anticipates that the new system will provide the capability to incorporate condominiums into the Residential Occupancy Permit Program. Target Date: Jul-2021 (Delayed From: Jul-2018)
<p>#13-11 Code Enforcement</p> <p>#12 To ensure tenants are aware of deficiencies found in their place of residence, Code Enforcement should formally inform tenants of the violations found and the deadline for compliance.</p>	PBCE	Partly Implemented	Code Enforcement is in the process of conducting a pilot notification process. Code Enforcement advises that it is in the process of developing a template that it will use to provide notification to tenants if deficiencies are found in their place of residence. After the pilot notification, Code Enforcement plans to roll out the notification process to all multiple housing properties it inspects. Target Date: Jul-2021 (Delayed From: Jul-2018)
<p>#13-11 Code Enforcement</p> <p>#16 Code Enforcement review options to replace or enhance its code enforcement database (CES) and include options for mobile units and interfacing with other city databases.</p>	PBCE	Partly Implemented	As described in the audit, Code Enforcement's current database does not have the capability of interfacing with PBCE's primary database to retrieve property related information while out in the field, research any residual permit information, or document information immediately after completing an inspection. Code Enforcement had previously been part of a multi-departmental permitting system upgrade. However, because of implementation challenges, in June 2019 Code Enforcement was removed from the project scope and will began work on securing its own database and case management system. Code Enforcement anticipates that the new system will provide the capability to incorporate condominiums into the Residential Occupancy Permit Program. Code Enforcement anticipates that the new database will provide inspectors with full access to this information. In the interim, some inspectors have been provided laptops in which they can VPN to the current PBCE system if needed in the field. Target Date: Jul-2021 (Delayed From: Jul-2018)

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<p>#13-11 Code Enforcement</p> <p>#17 In order to ensure that the Multiple Housing roster is complete, Code Enforcement should: A) Periodically update its Multiple Housing Roster with newly issued Certificates of Occupancy from the AMANDA database; and B) Automate the process when it replaces its database.</p>	PBCE	Partly Implemented	Code Enforcement staff has to manually update the Multiple Housing roster by checking the AMANDA database for newly issued Certificates of Occupancy. This manual process can be unreliable. Code Enforcement was previously part of the Planning, Building and Code Enforcement permitting system upgrade. However, in June 2019 Code Enforcement was removed from the project scope and will begin work on securing its own database and case management system. Code Enforcement is exploring different options to determine how this automation can occur. Target Date: Jul-2021 (Delayed From: Jul-2018)
<p>#13-12 Audit of Employee Travel Expenditures</p> <p>#08 The Administration should require, through the City Procurement Card Policy, that procurement card approvers attach travel coordinator-approved Travel Statements as supporting documentation for travel-related procurement card expenditures.</p>	FIN	Partly Implemented	Finance staff is reviewing how to best incorporate this recommendation into the Procurement Card Policy (City Administrative Policy 5.1.2). Target Date: Jun-2020 (Delayed From: Jun-2017)
<p>#13-12 Audit of Employee Travel Expenditures</p> <p>#11 To minimize work effort and facilitate timely approvals, the Administration should implement an electronic travel authorization system, and until then should encourage departments to use electronic pre-trip and post-trip approval.</p>	FIN	Partly Implemented	The Finance Department is in the process of contracting with a vendor on an Electronic Travel and Expense Management Solution selected through an RFP process. Finance will develop an implementation plan once the contract is in place. Target Date: Dec-2020 (Delayed From: Jun-2018)
<p>#14-07 City Procurement Cards</p> <p>#01 We recommend that the Finance Department revise the Procurement Card Policy to: A) Emphasize the responsibility cardholders have to make prudent purchases; B) Include questions that guide cardholders to evaluate the reasonableness of their purchases; C) For purchases that require IT approval, require documentation of that approval be attached to p-card statements; D) Change the approval process for Council appointees to require review by the Finance Department and referral to the Mayor's Office or City Council in cases of potential policy violations; E) Clarify the department coordinator's responsibility to notify Finance of all violations and that Finance should only refer personal purchases to OER; and F) Establish a process to have frequent contact via email with department coordinators</p>	FIN	Partly Implemented	In 2015, the Finance Department began drafting revisions to the City Procurement Cards policy (Section 5.1.2 of the City Policy Manual) to reflect these recommended changes, aimed at enforcing prudent and responsible expenditure of City funds. Since then, the Department decided to rework the p-card policy, dividing it into two parts: a high-level administrative policy, and a detailed p-card administrative guide. Both documents are currently in outline/draft form as Finance is incorporating recommendations from the September 2019 p-card audit. In the meantime, Finance has incorporated several of the recommended items into quarterly p-card trainings and created a Citywide p-card email account for contact with department administrators. It also made an interim update to the p-card policy, which makes the Chief Purchasing Officer the final authority on p-card authorization, increased transaction limits, and all inappropriate p-card transactions. Target Date: Jun-2020 (Delayed From: Jun-2015)

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<p>#14-07 City Procurement Cards</p> <p>#03 To improve transparency, accountability, and legibility, the Finance Department should create a pilot program that:</p> <p>a) Begins the transition to online approvals, payment code entries, annotations and general finance coding (office supplies, travel, etc.);</p> <p>b) Considers requiring monthly statements of activity be signed by cardholders and approving officials to ensure that all transactions are authorized;</p> <p>c) Allows individual departments to collect, store, and submit receipts in PDF; and</p> <p>d) States that sufficient documentation of p-card purchases includes line item transaction detail stored in Access Online for a list of approved vendors (e.g. Office Max).</p>	FIN	Partly Implemented	The Finance Department began working with U.S. Bank in 2015 to determine the feasibility of using the online approval module, but decided to wait until upgrades to the City's financial reporting software was complete. The upgrade is complete, but staff now report that integration with U.S. Bank modules may not be feasible because of staff and policy constraints. The draft p-card policy makes reference to measures for improved transparency, which are to be detailed within a p-card administrative guide. Both documents are currently in draft form -- Finance had delayed changes pending any potential recommendations from the recent 2019 p-card audit. Target Date: Jun-2020 (Delayed From: Jun-2015)
<p>#14-07 City Procurement Cards</p> <p>#07 The City Administration should ensure that p-card expenditures accurately categorize expenditures by type of budgetary purpose.</p>	FIN	Partly Implemented	In 2015, the Finance Department included this recommendation in the revised City Procurement Cards policy, which is being reworked into a policy and companion guide. Both documents are still in draft form, as Finance is incorporating recommendations from the September 2019 p-card audit. Target Date: Jun-2020 (Delayed From: Jun-2015)
<p>#14-08 Development Services</p> <p>#13 Implement the technological infrastructure needed to support electronic plan submittal and review.</p>	PBCE / IT	Partly Implemented	The AMANDA permitting system was successfully upgraded in November 2019, allowing the Development Services Transformation team to start the development of an electronic plan review system. A new sales order was signed with the IT vendor that same month, with the project kicking off in January 2020. Based on the refreshed start with the vendor, the preliminary timeline expects the completion of electronic plan workflows in October 2020. Target Date: Oct-2020 (Delayed From: Jun-2015)
<p>#14-08 Development Services</p> <p>#15 To improve communication with project participants, PBCE should upgrade the online permit interface to provide relevant project information to anyone affiliated with the project.</p>	PBCE	Partly Implemented	With the upgrade of the AMANDA permitting system, the Development Services Transformation team began working on the updated Public Portal in January 2020 with an expected completion in Fall 2020. Target Date: Sep-2020 (Delayed From: Jun-2015)

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#14-08 Development Services #18 Eliminate the Construction & Demolition Diversion Deposit.	PBCE / ESD	Not Implemented	ESD is exploring changes to enhance and consolidate the CDDD and Cal Green compliance review programs to improve the permit customer experience, simplify recycling rate reporting and refund processing, increase customer engagement, and strengthen program performance and data tracking. ESD continues outreach by sending follow-up letters to permit holders who are eligible for CDDD refunds. According to ESD, 80 percent of all construction projects in San José fall under the CDDD program, and approximately 60 percent of projects that pay a deposit under CDDD meet the recycling requirement and receive a refund. Target Date: Jun-2021 (Delayed From: Mar-2017)
#14-08 Development Services #19 To increase accessibility of online fee estimation, PBCE should update and simplify the online fee calculator.	PBCE	Not Implemented	The Development Service Transformation team has identified a pilot software to provide online fee estimation and is in the process of finalizing procurement. The start of this work has been moved to the second half of 2020 due to higher priority technology projects regarding recommendations #13 and #15 (electronic plan review and public portal). Target Date: Dec-2020 (Delayed From: Jun-2016)
#14-12 Accounts Receivable #10 To aid the collection process, the Finance Department should work with the City Attorney's Office to explore expanding lienable activities, such as with Planning, Building, and Code Enforcement's neglected and vacant homes program.	FIN / CAO	Partly Implemented	SJMC Section 17.38.340 requires a property owner subject to registration under Chapter 17.38 to pay a monitoring fee as set forth in the City Council Schedule of Fees resolution. If a property owner fails to pay the fee, it is a debt owed to the City. In 2016, Finance requested that the Appeals Hearing Board ("Board") authorize a lien for an unpaid monitoring fee. The Board denied the request stating that there is no authority in the Municipal Code authorizing such lien. However, Code Enforcement can issue a Compliance Order under Chapter 1.14 and Finance can then request a lien pursuant to the administrative remedies process. The Finance Department has established procedures for the administrative remedies process, and Code Enforcement is in the process of finalizing procedures for the Neglected and Vacant Building and Storefronts Program to issue Compliance Orders to property owners for non-payment of monitoring fees so Finance can pursue liens before the Appeals Hearing Board, as appropriate, pursuant to the administrative remedies process. Target Date: Jun-2020 (Delayed From: Dec-2019)

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<p>#14-12 Accounts Receivable</p> <p>#16 The Finance Department should work with the Information Technology Department to: Improve the interface between department billing systems and Revenue Results so that key information, such as the service date and other details about the service or citation, that will aid in the collection process is transferred. Work with Planning, Building, and Code Enforcement and the Fire Department to develop an interface or some other means of transferring data from the departmental billing systems into Finance's collections software to better manage collections for these departmental billings.</p>	FIN / IT / PBCE / FIRE	Partly Implemented	Finance is coordinating with the IT Department; Fire Department; and Planning, Building, and Code Enforcement to assess the costs and benefits of integrating different departmental billing systems into RevQ. Target Date: Jun-2020 (Delayed From: Jun-2018)
<p>#14-12 Accounts Receivable</p> <p>#18 Once Revenue Results is implemented, the Finance Department should develop and implement procedures for periodic departmental account reviews to determine collection rates and assess performance of the revenue collection process. These results should be shared with departments to help identify potential problems and solutions to improve the revenue collection cycle.</p>	FIN	Implemented	The Finance Department began providing departmental account reviews in January 2020. The reviews provide departments information about their receivables, including amounts invoiced and outstanding, as well as the age of their receivables. Finance intends to distribute the account reviews quarterly to departments. Additionally, the department updated the General Guidelines for Accounts Receivables/Revenue Collection (section 5.3.6 of the City Administrative Policy Manual) to require that these account reviews be provided to departments.
<p>#15-04 Employee Hiring</p> <p>#11 Work with departments to update minimum qualifications and job specifications to ensure they are pertinent to job requirements, starting with those that are out-of-date.</p>	HR	Partly Implemented	Human Resources contracted with Koff & Associates to review and update 69 job classifications that are most frequently recruited for and/or have more than 50 incumbents. These updates were completed by the consultant in October 2016 and forwarded to the bargaining units. HR reports that this first phase of classification review has been completed. HR is continuing to update classifications as issues are brought forward during the recruitment process. As part of the 2019-20 Proposed Operating Budget, HR received funding to utilize consulting services to continue a second phase of updating additional job classifications City-wide. HR is in the process of securing a consultant to initiate this second phase of classification updates. Target Date: Dec-2020 (Delayed From: Dec-2015)

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<p>#15-05 PRNS Fee Activity Program</p> <p>#01 PRNS should work with the Budget Office to:</p> <p>A) Reassess the purpose of the Fee Activity Program (including cost-recovery targets),</p> <p>B) Provide reasonable justification for mid-year expenditure request,</p> <p>C) More clearly link revenues and expenses to their respective programs, and</p> <p>D) Determine which activities should be included in the Fee Activity Program.</p>	PRNS / CMO	Partly Implemented	<p>PRNS and the Budget Office continue to refine a Fee Activity Program Description and Administrative Guidelines document to address this recommendation. The guidelines aim to: summarize the program's purpose; identify the main fee programs/lines of business (e.g., Camps, Leisure Classes, ROCK, etc.); identify which cost components are included in the fee program; state the cost-recovery targets (which may vary year-to-year based on City objectives and market conditions); and describe the process by which corresponding revenues and costs are tracked and reported so as to clearly justify proposed and mid-year adjustments to the fee program. Budget and PRNS report that they are working together to formalize a consistent methodology to allocate fee-activity costs and revenues, which will help determine the cost-recovery rates for individual lines of business. Implementation of this recommendation has recently been delayed due to turnover among staff in the PRNS fiscal and budget management team. Target Date: Jun-2020 (Delayed From: Jun-2016)</p>
<p>#15-08 Golf Courses</p> <p>#01 To obtain more favorable contract terms, when the lease and management agreements expire, the Department of Parks, Recreation and Neighborhood Services should seek competitive proposals from potential golf course lessees/operators that lower the City's financial risks and grow customer usage.</p>	PRNS	<p>Partly Implemented</p> <p>-</p> <p>Priority</p>	<p>The 2019-2020 Adopted Operating Budget included the pay down of \$5.0 million of debt associated with the City's golf courses, including the remaining debt (\$3.4 million) associated with Rancho Del Pueblo Golf course and a portion of the debt (\$1.6 million) associated with the Los Lagos Golf Course, leaving approximately \$13.7 million in debt outstanding. Staff released separate RFPs for each golf course in October 2019: an RFP seeking a golf course operator under a Qualified Management Agreement (QMA) for Los Lagos Golf Course, and an RFP for a lease agreement for Rancho Del Pueblo Golf Course. Staff are currently reviewing RFP submissions, and will present results to City Council in the spring of 2020. Target Date: Jun-2020 (Delayed From: Dec-2018)</p> <p>Potential Budget Savings: The estimated General Fund transfer for both golf courses for 2019-20 is \$7.2 million--\$5 million of which is the debt pay down.</p>

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<p>#15-08 Golf Courses</p> <p>#05 To improve oversight of the golf courses and contracts, the Department of Parks, Recreation and Neighborhood Services should:</p> <p>A) Regularly audit Muni's gross revenues and capital improvement fun;</p> <p>B) Keep all golf records centrally and ensure they are obtained timely;</p> <p>C) Formalize the revised maintenance standard; and</p> <p>D) Formally approve the fees charged and discounts given to The First Tee and the schedule of access hours.</p>	PRNS	Partly Implemented	PRNS has been requesting financial audits of Muni's gross revenues since 2017, and has centralized golf records. Upon completion of the Request for Proposal process noted in the update for Recommendation #1, staff will include updated maintenance standards in new Qualified Management Agreements. Subsequently, staff will work with the lessee to determine The First Tee's future fees, discounts, and access hours. Target Date: Jun-2020 (Delayed From: Jun-2017)
<p>#15-09 Police Hiring</p> <p>#06 After ensuring appropriateness of content and sufficiency of oversight of the Law Enforcement Unit (LEU) Cadet Program, SJPD should enhance and expand the program to encourage San José residents to become San José Police Officers.</p>	PD	Partly Implemented	The Department created a Police Cadet classification which was approved by City Council in March 2017. The Administration will evaluate potential budget proposals to advance a cadet program in the context of the overall budget situation and competing funding priorities. Target Date: Jul-2020 (Delayed From: Dec-2017)
<p>#16-02 Street Sweeping</p> <p>#01 DOT's in-house street sweeping operation should stop emptying street sweepings onto the street.</p>	DOT	Partly Implemented	Best practices advise that sweep waste should be stored in containers to minimize pollutants and debris in the air, on roadways, and in waterways. The City Council approved funding in the FY 2019-20 Operating Budget for additional staff and the purchase of a vehicle and bins. DOT reports that they are in the process of hiring the additional staff and procuring a vehicle and bins. In the meantime, DOT continues using a revised approach, which still involves emptying street sweepings onto the street. DOT's Heavy Equipment team picks up the sweepings from designated dumping sites daily and a street sweeping crew will pick up residual debris during the next sweeping shift. Target Date: Dec-2020 (Delayed From: Jun-2017)

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<p>#16-02 Street Sweeping</p> <p>#05 DOT and ESD should deploy the new electronic inspection system and GPS-tracking devices to:</p> <p>A) Enable supervisory staff to track vehicle location, speed, and activity remotely;</p> <p>B) Link route conditions and problems, and street cleanliness to specific locations along street sweeping routes; and</p> <p>C) Include electronic tracking and inspection compatibility in future bids for contracted street sweeping services.</p>	DOT / ESD	Partly Implemented	<p>A) DOT's in-house program has installed GPS telematics, which is used to remotely track vehicle location and speed, and confirm completion of sweeping routes.</p> <p>B) DOT reports that all operators have been equipped with tablets that enable them to link obstructions (tree branches, debris) to specific locations for follow-up. However, currently only higher priority issues (debris blocking streets, sidewalks, or bike lanes) are being routed to a team for follow-up. DOT reports that lower priority issues (tree trimming, debris in park strips) will require additional resources to allow adequate follow-up. In the interim, the Department reports they hired a temporary staff person to identify obstructions in conjunction with pavement inspection teams, and is in the process of hiring a permanent position.</p> <p>C) On June 18, 2019 Council directed staff to negotiate and execute an agreement through June 30, 2036 with GreenWaste, in accordance with term sheets presented to Council, for citywide residential yard trimmings and street sweeping collection and processing. ESD and DOT staff will continue negotiations with GreenWaste to explore residential street sweeping enhancements, including incorporating electronic inspection and GPS tracking capabilities. Target Date: Jun-2020 (Delayed From: Jan-2018)</p>
<p>#16-02 Street Sweeping</p> <p>#06 Based on staff input, route data, the results of past studies, and equipment needs, DOT should:</p> <p>A) Review and revise street sweeping schedules and routes;</p> <p>B) Consider additional enhanced sweeps in particularly dirty areas as funds and resources become available; and</p> <p>C) Develop a plan to periodically review street sweeping schedules and routes that consider street conditions.</p>	DOT	Partly Implemented	<p>A) DOT reports they have reviewed and revised street sweeping schedules and routes to the extent that funding and resources allow. The residential street sweeping program maintains a once per month sweeping schedule as part of the current contract.</p> <p>B) DOT reports that enhanced sweeps were completed for 16 streets in FY 2017-18. DOT is also in the hiring process for an Associate Construction Inspector, which is expected to facilitate up to 20 enhanced sweeps per year for the residential street sweeping program.</p> <p>C) DOT reports that minor adjustments can be made to sweeping routes, but these do not occur as part of a systematic review. DOT intends to develop a plan for a regular review of sweeping routes and schedules by the end of 2019-20, which may include identifying funding needs to facilitate this type of review. Target Date: Jun-2020 (Delayed From: Jun-2018)</p>
<p>#16-03 The City's Use and Coordination of Volunteers</p> <p>#01 To improve the accessibility of volunteer opportunities to the City's residents, the Administration should develop and post on the City's intranet an outreach "how-to" guide for volunteer coordinators across the City with information on social media strategies and how to update the City's website and events calendar. It should also reference the Citywide Language Access Policy (once it is finalized).</p>	CMO	Partly Implemented	<p>The "how-to" guide for volunteer coordinators across the City remains in draft form. This document will be rolled out in coordination with the Volunteer Policy. The Language Access Policy has been completed and has been uploaded onto the City's intranet site. The intranet site provides guidance and "how-to" information related to the Language Access Policy. Target Date: Aug-2020 (Delayed From: Feb-2018)</p>

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<p>#16-03 The City's Use and Coordination of Volunteers</p> <p>#02 To ensure more consistent management of volunteer programs, the Administration should develop a Volunteer Policy to be included in the City Administrative Policy Manual that formally recognizes the value volunteers contribute and includes minimum standards for the management of volunteer programs. The policy should include guidance on the use of volunteer agreements; health and safety requirements, such as fingerprinting and TB testing; volunteer recognition; and other topics as necessary.</p>	CMO	Partly Implemented	In 2017, the Administration utilized an Encore Fellow to develop a draft volunteer policy that includes minimum standards for the management of volunteer programs, including fingerprinting requirements, TB testing, the use of volunteer agreements, and other health and safety requirements. In March 2018, a cross-departmental Volunteer Service Initiative Working Group was established to review the draft volunteer policy developed by the Fellow. The draft volunteer policy is in final review. Staff has delayed final approval to allow time to modify volunteer protocols related to large-scale, Citywide efforts such as BeautifySJ and Homeless Response. Target Date: Aug-2020 (Delayed From: Feb-2018)
<p>#16-03 The City's Use and Coordination of Volunteers</p> <p>#03 To assist City staff in managing volunteer programs, the Administration should create and post on the City's intranet a volunteer guidebook or "toolkit" as a reference for staff during the development and management of volunteer programs.</p>	CMO	<p>Partly Implemented</p> <p>-</p> <p>Priority</p>	In 2017, the Administration utilized an Encore Fellow to create a draft volunteer policy and identify best practices and tips that was the basis for the beginning of a volunteer management guidebook. In March 2018, a cross-departmental Volunteer Service Initiative Working Group was established to review and add to the drafted Volunteer Management Guide. Through the Gen2Gen campaign, the Mayor's Office partnered with PRNS and community organizations on three service-oriented pilot programs, one outcome of which was the creation of a toolkit based on lessons learned and best practices. It is intended that this toolkit will provide insights to City departments on engagement and operational strategies related to volunteer programs, and inform the development of a volunteer guide or "toolkit" for staff during the development and management of volunteer programs. Target Date: Aug-2020 (Delayed From: Feb-2018)

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<p>#16-03 The City's Use and Coordination of Volunteers</p> <p>#04 The Administration should work with the departments of Parks, Recreation and Neighborhood Services, Environmental Services, and Transportation to coordinate efforts around place-based volunteer programs. In particular, the Administration should streamline the process and expand the options that allow volunteers to play an active role in cleaning and maintaining public spaces by:</p> <p>A) Developing a separate volunteer webpage for the City's place-based volunteer programs that includes (i) descriptions of the programs (ii) relevant contact information and (iii) specific directions on how to request materials and supplies. The website should also provide information to help groups interested in one-time clean up or similar events.</p> <p>B) Allowing volunteers to apply with multiple place-based programs at once.</p> <p>C) Identify resources to reactivate the Adopt a Street program and/or expand the types of spots that volunteers can adopt to clean or maintain, including storm drains and creek segments for which the City holds an easement.</p>	CMO / PRNS / ESD / DOT	Not Implemented	The City's new website has a centralized page for volunteer opportunities, ordered by department and program. Currently, the City's website does not have a page dedicated to place-based volunteering. The purpose of this recommendation is to make it easy for residents to find opportunities in their neighborhoods (such as adopting a park or other localized volunteer programs), rather than searching individual programs for nearby opportunities. The Administration reports that it is evaluating scope and costs related to advancing this recommendation more comprehensively. In the meantime, departments listed in this recommendation are working together to leverage volunteer resources. Target Date: Aug-2020 (Delayed From: Dec-2018)
<p>#16-03 The City's Use and Coordination of Volunteers</p> <p>#06 The Parks, Recreation and Neighborhood Services Department should provide broad oversight and management of its community center volunteer programs, including developing a volunteer recruitment strategy and standard policies and procedures that contain specific guidance on volunteer intake, ongoing assessments such as the tracking of hours, and the retention of key documents.</p>	PRNS	Partly Implemented	PRNS staff has drafted written guidelines for staff who work with volunteers across PRNS, including community centers, as well as a handbook for community center volunteers. These documents provide the overall program standards and include a recruitment strategy, policies and procedures, as well as specific guidance on volunteer intake, ongoing assessments and the retention of key documents. As the Citywide effort to create a Volunteer Handbook is completed, PRNS plans to update its handbook, incorporating the Citywide rules and regulations. Next steps will be identifying site staff at each community center, training, and complete implementation. Target Date: Dec-2020 (Delayed From: Feb-2019)
<p>#16-04 Technology Deployments</p> <p>#09 IT and Finance should review and update policies on technology procurement (including the purchase of PCs and monitors), make all required forms available centrally in one location, and train relevant staff on technology procurement processes.</p>	IT / FIN	Implemented	ITD has completed the IT Ordering Streamlining Project and intranet ordering portal. The resource includes IT ordering procedures, guidelines, and forms for departmental staff to appropriately order IT equipment with accelerated speed. ITD also built in protocols to ensure asset tracking and software license compliance measures as part of the IT ordering process. Further updates to procurement policies will be made as part of the broader procurement innovation effort.

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#16-05 South Bay Water Recycling	ESD	Not Implemented	A) SBWR is in ongoing conversations with the Santa Clara Valley Water District regarding the terms of the Integration Agreement, implementation of the Strategic Master Plan, and other agreements between the City and the District. Due to timeline extensions for negotiation of a Memorandum of Understanding for an Expanded Potable Reuse facility, and subsequent Comprehensive Agreement, the resulting modifications to the Integration Agreement requires additional time. B) ESD participated in a statewide rate study sponsored by the WaterReuse Research Foundation, which was completed in December 2018. South Bay Water Recycling is reviewing the study findings, to recommend the optimum fee study structure that will address program needs. Target Date: Dec-2020 (Delayed From: Jan-2017)
#04 To sustain South Bay's operational and capital cost recovery status in the future, ESD should: A) Renegotiate the revenue sharing terms of the Integration Agreement to allow the City to access South Bay revenue to fund South Bay's projected capital costs sooner than is projected to occur under the Agreement as currently written; and B) Secure a recycled water wholesale cost of service study that can be used to maximize the ability to maintain cost recovery for South Bay.			Potential Budget Savings: If the City renegotiated the Integration Agreement with the Water District to retain funding for needed reliability projects, we estimate the City would be able to invest an additional \$2.8 million annually in these projects.
#16-07 Office of the City Clerk	CLERK	Partly Implemented	The City Clerk reports that efforts have been made to improve the efficiency of completing minutes. The City Clerk's Office is working on addressing the backlog in minutes. The first minutes with the new format and content was posted for the December 3, 2019 meeting. Target Date: Sep-2020 (Delayed From: Apr-2017)
#02 To increase the transparency of legislative actions taken, the City Clerk's Office should decrease the turnaround time to create and post action minutes. Specifically, the City Clerk should: A) Establish and document a more aggressive timeframe for approval of minutes by Council, B) Reconsider whether both Council meeting synopses and action minutes are still required, and C) Bring to the City Council recommendations to update the Open Government Resolution to reflect these changes.			
#16-07 Office of the City Clerk	CLERK	Not Implemented	The City Clerk reports that no progress had been made at this time because although the office is fully staffed, the new staff are being trained. The Clerk plans to work with the vendor this summer to streamline the approval and posting of minutes. See also Recommendation #2. Target Date: Dec-2020 (Delayed From: Apr-2017)
#03 To ensure records of City Council proceedings are posted timely, the City Clerk should utilize existing technology to streamline the approval and posting of synopses and/or minutes.			
#16-07 Office of the City Clerk	CLERK	Partly Implemented	With the change from the quarterly to weekly reports, the Clerk's Office is revisiting how late fees are assessed for lobbyists. Target Date: Dec-2020 (Delayed From: Mar-2017)
#13 The City Clerk's Office should develop policies and procedures for the collection of outstanding lobbyist and other fees, which should be approved by the Department of Finance and be in accordance with General Guidelines for Accounts Receivable / Revenue Collection (City Policy 5.3.6).			

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<p>#16-07 Office of the City Clerk</p> <p>#20 The City Clerk's Office should: A) Develop consistent methodologies to track and calculate the performance measures for its statutory responsibilities that are reported in the City's Operating Budget, B) Identify staff leads tasked with maintaining these performance measures and reporting them on a frequent basis to the City Clerk, and C) Develop action plans to address areas where results do not meet established targets or expected results.</p>	CLERK	Partly Implemented	The Clerk has documented methodologies for calculating performance measures and assigned team leads to maintain these performance measures. However, the Office is still working on developing action plans to address areas where results do not meet established targets. Target Date: Jun-2020 (Delayed From: Oct-2017)
<p>#16-08 Police Overtime</p> <p>#04 To reduce the risk that police officers are fatigued due to excessive City police work or secondary employment, the San José Police Department should: (a) Define the circumstances under which overtime is exempt from work limits in the Duty Manual; and (b) Review and enforce work limits for scheduled City overtime and secondary employment.</p>	PD	Partly Implemented	The Department's Fiscal Unit has begun to send each Bureau Chief a biweekly report listing each of the officers who worked more than 30 hours of overtime in the pay period to inform the Bureau Chiefs which employees are at a greater risk for fatigue. The Department's use of overtime continues to increase and was \$40 million in 2018-19. The Department reports that at this time it will address overtime internally without updating the Duty Manual. Target Date: Jun-2020 (Delayed From: Jun-2018)
<p>#16-08 Police Overtime</p> <p>#05 To facilitate supervisory review of time worked, the San José Police Department should centralize the tracking of all work done in the Department and through secondary employment in a centralized software package. To do this, the Department should obtain additional information technology expertise to fully deploy eResource or an alternative software solution.</p>	PD	Not Implemented	The Department is in the process of updating eResource to address the concerns raised by the audit. The Police Department reports that identified changes in eResource would require software updates. The Police Department has worked with its software vendor to facilitate event planning, and tracking. The Department is working with the City's Purchasing Division to add these updates to the software. The first step in this process is to accurately track SEU hours and rates. Once this is done the Department plans to review and follow-up on the backend process that needs to be changed. Target Date: Jul-2020 (Delayed From: Feb-2018)
<p>#16-08 Police Overtime</p> <p>#08 While vacancies remain high and operational needs require high use of overtime, the Police Department should allow more overtime to be worked for pay and/or require the first ten hours of overtime to be worked for pay.</p>	PD / OER	Partly Implemented (Subject to meet and confer)	The purpose of the recommendation was to limit the future liability that results from high comp time balances and that continues to be a concern. Since the time of the audit, comp time balances have continued to grow--from 220,000 hours to 312,000 hours; the liability for compensatory time has grown to \$19 million. The number of staff with balances over 240 also increased -- from 410 to 629. Staffing in the Police Department has also increased which should reduce the ongoing need for overtime and comp time. As more sworn staff complete their field training program and become street ready, it will be in a better position to address overtime and compensatory time increases as part of a comprehensive strategy to draw down comp time balances. Target Date: Jun-2020 (Delayed From: Jun-2018)

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#16-08 Police Overtime	PD / OER	Not Implemented	See recommendation #8. Target Date: Jun-2020 (Delayed From: Jun-2019)
#09 To reduce the liability associated with high comp time balances, the San José Police Department should: A) Lower the allowable comp time balance from 480 hours, B) Explore a comp time buy-out program, and C) Consider a mandatory comp time balance buy-out upon promotion between sworn ranks.		(Subject to meet and confer)	Potential Budget Savings: At the time of our audit, we estimated that the City would save \$227,000 in future costs by buying out 10% of employee comp time balances, and \$138,000 by buying-out balances upon promotion.
#16-08 Police Overtime	PD	Partly Implemented - Priority	Although total overtime hours worked has declined, the number of sworn employees with comp time balances over 240 hours increased from 410 at the time of our audit to 629 in February 2020. The number of sworn employees with a balance of 480 hours increased from 220 to 341. As mentioned in prior updates, the Department issued General Order #2017-031 reminding staff that they are responsible for bringing comp time balances to 240 hours or less by December 2017. The Department, however, exempted the Bureau of Field Operations (about 337 employees) from this order. Also see recommendation #8 and #9. Target Date: Jun-2020 (Delayed From: Mar-2018) Potential Budget Savings: At the time of our audit, we estimated the cost of allowing employees to carry balances over 240 hours while granting wage increases was about \$740,000.
#16-08 Police Overtime	PD	Not Implemented	The Department intends to evaluate the process for denying requests for comp time off. Target Date: Jun-2020 (Delayed From: Jun-2019)
#11 The San José Police Department should clarify the process for denying requests for comp time off.			
#16-08 Police Overtime	PD / OED	Not Implemented	The Police Department advises that at the direction of the City Administration, the Department will meet with the City Attorney's Office to address the formulation of a proposed policy that considers current law enforcement practices and case law. Target Date: Jan-2021 (Delayed From: Jun-2017) Potential Budget Savings: Reimbursement for the two campaign events referenced in the audit would have saved the City \$140,000.
#12 In order to ensure consistent enforcement, the City Administration should develop written policies on when and how much police overtime should be reimbursed by special events including political campaigns and when those requirements can be waived.			

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<p>#16-10 The Apartment Rent Ordinance</p> <p>#03 To improve communication and outreach, the Housing Department should:</p> <p>A) Adopt a targeted approach to tenants and landlords, B) Improve language accessibility, C) Improve its lobby space, D) Improve websites, and E) Expand its online offerings including an on-line look-up tool, and the ability to file petitions online.</p>	HSG	Partly Implemented - Priority	<p>A) Housing reports that it has created an annual Outreach Plan for FY 2019-20 and is working to strategically target outreach meetings and content for all stakeholders within the community, including the Rental Rights Campaign for tenants and landlord workshops for Realtor Associations, Property Managers, and Neighborhood/Owners Associations.</p> <p>B) Printed communication is available in English, Spanish, and Vietnamese, with interpreters available for walk-in customers and provided at meetings.</p> <p>C) The lobby space is going to be expanded and the directory has been updated for walk-in customers to reach their respective staff or services needed. The Housing Department is awaiting Public Works to be able to complete the build out.</p> <p>D) With the launch of the new City website, the Housing Department's site has been updated to simplify searches and offer better user navigation.</p> <p>E) The Department has obtained approval from the City Attorney's Office to accept petitions via email and the submission process has been implemented. In addition, customers can view a map of rent stabilized apartments online. Target Date: Jun-2020 (Delayed From: Jun-2018)</p>
<p>#16-10 The Apartment Rent Ordinance</p> <p>#05 The Housing Department should enter unit addresses into the citywide integrated permitting system.</p>	HSG	Partly Implemented	<p>While the Department reports that it has completed the reconciliation between the rent registry and the City's Master Address Database (MAD), efforts are still pending in developing a streamlined way to incorporate continuous updates between the two databases. Target Date: Jul-2020 (Delayed From: Jun-2018)</p>
<p>#16-10 The Apartment Rent Ordinance</p> <p>#06 The Housing Department should use its live access to the citywide integrated permitting system to answer routine questions about properties and receive alerts about changes to the Multiple Housing Roster, conversion or demolition permit applications, and code enforcement cases.</p>	HSG	Partly Implemented	<p>Housing reports that due to the delays in the upgrade of the Integrated Permitting System (IPS), which was launched last November, the Department cannot immediately implement automatic notifications. As an alternative, the Department uses its live access to AMANDA and communicates regularly with PBCE to identify permit applications and code enforcement cases related to properties covered by the Apartment Rent Ordinance. However, the Department has yet to formalize this process. Target Date: Jul-2020 (Delayed From: Jun-2018)</p>
<p>#16-10 The Apartment Rent Ordinance</p> <p>#15 To ensure customers are provided necessary services, the Housing Department should develop a strategic plan for the Rental Rights and Referrals Program that outlines desired goals and outcomes, and establishes measures of program effectiveness.</p>	HSG	Partly Implemented	<p>The Rental Stabilization Program has developed a list of strategic activities and will continue developing its Strategic Plan to incorporate goals, objectives, and performance measures, similar to its annual report. The Program will have an executive level FUSE Fellow create a framework to measure outcomes which will allow the community to better understand the impact of the Program. Target Date: Dec-2020 (Delayed From: Jun-2018)</p>

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<p>#16-11 Mobile Devices</p> <p>#01 To ensure appropriate controls over City-owned mobile devices (including cellphones, smartphones, hotspots, tablets, and laptops), the Administration should require departments to label City-owned mobile devices and maintain current inventories. The inventories should include the type of device, serial number, the name and ID of the employee to whom the device is assigned, the phone number (if applicable), the date of issuance, and the date returned (if applicable).</p>	IT	Partly Implemented	IT has worked with direct-support departments to label assets and maintain asset data in an inventory. These assets are tracked within IT's configuration management database, which includes such information as the device type and serial number. IT is still working on a mechanism to associate staff assignments with devices. IT also reports that they shared the process and materials with departmental IT groups to complete asset tagging and data collection. IT will continue to work with all departments to complete the City's inventory, or otherwise require department-based IT groups to label and maintain inventories. Target Date: Jun-2020 (Delayed From: May-2018)
<p>#16-11 Mobile Devices</p> <p>#02 To ensure that cellphone stipends are cost-effective and reflect current technologies and the usage and needs of City employees, the Information Technology Department should work with the Finance Department to:</p> <p>A) Provide guidance for departments on how to assess the cost-effectiveness of offering a stipend as opposed to issuing a City-owned device;</p> <p>B) Update the eligibility criteria for stipends to reflect business need (i.e., the same criteria for City-owned devices) and delegate approval to the department level; and</p> <p>C) Review and adjust the amount and structure of the City's cellphone and data stipends.</p>	IT / FIN	Partly Implemented	In June 2019, the City Council approved an agreement for FirstNet phones, which allow communication among City employees during disaster and recovery. As of November 2019, FirstNet phones have been issued to Police, Fire, Emergency Management, and IT staff. With full implementation of FirstNet, the Administration anticipates few approvals for non-FirstNet phones, and the elimination of most stipends in favor of FirstNet phones. Currently, however, any employee who receives a FirstNet phone and is currently receiving the stipend(s) provided in the current Cellular Telephone Policy will continue to receive the stipend until further evaluation of the stipend occurs. Target Date: Dec-2020 (Delayed From: Dec-2017)
<p>#16-11 Mobile Devices</p> <p>#06 The Information Technology Department should develop a Mobile Device Policy to supersede the current Cellular Telephone Policy (1.7.4) to:</p> <p>A) Reflect the use of all mobile devices by employees across the City, including both personal and City-owned cellphones, smartphones, tablets, hotspots, and laptops.</p> <p>B) Clarify the specific duties and responsibilities of mobile device liaisons within departments who are tasked with managing such devices. The new policy should cross-reference with the City's Information Security Policy, the Remote Access Policy, and any other relevant policies that relate to mobile devices.</p>	IT	Partly Implemented - Priority	The Administration is working on a new Mobile Device Policy to account for the transition to FirstNet. With the implementation of FirstNet, the Administration expects to eliminate most stipends for City use of personal phones. Additionally, IT expects the role of mobile device liaisons to change with the centralization of FirstNet orders and assignment. The draft policy will cross-reference and support other relevant policies. Target Date: Dec-2020 (Delayed From: Dec-2017)

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<p>#16-11 Mobile Devices</p> <p>#07 To ensure consistent application of the Mobile Device Policy, the Information Technology Department should develop and provide periodic training for department liaisons on their specified administrative duties and responsibilities outlined in the policy for both City-issued and personal devices used for City business.</p>	IT	Partly Implemented	The Administration is drafting a new Mobile Device Policy to account for the transition to FirstNet, with staff training to follow. With the implementation of FirstNet, IT expects the role of mobile device liaisons to change with the centralization of FirstNet orders and assignment. Target Date: Dec-2020 (Delayed From: Dec-2017)
<p>#16-11 Mobile Devices</p> <p>#08 To address information security risks associated with mobile devices, the Information Technology Department (IT) should develop, and include in the Mobile Device Policy, guidelines and procedures for both City-issued and personally owned devices that identify:</p> <p>A) The degree of access for various types of mobile devices and employee classifications in connecting to either cloud based City services or to the City's network;</p> <p>B) Any applicable support expectations by IT for personally owned mobile devices used for City business;</p> <p>C) Any applicable user conditions, especially if personally owned devices may be enlisted on a mobile device management software; and</p> <p>D) Any applicable IT controls over mobile devices, such as remote locking or wiping of device in case of theft or loss. Any authorization forms, such as the Remote Access Authorization Form, should be updated accordingly.</p>	IT	Partly Implemented	IT has rolled out two phased pilots of the FirstNet devices, including the use of mobile device management software to support security updates. As the FirstNet devices are implemented Citywide, IT is configuring the devices to comply with existing City and departmental security, data privacy, and retention policies. The Administration is also drafting a new Mobile Device Policy to account for the transition to FirstNet. With the implementation of FirstNet, the Administration expects to eliminate most stipends for City use of personal phones. Additionally, IT expects the role of mobile device liaisons to change with the centralization of FirstNet orders and assignment. The draft policy will cross-reference and support other relevant policies. Target Date: Dec-2020 (Delayed From: Dec-2017)
<p>#16-11 Mobile Devices</p> <p>#09 The Information Technology Department should:</p> <p>A) Develop user friendly guidelines on mobile device information security and include it as part of the Mobile Device Policy.</p> <p>B) Establish periodic information security awareness trainings for all personnel who access the City's network on City issued and personal devices.</p>	IT	Partly Implemented	The Administration is working on a new Mobile Device Policy to account for the transition to FirstNet. In a February 2020 Smart Cities memo, the Administration identified "detailed communications around interim guidelines for users" on appropriate usage, device configuration, and support as a requirement "for deployment at scale." IT has implemented annual cybersecurity awareness trainings, which address information security, for all City employees. Target Date: Dec-2020 (Delayed From: Dec-2017)

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<p>#16-11 Mobile Devices</p> <p>#11 To reduce ordering turn-around and demands on staff time, we recommend the Administration:</p> <p>A) Allow departments to order mobile devices (cellphones, smartphones, hotspots, tablets, and laptops) and accessories directly, through appropriate citywide purchase orders;</p> <p>B) Develop a process for IT or department staff to configure devices to meet information security standards in the Mobile Device Policy.</p> <p>C) Update City policy accordingly</p>	IT	Partly Implemented	<p>IT reports that departments with internal IT support can order standard laptops and tablets directly; all departments can order phones and accessories online with approvals by department management. With full implementation of FirstNet, the Administration anticipates few approvals for non-FirstNet phones, and the elimination of most stipends in favor of FirstNet phones. IT has rolled out two phased pilots of the FirstNet devices, including the use of mobile device management software to support security updates. As the FirstNet devices are implemented Citywide, IT is configuring the devices to comply with existing City and departmental security, data privacy, and retention policies. The Administration is also drafting a new Mobile Device Policy to account for the transition to FirstNet. Target Date: Dec-2020 (Delayed From: Dec-2017)</p>
<p>#16-11 Mobile Devices</p> <p>#12 To reduce ordering turn-around and demands on staff time, and to provide greater transparency and citywide inventory control, we recommend the Administration:</p> <p>A) Explore tools to develop online approval form(s) for the approval of City-issued cellphones, smartphones, hotspots, tablets, and laptops, including whether the device will require remote network access, to be authorized electronically and saved in a centralized, searchable database; and</p> <p>B) Revise the Procurement of Laptops and Tablets Policy (1.7.8) and reference the Remote Access Policy (1.7.3) accordingly.</p>	IT	Partly Implemented	<p>Departments with internal IT support can order standard laptops and tablets directly. IT reports that they have made updates to the IT Ordering SharePoint site to provide greater clarity, consistency, and checks and balances around technology ordering and purchasing processes. As part of its Business Process Automation project, IT plans to automate the Mobile Device Request form into an online workflow, such that new mobile policy requirements can be built into the ordering form and the business process can be centralized for review and approval. With the implementation of FirstNet, City-issued cellphones will be centralized through a single agreement with AT&T. The Administration anticipates few approvals for non-FirstNet phones following the implementation of FirstNet. Target Date: Dec-2020 (Delayed From: Dec-2017)</p>

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<p>#16-11 Mobile Devices</p> <p>#14 To address the information security risks of mobile devices, the Information Technology Department (IT) should work with departments citywide to implement Mobile Device Management (MDM) software citywide for the devices that pose the greatest information security risks for the City. Specifically, IT should:</p> <p>A) Prioritize devices that pose the greatest information security risks for the City to be enlisted on an MDM software, and work with departments to implement MDM software citywide for those devices;</p> <p>B) Establish basic minimum standards or settings within the MDM software to protect City data within the software; and</p> <p>C) Either directly manage mobile devices for departments or provide administrative access for departments to manage their own devices if they have the internal capacity to manage those devices.</p>	IT	Partly Implemented	<p>IT has implemented controls to ensure that FirstNet devices will be secured with MDM software. IT has established basic minimum security standards for those phones such as passcode requirements, timeouts for screen locking, and app download restrictions. IT is working with departments to ensure that existing, non-FirstNet devices that pose security threats will also be secured by MDM. Target Date: Jun-2020 (Delayed From: May-2018)</p>
<p>#16-11 Mobile Devices</p> <p>#15 In order to ensure that the City and/or departments control costs related to mobile device, the Information Technology Department (IT), in consultation with the Finance Department where applicable, should:</p> <p>A) Administer Citywide review of mobile device bills for usage and potential cost savings (e.g., zero- and low-use, plan optimization, minute and data pooling, etc.), potentially through the acquisition and utilization of telecommunications expense management software.</p> <p>B) Clarify the management structure between IT and other departments in its updated Mobile Device Policy (see Recommendation #6)—including some level of departmental bill review—and provide procedures and annual trainings to responsible individuals.</p> <p>C) Ensure that appropriate individuals within departments receive vendor reports and communications.</p> <p>D) Ensure that all wireless service users in the City are informed of their plans' features and limitations.</p>	IT / FIN	Partly Implemented	<p>IT is centralizing procurement, assignment, and billing of FirstNet devices Citywide. Additionally, IT plans to procure a wireless telecommunication expense management solution, though that is still pending. With full deployment of FirstNet devices, and the centralization and standardization of billing, IT expects the role of mobile device liaisons in departments to change. As processes mature, the administration will update relevant policies and IT will document procedures and provide training to City departments. Target Date: Dec-2020 (Delayed From: May-2018)</p> <p>Potential Budget Savings: During the audit, we identified \$189,000 per year in potential savings from eliminating zero or low use lines, use of pooled plans for devices with low data consumptions, and other active management of telecommunications expenses.</p>

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<p>#17-02 Office of Equality Assurance</p> <p>#01 To better administer the prevailing and living wage compliance programs, the Office of Equality Assurance should:</p> <p>A) Procure a software solution to automate payroll review to free up staff time for other responsibilities (e.g., site visits, review of supplemental documentation);</p> <p>B) Adopt a risk-based strategy for conducting site visits and reviewing supplemental documentation to efficiently verify the accuracy of information in submitted payrolls; and</p> <p>C) Ensure the program has sufficient supervisory resources following the implementation of Recommendation #3.</p>	OEA	<p>Partly Implemented</p> <p>-</p> <p>Priority</p>	<p>A) Public Works launched a software application, named "DIRECT", in late 2019. DIRECT is a City-maintained application that allows contractors to submit certified payrolls and other labor compliance documents electronically through a web portal that can be reviewed, accepted, or denied by City staff. Prime contractor and subcontractor profiles are provided access to the project file at time of contract award and will be required to upload all payroll and employee data monthly. Staff is notified of the submittal by e-mail; one-click acceptance, denial, and clarifications from staff generate e-mail responses to the contractors. This feature allows contractors to know whether they are in compliance with City requirements and removes time intensive e-mail drafting or telephone calls by staff.</p> <p>B) Public Works has developed a tracking system using Excel to maintain a list of compliance infractions and violations. Public Works reports that this tracking system allows staff to be consistent with enforcement, including penalties assessed, while also allowing staff to see trends with construction and make determinations on the need for additional oversight and site visits. In addition, two OEA staff schedule site visits once a week by reviewing potential high and moderate risk projects with all OEA Specialists. These discussions determine the site visits performed in a given week.</p> <p>C) As the new software platform comes fully online and staff gains experience with how the platform impacts OEA operations, the City will continue to evaluate supervisory capacity and needs within OEA and will look to adjust resources as necessary. Target Date: Dec-2020 (Delayed From: Jun-2018)</p> <p>Potential Budget Savings: We estimate that a software solution would free time for two FTE to be redeployed to other OEA functions that are currently understaffed. Redeploying these staff will potentially reduce the need to hire additional staff to administer OEA responsibilities.</p>

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<p>#17-02 Office of Equality Assurance</p> <p>#02 The Office of Equality Assurance should develop a plan to conduct concerted and ongoing outreach to employees and employers about wage compliance, maximizing its current network with City departments, nonprofits, and community organizations.</p>	OEA	Partly Implemented	<p>Public Works has launched the Public Works Contracting Program (PWCP), which focuses on outreach/engagement and education with the local contracting community. Public Works reported that the PWCP's Public Works Academy had two graduating classes in 2019, and anticipates another class beginning in May 2020. Public Works has also partnered with the Small Business Development Center, Hispanic Chamber of Commerce, Black Chamber of Commerce, Vietnamese-American Chamber of Commerce, SCORE Association, work2future, and BusinessOwnerSpace.com. The current outreach efforts have been primarily focused on the requirements for contracting with the City and prevailing and living wage. Public Works reports that they will continue expand outreach and engagement. Target Date: Jun-2020 (Delayed From: Jun-2018)</p>
<p>#17-02 Office of Equality Assurance</p> <p>#04 To ensure continuity and consistency in practices, the Office of Equality Assurance should document the processes involved in: A) Determining wage requirements for a prevailing or living wage project and notifying Finance of the wage determination; B) Receiving purchase order information from Finance and sending documents to contractors for living wage projects; C) Conducting pre-construction meetings and sending documents to contractors for prevailing wage projects; D) Performing prevailing wage and living wage payroll reviews, including how to determine the wage rate based on labor compliance documents and how to review inspector logs; E) Escalating enforcement when labor compliance documents are not received, such as sending notices of noncompliance and withholding of payment (see Recommendation #5); F) Calculating restitution for prevailing, living, and minimum wage, and notifying required parties of violations; G) Completing the director review of violation appeals; H) Closing a project after completion; I) Conducting a minimum wage review; J) Conducting outreach for race-neutral disadvantaged business enterprise (DBE) projects and evaluating DBE good faith efforts for race-conscious projects; and k. Completing an Americans with Disabilities Act complaint investigation.</p>	OEA	Not Implemented	<p>Public Works reported that they focused most of 2019 on completion of the DIRECT software application, and work related to Council priorities, such as policies around Local Hire, Disadvantaged Business Enterprises, Private Workforce Standards, and Wage Theft Prevention. Public Works reports that staff will begin working on the development of standard operating procedures in 2020. Target Date: Dec-2020 (Delayed From: Jun-2018)</p>

Report and Recommendations	Dept (s)	Current Status	Comments
<p>#17-02 Office of Equality Assurance</p> <p>#05 To avoid inconsistencies in the treatment of contractors, the Office of Equality Assurance (OEA) should document staff's decision-making criteria for:</p> <p>A) Timelines for payroll review process;</p> <p>B) Escalation of enforcement and appropriate use of enforcement tools;</p> <p>C) When payrolls are to be requested for service and maintenance projects; and</p> <p>D) The minimum value of a contract at which OEA must be notified.</p>	OEA	Not Implemented	Public Works reported that they focused most of 2019 on completion of the DIRECT software application, and work related to Council priorities, such as policies around Local Hire, Disadvantaged Business Enterprises, Private Workforce Standards, and Wage Theft Prevention. Public Works reports that staff will begin working on the development of standard operating procedures in 2020. Target Date: Dec-2020 (Delayed From: Jun-2018)
<p>#17-02 Office of Equality Assurance</p> <p>#06 To ensure appropriate and uniform application of the City's formal enforcement mechanisms, the Office of Equality Assurance should: A) Work with the City Attorney's Office to clarify its policy that penalties or liquidated damages should be assessed on all payrolls with wage violations on City-funded projects, regardless of the timing of submission or Notice of Violation; and B) Require that payrolls should be submitted whenever a contract requests a payment.</p>	OEA	Partly Implemented	Public Works reported that they contacted the Department of Industrial Relations, the State Labor Commissioner, and the Division of Labor Standards Enforcement for information regarding the investigations, penalty or liquidated damage assessments, and payroll violations with no uniform set of rules/requirements. Public Works anticipates that staff will work with the City Attorney's Office to determine the appropriate enforcement and develop guidelines to be added to the OEA's standard operating procedures. Target Date: Jun-2020 (Delayed From: Jun-2018)
<p>#17-02 Office of Equality Assurance</p> <p>#08 Once the City Council determines the desired scope of the City-wide contracting program, the local hire/apprentice utilization program, and Americans with Disabilities Act compliance program, the City should assign the resources needed to perform these responsibilities.</p>	OEA	Partly Implemented	Public Works has completed the Citywide Contracting Program (Council Priority #3-Disadvantaged Business Enterprises) in 2019. Public Works has recruited and hired a Senior Analyst to oversee the program. Public Works reports that as they develop and receive approval by the City Council for other policies and programs, staffing resources will be addressed as needed. Target Date: Dec-2020 (Delayed From: Dec-2018)
<p>#17-04 Open Government</p> <p>#01 The Administration should create an Open Government policy to be included in the City's Administrative Policy Manual. The policy should state the purpose and goals of the Open Government Ordinance and Resolution and cross reference with the specific procedures outlined in the resolution and other City policies as necessary.</p>	CMO	Partly Implemented	The City Attorney's Office has reviewed a draft administrative policy that broadly outlines responsibilities under, and makes reference to, the Open Government Resolution. The Open Government Manager and the Office of Employee Relations will continue to coordinate on its finalization. No action was taken since the last update. Target Date: Jun-2020 (Delayed From: Dec-2018)

Report and Recommendations	Dept (s)	Current Status	Comments
<p>#17-04 Open Government</p> <p>#02 The Office of Economic Development, in coordination with the City Attorney's Office, should develop a policy and procedures to clarify whether and how to disclose cost-benefit information for provisions of economic benefit to private entities when: the provision is a part of a larger incentive program to be issued to entities that meet specified criteria, multiple provisions may benefit a single entity within a short timeframe, the City provides services on behalf of/for a private entity, and the entity receiving the benefit is a non-profit or public agency.</p>	OED	Not Implemented	The Office of Economic Development and City Attorney's Office have identified reporting requirements and applicability of different subsidy disclosures. Staff from the Office of Economic Development have reported that they have been working on an internal memo to outline procedures and a records keeping process for disclosure of economic development subsidies; however, this has been delayed due to staff turnover. There has been no change to this status. Target Date: Jun-2020 (Delayed From: Jun-2018)
<p>#17-04 Open Government</p> <p>#03 The City Manager's Office should update the Council memo template to include direction for required disclosures for proposed subsidies of more than \$100,000 and more than \$1 million, in accordance with the state law and Open Government Resolution, respectively.</p>	CMO	Implemented	Agenda Services updated the Council memo template to include a section on public subsidies.
<p>#17-04 Open Government</p> <p>#04 The Administration should implement procedures to track public subsidy and tax abatement agreements to ensure compliance with state and Open Government after-action reporting requirements and financial statement disclosures.</p>	OED / FIN	Not Implemented	The City Attorney's Office worked with the Office of Economic Development to outline the reporting requirements and applicability of different subsidy disclosures. The Office of Economic Development reports that it has been working on an internal memo to outline procedures and a records keeping process for disclosure of economic development subsidies, but that implementation of the recommendation has been delayed due to staff turnover. There has been no change to this status. Target Date: Jun-2020 (Delayed From: Jun-2018)
<p>#17-04 Open Government</p> <p>#08 The City Council should consider a change to the Revolving Door Ordinance that mitigates potential conflicts of interest and simplifies the rules surrounding former designated employees who work for non-profit organizations as lobbyists or on legislative or administrative matters which they worked on as part of their City employment. Potential policy directions include: A) Narrowing the non-profit exemption to 501(c)(3) organizations, regardless of whether the organization had received support from the City; or B) Striking the non-profit exemption, such that the same rules apply whether former designated employees go to work for non-profit or for-profit organizations.</p>	CAO / CLERK	Partly Implemented	The City Council referred this recommendation to the Board of Fair Campaign and Political Practices (formerly the Ethics Commission) for further consideration, prior to the item's return to Council. The Board discussed the recommendation at its January 10, 2018 meeting, and decided to recommend that Council strike the non-profit exemption. This recommendation was referred to the February 12, 2020 Rules & Open Government Committee meeting. The Committee voted to incorporate the recommendation, along with other Title 12 recommendations from the Board, into the Mayor's Biennial Ethics Review, slated for Spring 2020. After the Review, the item will return to the full City Council. Target Date: Jun-2020 (Delayed From: Jun-2019)

Report and Recommendations	Dept (s)	Current Status	Comments
<p>#17-04 Open Government</p> <p>#09 The Administration should update City policies and guidance on the retention and disposition of electronic records and City email to reflect the current technological environment and allow for more effective management of public records. This includes the storage of records to efficiently respond to public records requests and the disposition of records per approved retention schedules.</p>	CMO	Partly Implemented	The purpose of this recommendation was to address the growth of electronic records, including old emails, many of which are not public records, but are routine, mass, or unsolicited, as well as preliminary draft documents. The Administration will continue to explore approaches to the disposition and retention of email and social media content. Target Date: Jun-2020 (Delayed From: Jun-2018)
<p>#17-04 Open Government</p> <p>#10 To better manage electronic records on the City's enterprise file share and email systems, the Administration should consider a combination of strategies, including but not limited to: A) Developing procedures for department records administrators to conduct electronic file clean outs to dispose of unnecessary electronic files as well as those saved past the City's approved retention schedules. B) Periodic reminders to City staff to clean out their email folders, along with guidance on what is a public record that should be saved, and what is not.</p>	CMO	Partly Implemented	In December 2019, the Open Government Manager worked with the Human Resources Department to update their records retention schedule. The Open Government Manager will continue to work with departments to revise their records retention schedules and discuss processes for the destruction of records, which include electronic files for clean out. In 2020, the Open Government Manager plans to send periodic reminders to public records and records retention coordinators in each department and to Council Offices. The City Manager's Office also reports it will continue to explore ways to work with the Information Technology Department to implement a Citywide reminder similar to key policy reminders from the Office of Employee Relations. Target Date: Dec-2020 (Delayed From: Dec-2018)
<p>#17-05 Audit of Environmental Services Department Consulting Services</p> <p>#10 To improve consistency across all divisions, ESD should offer additional contract management training. Contract management training should include, but is not limited to the following: invoice review; situations that require amendments; sales tax accrual processes; standard operating procedures for contract monitoring; managing consultant relationships</p>	ESD	Partly Implemented	ESD drafted a non-CIP Contract Management Standard Operating Procedures (SOPs) manual that included instructions and guidance on aspects of contract management. ESD is working with a third-party consultant to review the SOP to set up a standardized contracts management process, and to develop a contract management system for contract monitoring staff to use. The SOPs content and contracts management course curriculum will be completed with the assistance of the selected consultant. The curriculum will be finalized shortly after the contracts management system goes live, and department training on the process is tentatively scheduled for the Spring 2020. Target Date: Jun-2020 (Delayed From: Jun-2019)

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<p>#17-06 Audit of Retirement Services</p> <p>#05 The Retirement Boards should establish formal budget adoption policies and procedures that include clear delegation of authority to staff to spend plan assets subject to certain limits defined by the Boards.</p>	RET	Partly Implemented	The Office of Retirement Services has prepared formal budget adoption policies and procedures which were approved by the Retirement Boards at their August 2018 meetings. The policy states that the budget document will be forwarded to the City Council as a Manager's Budget Addendum (MBA) and will be accompanied by the most recent Investments Fee Report, as well as an estimate of the investment-related fees for the fiscal year of the budget. This was followed for the May 2019 budget process. Retirement Services has also updated their budget policy pending Board approval to acknowledge conflicting interpretations of "administrative expenses" between the Retirement Boards and the City. Target Date: Jun-2020 (Delayed From: Aug-2018)
<p>#17-06 Audit of Retirement Services</p> <p>#06 The City Manager's Office should update the City's Operating Budget to: a) include total employee and employer retirement contributions in the City's Operating Budget as summary or historical information, b) cross-reference its separate approval of the Retirement budget, and c) modify the presentation in the Operating Budget's Source and Use statements to display investment expense.</p>	CMO / RET	Partly Implemented	<p>a) The 2019-20 Proposed Operating Budget incorporated a Summary of Contributions to Retirement Funds (Pages III-12 and 13) that included total employee and employer retirement contributions. This summary information was also included in the 2018-19 Adopted Operating Budget.</p> <p>b) The Proposed Budget also included appendices (A24–A48) with the Retirement Services Proposed Budgets submitted to the Federated and Police and Fire Plan Boards. In addition, the Office of Retirement Services prepared its 2019-20 Proposed Administrative Budget for City Council approval (Manager's Budget Addendum #4). The Auditor's Office notes that in the 2018-19 Adopted Operating Budget, a note was included in the Retirement Services chapter that clarified that the budget figures reflected in that section accounted for only a small portion of the total budget for the Office of Retirement Services. This note was not included in the 2019-20 Proposed Operating Budget, but the Budget Office advises that it will be included in budget documents going forward.</p> <p>c) The Office of Retirement Services did not break out the investment expenses in the Source and Use Statements provided to the Budget Office. The investment income figures presented in the Source and Use Statements were net of investment expenses. As part of MBA #4, the Office of Retirement Services included attachments with the most recent Comprehensive Annual Fee Reports that were presented to the Retirement Boards. Target Date: Jun-2020</p>
<p>#17-06 Audit of Retirement Services</p> <p>#11 The City Council should clarify their expectations of the Council representatives to the Retirement Boards, including the type of report and frequency of reporting that would be most useful to the Council.</p>	COUNCIL	Not Implemented	The CMO will work on bringing forward an action that implements this recommendation this fiscal year. Target Date: Jun-2020 (Delayed From: Dec-2018)

Report and Recommendations	Dept (s)	Current Status	Comments
#17-06 Audit of Retirement Services #15 The Retirement Boards should adopt a formal set of performance measures to be included in the retirement plans' budgets for both plan administration and the investment program. The Retirement Boards should provide the City Council with the opportunity to review and provide comment on the adopted performance measures.	RET	Not Implemented	The Office of Retirement Services reports that the Retirement Boards' Governance and Investment Committees are continuing discussion of performance measure changes. Target Date: Jun-2020 (Delayed From: Dec-2018)
#17-06 Audit of Retirement Services #19 The Retirement Boards should periodically provide copies of the retirement plans' investment policies to the City Council.	RET	Implemented	Retirement Services worked with a consultant to update their Investment Policy Statements and posted the new policies to their website. Retirement Services provided copies of the plans' Investment Policy Statements to the City Council in October 2019 during their presentation of the Comprehensive Annual Financial Reports.
#17-06 Audit of Retirement Services #23 The Office of Retirement Services should expand its newsletters to include more information about the plans, upcoming events, and information about retirement.	RET	Implemented	The Office of Retirement Services issued new newsletters to plan members in January 2020.
#17-06 Audit of Retirement Services #24 The Office of Retirement Service should upgrade their website to promote transparency and ease of navigation for stakeholders and plan members to find information.	RET	Partly Implemented	Retirement Services reports that a new IT Manager began in September 2019 and is currently reviewing ways to revamp the current website. Target Date: Jun-2020
#17-06 Audit of Retirement Services #25 To improve transparency, the Office of Retirement Services should post plan charters and policies, as well as audio recordings of committee meetings, online.	RET	Partly Implemented	Retirement Services reports that it began updating the contents of its website in June 2017. Audio recordings for most of the committee meetings have been posted online on a go-forward basis since June 2017. However, some audio recordings for committee meetings since then have not yet been posted. There is now a link to a Confluence site on the Retirement Services website that hosts the plan's policies and charters. Target Date: Jun-2020 (Delayed From: Dec-2018)
#18-01 Pensionable Earnings #01 The Office of Employee Relations and the City Attorney's Office should clarify the term FLSA premium pay in Municipal Code Section 3.36.020.3 C.	CMO / CAO	Not Implemented	The Office of Employee Relations and the City Attorney's Office are researching the issues and evaluating options on clarification of the current definition of FLSA premium pay. Target Date: Dec-2020 (Delayed From: Jun-2019)

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#18-02 Audit of the San José Police Activities League #01 The City should reconsider how and who should manage the PAL facilities and associated activities, and revise its 2007 agreement with the PAL organization accordingly.	PRNS / PD	Partly Implemented	PRNS, SJPD, and the City Manager's Office worked to identify alternatives to PAL's current service delivery model. PRNS conducted community outreach and focus groups, and held several meetings with the PAL board to determine the governance of PAL on an ongoing basis. The Neighborhood Services and Education Committee, in February 2020, approved PRNS to move forward with PAL on a hybrid PAL/PRNS governance structure. A new agreement will be developed. In the interim, Police staffing has been removed and reassigned in the Police Department, and a former PAL board member is volunteering as part-time executive director of PAL. Target Date: Jun-2020 (Delayed From: Fall-2019)
#18-02 Audit of the San José Police Activities League #02 The City should clarify its relationship with the PAL Board, including the role of the Council liaisons and the role of police staff on the PAL Board.	PRNS / PD	Not Implemented	The Neighborhood Services and Education Committee, in February 2020, approved PRNS to move forward with PAL on a hybrid PAL/PRNS governance structure. A new agreement will be developed based on this approved model. Target Date: Jun-2020 (Delayed From: Dec-2019)
#18-02 Audit of the San José Police Activities League #03 The San José Police Department should inform and encourage officers regarding available volunteer opportunities at PAL.	PD	Partly Implemented	The Department reports that status of this recommendation will be reviewed again, once the anticipated new agreement is finalized. Target Date: Jun-2020 (Delayed From: Fall-2019)
#18-02 Audit of the San José Police Activities League #04 The San José Police Department should determine if some opportunities for police officers to work with youth in PAL programs can be paid.	PD	Not Implemented	The Police department reports that further evaluation of opportunities is needed. Target Date: Jun-2020
#18-02 Audit of the San José Police Activities League #05 The City should ensure that the PAL organization complies with the City's requirement to submit an annual audit and regularly follow-up.	PRNS / PD	Partly Implemented	PAL recently posted its 2015 and 2016 audits on PAL's website. PAL has hired new auditors for their remaining overdue audits (for 2017 and 2018). Further, PAL's new financial policies outline the requirement to complete financial audits and submit them to the City going forward. The status of this recommendation will be reviewed again, once the anticipated new agreement is finalized. Target Date: Jun-2020
#18-02 Audit of the San José Police Activities League #07 The City should require that the PAL organization prepare and submit an annual budget.	PRNS / PD	Partly Implemented	PAL has completed annual budgets for FY 2018-19 and FY 2019-20. Status of this recommendation will be revisited once the anticipated new agreement between the City and PAL is finalized. Target Date: Jun-2020
#18-02 Audit of the San José Police Activities League #10 The City should work with the PAL Board to track and comply with revenue sharing provisions in its 2007 Agreement.	PRNS / PD	Not Implemented	Status of this recommendation is contingent on the determined structure and potential new agreement between the City and PAL. Target Date: Jun-2020 (Delayed From: Fall-2019)

Report and Recommendations	Dept (s)	Current Status	Comments
#18-02 Audit of the San José Police Activities League #11 The City should require compliance with its rules on naming and advertising rights, and require policies and procedures to require written agreements regarding signage.	PRNS / PD	Not Implemented	PRNS will work with the PAL board to ensure compliance with City rules on naming and advertising rights. Target Date: Jun-2020 (Delayed From: Jun-2019)
#18-02 Audit of the San José Police Activities League #12 The City should require a comprehensive strategy to maximize fundraising opportunities through naming and advertising rights.	PRNS / PD	Not Implemented	Status of this recommendation is contingent on the determined structure and potential new agreement between PAL and the City. Target Date: Jun-2020 (Delayed From: Fall-2019)
#18-02 Audit of the San José Police Activities League #13 The City should either require PAL board members to sign the City's volunteer code of ethics, or work with the City Attorney's Office to eliminate that provision from the Agreement.	PRNS / PD	Not Implemented	Status of this recommendation is contingent on the determined structure and potential new agreement between PAL and the City. Target Date: Jun-2020 (Delayed From: Fall-2019)
#18-02 Audit of the San José Police Activities League #15 The City should enforce agreement terms regarding when the fields can be used and when they are allowed to "rest".	PRNS / PD	Partly Implemented	PAL reports that they shut the fields down for the rest period in Winter 2019, as specified in the current 2007 agreement. Status of this recommendation will be revisited once the new structure is determined and a potential new agreement is reached. Target Date: Jun-2020
#18-02 Audit of the San José Police Activities League #16 The City should formalize the fees that are charged for use of the facilities including the required documents to be completed. Further, address whether free use of the PAL facilities is allowed and what waivers would be required when providing that free use.	PRNS / PD	Partly Implemented	PAL has established a standardized fee schedule; however, this does not address free use at the PAL facility or what waivers are required. Status of this recommendation will be revisited once the new structure is determined and a potential new agreement is finalized. Target Date: Jun-2020 (Delayed From: Fall-2019)
#18-02 Audit of the San José Police Activities League #17 PRNS and Public Works should review the facilities, develop a list of long-term and short-term priority improvements, and determine the funding mechanism to address those improvements.	PRNS / PW	Partly Implemented	PRNS and Public Works staff are jointly evaluating the facility and developing a master plan for the PAL facility. PRNS and Public Works developed a list of short-term capital improvement priorities. The FY 2019-20 Adopted Capital Budget included \$3 million for installing an artificial field, other associated improvements, and funding to complete a master plan for the PAL site. A community process is planned for Spring 2020 for the masterplan. Several minor projects and improvements have been completed, and the design of the artificial turf installation has begun. Target Date: Dec-2020 (Delayed From: May-2020)

Report and Recommendations	Dept (s)	Current Status	Comments
#18-02 Audit of the San José Police Activities League #18 The City should require a process to ensure consistent and cost-equivalent fees and expenditures among all districts.	PRNS / PD	Partly Implemented	PAL equalized soccer registration rates for all districts in 2018, and provided uniforms to each district. The Police Department reports that PAL worked to refund many participants the \$27 cost of uniforms, and \$25 to participants who had a parent volunteer. A process is still required to ensure consistent and cost-equivalent fees and expenditures in the future. Target Date: Jun-2020 (Delayed From: Fall-2019)
#18-02 Audit of the San José Police Activities League #19 The City should enforce fingerprint background checks of all adults serving in a supervisory or disciplinary role over children to ensure that all coaches and relevant volunteers comply with the California Public Resource Code 5164 and relevant City policies.	PD / PRNS	Partly Implemented	Since publishing the audit, the SJPD Police Chief reported that "the DOJ/SMS [Department of Justice] system has flagged one volunteer, who has since been suspended. Over the last six months, the PAL Custodian of Records has received several subsequent arrest notifications from DOJ; however, these coaches were determined to no longer volunteer/coach for PAL". Currently the custodian of records is a member of SJPD. Depending on future responsibilities, status of this recommendation will be revisited once the anticipated new agreement is finalized. Target Date: Jun-2020 (Delayed From: Fall-2019)
#18-02 Audit of the San José Police Activities League #20 The City should require maintenance of an updated roster of all players, coaches, and other relevant volunteers participating in each of PAL's activities.	PRNS / PD	Partly Implemented	PAL has updated rosters of all players, coaches, and assistant coaches participating in each of PAL's activities for 2018 and 2019. Depending on future responsibilities, status of this recommendation will be revisited once the anticipated new agreement is finalized. Target Date: Jun-2020 (Delayed From: Fall-2019)
#18-02 Audit of the San José Police Activities League #23 The City should require formal agreements with the various sports leagues that govern the relationship and responsibilities of each of the leagues.	PRNS / PD	Not Implemented	Status of this recommendation will be revisited once the anticipated new agreement between the City and PAL is finalized. Target Date: Dec-2020 (Delayed From: Dec-2019)
#18-03 Department of Public Works #01 To better allocate training and non-project costs to capital projects, Public Works and the City Manager's Budget Office should appropriate a portion of capital staff time for such charges in the Public Works Program Support Fund (150), and allocate such costs to projects through the Public Works Cost Allocation Plan.	PW / CMO	Partly Implemented	In coordination with the City Manager's Budget Office, Public Works has allocated \$50,000 to the Public Works Program Support Fund (150) to fund training costs in FY 2019-20. The Department will track other non-project costs throughout FY 2019-20 to determine the allocation needed to account for these costs in Fund 150. Target Date: Dec-2020 (Delayed From: Jul-2019)

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<p>#18-03 Department of Public Works</p> <p>#02 Public Works can better ensure that lessons learned improve future performance by:</p> <p>a) Ensuring that project completion reports containing lessons learned are distributed to department and client staff,</p> <p>b) Regularly meeting with client departments to share lessons learned from projects,</p> <p>c) Including standard language in the project completion report, following the lessons learned section, that ensures department manuals and project guidance are updated if necessary</p>	PW	Partly Implemented	Public Works has developed client meeting agenda templates that include sections to discuss Project Completion Reports and Lessons Learned. The department has also updated its project completion report templates to capture whether department manuals and project guidance need to be updated as a result of a project's lessons learned. Client Departments are invited, and often attend, project closeout meetings where they receive a copy of project completion reports. Public Works is developing a process to ensure that project completion reports are always shared with client departments. Target Date: Jun-2020 (Delayed From: Dec-2019)
<p>#18-03 Department of Public Works</p> <p>#03 Public Works should provide project management training for implementation managers that covers general principles of project management as well as Department/Division procedures for managing projects through the various phases of project delivery.</p>	PW	Implemented	Public Works provided implementation managers a series of project management trainings in 2019. The trainings covered general principles of project management as well as department/division procedures for managing projects through the various phases of project delivery. Public Works also hired a Senior Analyst position whose responsibilities include managing and facilitating future project management trainings.
<p>#18-03 Department of Public Works</p> <p>#05 To support consistent project management delivery, knowledge transfer during staff turnover, and accessibility for future reference, Public Works should use a standard electronic file structure for capital projects and determine what files should be kept to ensure that key documents are maintained for each phase of the capital delivery process.</p>	PW	Partly Implemented	The Department will use its Capital Project Management System (CPMS) to help standardize electronic file structures and store key project documents, and will provide staff record retention guidelines as part of its CIP project Management training. Target Date: Dec-2020 (Delayed From: Jul-2019)
<p>#18-03 Department of Public Works</p> <p>#06 To ensure consistent project delivery, Public Works should:</p> <p>a) Update its project management manual using existing project management guidelines and checklists as well as current practices,</p> <p>b) Expand the manual to include guidance for each project phase and include duties of all divisions that are responsible for project delivery, and</p> <p>c) Establish a process to regularly review and update the manual as needed.</p>	PW	Partly Implemented	The Department reports that it has taken steps to improve internal processes and departmental communication by creating a new project delivery checklist for both of its capital project divisions (CFAS and THS) and establishing bi-weekly roles and responsibility meetings between the design and construction inspection teams. The Department has also reviewed its existing project management resources and has identified the areas where the resources can be improved. Additionally, Public Works has created a new Division Manager position that will focus on providing departmental and project delivery trainings. Target Date: Dec-2020 (Delayed From: Mar-2019)

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<p>#18-03 Department of Public Works</p> <p>#07 Public Works should review and update its Standard Details and Specifications, in coordination with the City Attorney's Office and other departments, to ensure it contains up-to-date specifications, and establish a process to regularly review and update the manual as needed.</p>	PW / CAO / DOT / ESD	Partly Implemented	Public Works expects to complete this recommendation by December 2021, and reports that several technical construction specifications and details have been updated. The department reports that further progress on this recommendation has been difficult because of competing priorities within the City's capital improvement program (CIP). Target Date: Dec-2021 (Delayed From: Dec-2020)
<p>#18-03 Department of Public Works</p> <p>#08 To improve its metrics used to assess performance, Public Works should:</p> <p>a) Clarify that the performance metrics "on-budget" and "on schedule" for capital projects refer to the construction phase of project delivery, and</p> <p>b) Track the categories of change orders over time across all projects.</p>	PW	Partly Implemented	Public Works has clarified that 'on-budget' refers to the entire life cycle of a capital project and that 'on-schedule' refers only to the construction phase of project delivery. The department tracks individual project change orders as part of its project closeout process, and will attempt to monitor change orders across all of its capital projects through its Capital Project Management System (CPMS). Target Date: Sep-2020 (Delayed From: Mar-2019)
<p>#18-03 Department of Public Works</p> <p>#09 To improve the scope development process, Public Works should create, and require clients to submit, a comprehensive intake form that clearly identifies the project scope.</p>	PW	Implemented	Public Works developed a project intake form that identifies, among other items, project scope, funding source, and project managers. Client departments are required to submit the intake form as part of the scope development process.
<p>#18-03 Department of Public Works</p> <p>#10 To improve coordination and understanding between Public Works and client departments, Public Works should create a standardized project planning document that includes: the scope, budget, and schedule, and identifies the services to be provided by Public Works as well as others. The project planning document should be signed by the client department and Public Works prior to beginning project design and saved in the project file.</p>	PW / DOT	Implemented	Public Works created the standard intake form that includes scope, budget, and schedule, and identifies the services to be provided by Public Works as well as others. The form will be signed by client departments prior to beginning project design and will be saved in the project file.
<p>#18-04 Audit of Vehicle Abatement</p> <p>#02 To improve customer service to My San Jose app requests, the Department of Transportation should prioritize the timeliness of visiting a vehicle for an initial visit. This could include continuing to use contracted staff to perform initial visits.</p>	DOT	Partly Implemented	Staff report that since January 2019, contract staff have been responsible for completing the majority of initial field visits, so initial visits have been conducted within 5 days of being received. Staff report that they intend to submit a budget proposal to continue the pilot program funding for contract staff during the 2020-21 budget process. However, this will continue to be one-time funding. Target Date: Jul-2020 (Delayed From: Jul-2019)

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<p>#18-04 Audit of Vehicle Abatement</p> <p>#03 Based on the conditions observed at the first visit (such as number of AVASA points), the Department of Transportation should prioritize cases that are likely abandoned and warrant quicker follow-up.</p>	DOT	Implemented	The Department of Transportation reports that staff have began prioritizing vehicles that may indicate they have been abandoned. Vehicles are flagged when they meet certain criteria (such as shattered windows or vandalism). These vehicles are, then, prioritized for follow-up after the three-day waiting period has elapsed. Staff also note that the AVASA point system was dissolved in January 2020 by the Santa Clara AVASA Board.
<p>#18-04 Audit of Vehicle Abatement</p> <p>#05 The City should address data synchronization, user interface, customer communication, and language access issues in the development of My San Jose 2.0.</p>	CMO / IT	Partly Implemented	The Administration has previously synced a backlog of cases and conducted user research on My San Jose 2.0. The Administration reports that they will soon be implementing further improvements to user interface and customer communication. The Administration is also working on contracting for services related to My San Jose language translation. Target Date: Dec-2020 (Delayed From: Dec-2019)
<p>#18-04 Audit of Vehicle Abatement</p> <p>#10 To ensure that homeless outreach teams are providing support to homeless individuals as quickly as possible, the Department of Transportation should refer cases to the Housing Department following a first visit to a vehicle that appears to be inhabited.</p>	DOT / HSG	Implemented	The Department reports that they now refer cases of occupied vehicles to the Housing Department on the first visit.
<p>#18-04 Audit of Vehicle Abatement</p> <p>#12 The Police Department should:</p> <p>a) revisit the calculation of impound costs and recommend that the City Council approve an adjustment to the vehicle release fee accordingly, and</p> <p>b) bring forward to the City Council a recommendation for the City to institute a subsidized vehicle release fee for low-income vehicle owners.</p>	PD	Partly Implemented	After reviewing the vehicle release fee, the Police Department adjusted the fee to \$122 per vehicle; the Council adopted the revised fee, effective February 2019. The Administration intends to release an RFP for a technology platform and contract administration for tow services in March 2020. The administration plans to use data gathered through this platform to review costs and evaluate a subsidized vehicle release fee. Target Date: Jun-2020 (Delayed From: Jun-2019)
<p>#18-06 Community Center Reuse</p> <p>#01 To inform future capital investment decisions and better understand the subsidy value to reuse service providers, PRNS should work with Public Works to periodically assess the condition and calculate the deferred maintenance of reuse facilities.</p>	PRNS	Partly Implemented	PRNS continues to search for a Building Management Administrator and Senior Maintenance Worker in accordance with the 2019-2020 Adopted Operating Budget. These additions will support the management and infrastructure assessments needed for the Community Center Reuse program and other PRNS facilities. Once these positions are filled, the position is expected to utilize the assessments and other methods to assess building conditions and calculate the deferred maintenance of reuse facilities. Target Date: Jun-2024
<p>#18-06 Community Center Reuse</p> <p>#02 To better track the net costs of individual facilities in the Reuse Program, PRNS should improve tracking of maintenance costs and revenues, periodically review the City's cost for re-use facilities, and assess the continued value of reuse sites.</p>	PRNS	Not Implemented	PRNS has added a Building Management Administrator and Senior Maintenance Worker as well as \$250,000 in one-time funding in accordance with the 2019-20 Adopted Operating Budget. These roles will be tasked with developing a system to periodically track the net costs of individual reuse facilities as well as maintenance costs and revenues. PRNS continues to recruit for these positions. Target Date: Dec-2021

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<p>#18-06 Community Center Reuse</p> <p>#03 To provide policy makers with information about the Reuse Program in all districts, PRNS should include information on contracted and actual reported services by program activity across all service providers and facilities in their annual reuse updates.</p>	PRNS	Not Implemented	PRNS is in the process of updating their agreements to include new general information requirements from service providers with the expectation to include this in their annual report to the Neighborhood Services and Education Committee. Due to an upcoming RFP in Spring 2020, PRNS plans to provide contracted and actual reported activities by Fall 2021 in order to include service providers from the Spring 2020 RFP. PRNS plans to develop a dashboard to report on all performance expectations including hours open to the public and the percentage of those hours in which the operator is providing direct services versus indirect services (office hours) per their agreements. Target Date: Sept-2021 (Delayed From: Jul-2020)
<p>#18-06 Community Center Reuse</p> <p>#04 PRNS should establish and implement procedures to regularly monitor reuse service providers. The procedures should identify roles and responsibilities for staff regarding contract management including establishing a master contract file with key documents, site visits, collecting performance reports, and tracking performance.</p>	PRNS	Partly Implemented	An Analyst was hired in late November 2019 and is in the process of creating a procedural system for all monitoring tools with identification of responsible person/party for collecting, tracking, and reporting of services provided by service providers. Some of these tools include a site visit interview checklist, site visit monitoring worksheet, and a mid-year review. These tools will be finalized as well as a database to house contracts and required documents. Target Date: Jul-2020
<p>#18-06 Community Center Reuse</p> <p>#05 PRNS should revise reuse service provider performance reports to require information about changes in programming and staffing; and establish guidelines for approving changes in scopes of service, or implementing corrective actions if a reuse provider is not adhering to the terms of the agreement.</p>	PRNS	Partly Implemented	PRNS has created a draft of General Information Requirements and establishing an approval process for changes in scope of services or programming in the updated "Contract Exemplar". This draft is currently under review and plans to be fully completed by April 2020. Target Date: Dec-2020 (Delayed From: Jul-2019)
<p>#18-06 Community Center Reuse</p> <p>#06 PRNS should immediately update all property use agreements, in coordination with the City Attorney's office, for all service providers under the reuse program.</p>	PRNS	Partly Implemented	PRNS reported 15 reuse providers have outstanding agreements with several agreements having expired early December 2019. Updating these agreements were delayed as PRNS was on-boarding a new Analyst in November 2019. These 15 agreements are currently either in the final stages of contract development or pending follow-up with providers regarding their amended change of scope. PRNS streamlined agreements so that providers located in multiple locations are represented in one agreement rather than separate agreements for each location. Previously, there were 35 duplicated agreements for providers, however after streamlining, there are now 26 agreements (not including the termination of agreements with the Franklin-McKinley School District/McKinley Center (CommUniverCity) and Starbird Youth Center (Happy House)). Target Date: Jun-2020 (Delayed From: Dec-2019)

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<p>#18-06 Community Center Reuse</p> <p>#07 PRNS should immediately collect active certificates of insurance from all service providers under the reuse program.</p>	PRNS	Partly Implemented	Active certificates of insurance are required in every current agreement with reuse service providers. PRNS is pending contracts for 15 service providers which will include certificates of insurance for the remaining providers. Target Date: Jun-2020 (Delayed From: Dec-2018)
<p>#18-06 Community Center Reuse</p> <p>#08 PRNS should immediately ensure verification or certification of background checks of reuse providers' paid and unpaid staff, in accordance with the reuse agreement.</p>	PRNS	Partly Implemented	PRNS amended agreements to remove the requirement of providing a list of names verifying the background check of all paid and unpaid staff. Instead, the amended agreements require providers to report that background checks have been conducted and verified prior to services commencing. The amended agreement allows for PRNS to request for additional documentation verifying the results if needed. Per recommendation #6, PRNS has not executed updated agreements with all 26 service providers and is pending executed agreements for all providers. Target Date: Jun-2020 (Delayed From: Dec-2019)
<p>#18-06 Community Center Reuse</p> <p>#09 To ensure proper licensing of daycare programs, including after school programs, PRNS should modify its reuse agreements to require service providers to either provide proof of licensure or certify they are exempted from licensure under the Department of Social Services guidelines.</p>	PRNS	Partly Implemented	PRNS staff continues to work with the City Attorney's Office to finalize an amended "Contract Exemplar" agreement that will include a section outlining the identification and verification process of all license-exempt child care service providers which will require all license-exempt providers to be registered into the TrustLine Registry. TrustLine is the State of California database that offers parents, employment agencies, and providers access to a background check conducted by the California Department of Social Services. By having license-exempt child care service providers available on TrustLine, this will increase public transparency and demonstrate a standard of quality expected of service providers. In addition, all licensed programs will be required to provide proof of an updated license. Staff will include this key documentation as a part of the site visit checklist at the Mid-Year report. Target Date: Jun-2020 (Delayed From: Dec-2019)
<p>#18-06 Community Center Reuse</p> <p>#10 To ensure service providers in the reuse program are abiding by the provisions of the City's Reuse Policy, PRNS should:</p> <p>a) Implement corrective actions for current service providers who offer fees above City standard rates, report revenues not being reinvested in reuse facility programs, rent facilities out on their own behalf, or provide benefits solely to members, and</p> <p>b) Develop procedures to review, on an annual basis, reuse providers' fee levels; revenues and expenses; and whether any benefits are offered solely to members and implement corrective actions.</p>	PRNS	Partly Implemented	PRNS is working on a procedural system that will include all monitoring tools, and the responsible person/party for collecting, tracking, and reporting of the program management. The "Contract Exemplar" will include procedures for PRNS discretion on fee changes, material changes to services, subcontractor changes and reporting requirements. An Analyst was hired (in accordance with the 2019-2020 Adopted Operating Budget) and is working on regular financial reviews and scheduled audits to ensure that any revenues are properly reinvested. PRNS will develop monitoring procedures that would include a review of reuse service providers' fees and establish corrective actions when service providers are not compliant. Target Date: Jul-2020

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<p>#18-06 Community Center Reuse</p> <p>#11 To account for the differences between satellite and neighborhood reuse facilities, PRNS should create a new standard reuse agreement for neighborhood sites that revises the scope of financial and program reporting requirements to allow for more efficient reporting and monitoring.</p>	PRNS	Not Implemented	PRNS Neighborhood Center Partner Program (formerly the "Reuse" program) is no longer differentiating between neighborhood and satellite facilities. Instead, PRNS has decided to simplify performance expectations for all service providers. To simplify reporting and focus on the outcome of community benefit tied to the Reuse Policy, performance standards will include the number of open hours to the public and a percentage breakdown of direct and indirect services. The "Contract Exemplar" will reflect this change as well as outlined in the RFP for Spring 2020. Target Date: Jul-2020
<p>#18-06 Community Center Reuse</p> <p>#12 PRNS should establish targeted minimum standards for performance and open hours for satellite centers and work with current providers or potential providers from the satellite reuse pool to bridge gaps at satellite centers that do not meet those targets.</p>	PRNS	Not Implemented	As mentioned in recommendation #11, PRNS Neighborhood Center Partner Program (formerly the "Reuse" program) is no longer differentiating between neighborhood and satellite facilities. The "Contract Exemplar" will reflect this change as well as outlined in the RFP for Spring 2020. Target Date: Jul-2020
<p>#18-06 Community Center Reuse</p> <p>#13 PRNS should ensure that all organizations receiving free or subsidized rent have a current property use agreement and be formalized under the reuse program to ensure consistency.</p>	PRNS	Not Implemented	As mentioned for recommendation #6, there are 15 remaining agreements that are either in the final stages of contract development or pending follow-up with providers regarding their amended change of scope. Target Date: Dec-2019 (Delayed From: Dec-2018)
<p>#18-06 Community Center Reuse</p> <p>#14 To more efficiently book meeting spaces, PRNS should utilize its online recreation software to track schedules of service providers or other users of reuse facilities.</p>	PRNS	Not Implemented	PRNS is considering options for online booking systems to streamline reservations at reuse facilities within one system. One option is a free online calendar which was recently piloted for the Vietnamese American Cultural Center where users are able to view room availability and room activities; booking is still conducted through staff. In accordance with the 2019-20 Adopted Operating Budget, aCommunity Coordinator position will be tasked with determining the best system to utilize and implementing this project. This position is expected to be filled in early 2020. Target Date: Jun-2020 (Delayed From: Dec-2019)
<p>#18-06 Community Center Reuse</p> <p>#16 To facilitate community awareness and use of reuse facilities, PRNS should update the reuse facilities webpage to include links to service providers' websites and facility hours, and reference to financial assistance requirements.</p>	PRNS	Implemented	To increase community awareness of services at reuse facilities, PRNS has updated its reuse community center webpages to include service provider information and services offered to the community.

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<p>#18-07 Audit of the City's Homeless Assistance Programs</p> <p>#01 To facilitate a more coordinated City-wide response to homelessness, the City Manager's Office should coordinate and schedule regular meetings of the City Manager's "Creating Housing and Preventing Homelessness" initiative with all relevant departments to share information, discuss response strategy and develop a proactive approach on homelessness response.</p>	CMO	Implemented	<p>The City Manager's Office has created various paths for interdepartmental coordination to ensure a coordinated Citywide response to homelessness. The Beautify SJ Inter-Departmental Working Group is a forum to identify and respond to issues related to unsheltered homelessness. The working group is also now facilitated and supported by a permanent Beautify SJ Program Manager as well as a Senior Executive Analyst that provides data support as needed.</p> <p>Further, the Deputy City Manager overseeing the NSE CSA is re-engaging leadership staff at regularly scheduled CSA meetings that will focus on the intersection of two City Manager Enterprise Priorities: Creating Housing and Preventing Homelessness, as well as Strong and Inclusive Neighborhoods and Public Life. Lastly, the CMO is facilitating interdepartmental meetings on the third Pillar for the Community Plan to End Homelessness and initiated monthly interdepartmental meetings with department directors around the Housing Department's overnight warming locations. These meetings are also informed by a dashboard of metrics that is supported by data from various departments, including Housing, PRNS, Fire, PD, and PW.</p>
<p>#18-07 Audit of the City's Homeless Assistance Programs</p> <p>#02 To ensure all staff have relevant information to provide and respond to residents who are homeless or on the verge of homelessness, the Housing Department should work to formalize dissemination of information resources for field personnel, including up-to-date information on available services.</p>	HSG	Implemented	<p>The Housing Department continues to facilitate monthly Joint Encampment Meetings with the departments of Parks, Recreation and Neighborhood Services (PRNS), Environmental Services, Police, and Transportation, as well as the Santa Clara Valley Water District and various homeless service providers (PATH, HomeFirst, Downtown Streets Team). The Department reports hosting multiple trainings for field personnel at safe parking and overnight warming locations so that staff are equipped to assist people experiencing homelessness. In addition, the Department attends briefings with the Police Department to provide information on the Homeless Concerns line, the Homeless Helpline, and other programs and services available to homeless individuals. The Department continually revises training materials and offers trainings on homelessness upon request.</p>

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<p>#18-07 Audit of the City's Homeless Assistance Programs</p> <p>#03 To ensure a broader range of County and relevant stakeholders are involved in the coordinated approach to homeless response efforts the City Manager's Office should continue working with the County to include additional County agencies in the broader effort.</p>	CMO	Partly Implemented	The City and the County have together drafted the Community Plan to End Homelessness (CPEH) and intend to work together to ensure implementation of the strategies identified in the CPEH. Senior leadership from both organizations are represented in both the Steering Committee and Working Group for this effort. A community partner is dedicating funding for a staff resource to help coordinate implementation efforts between the various agencies. Further, the County recently created a Taskforce around homelessness, of which one representative will be from the City. Lastly, the Administration is organizing a meeting between the City and County, in an effort to coordinate City services with behavioral health programs offered by the County. This is the remaining piece for this recommendation to be deemed implemented. Target Date: Jul-2020 (Delayed From: Mar-2019)
<p>#18-07 Audit of the City's Homeless Assistance Programs</p> <p>#05 The Housing Department should require grantees to report on: a) outreach conducted at encampments; b) encampment residents referred to shelters/services; c) number of residents who accepted referrals and the types of referrals accepted; and d) number of assessments completed. In addition, the Housing Department should summarize this by abatement and use this information to inform what kind of services encampment residents need, future service and allocations, whether resident concerns were addressed, etc.</p>	HSG	Implemented	Grantees are tracking and reporting on the following data in the encampment database: encampment identification information, number of people at the encampment who were referred to shelter and/or services, number of people who accepted shelter, number of people who accepted services, and number of surveys completed (Vulnerability Index - Service Prioritization Decision Assistance Tool), among other data points. The Department has also updated the Memorandum of Agreement with the Santa Clara Valley Water District to include the expectation of collecting data from outreach activities, referrals to shelters/services, number and types of accepted referrals, and number of assessments completed.
<p>#18-07 Audit of the City's Homeless Assistance Programs</p> <p>#06 The City should use the upcoming funding cycle to assess emergency shelter or other interim housing solutions, and determine whether San José can do more to ensure residents have access to immediate, emergency housing solutions – particularly when they are the subject of an abatement action.</p>	HSG	Implemented	The Housing Department has executed various contracts with grantees to expand emergency shelter and other interim housing solutions, using the State's one-time Homeless Emergency Aid Program (HEAP) funding. This includes \$1 million to Bill Wilson Center for rental subsidies and supportive housing for homeless youth; \$1,950,000 to LifeMoves for motel vouchers for homeless families and survivors of domestic violence; \$400,000 to LifeMoves for a safe parking program; and \$800,000 (including \$300K+ from local funds) to HomeFirst for overnight warming locations nightly during cold weather season (program expanded to assist 60 individuals each night from November 2019 to April 2020). The Housing Department continues to prioritize funding for San José's unsheltered population in its proposed expenditure plan for the State's second round of Homeless Housing, Assistance, and Prevention (HHAP) funding, which was approved by the City Council on February 11.

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<p>#18-07 Audit of the City's Homeless Assistance Programs</p> <p>#07 To analyze the effectiveness of the City's homeless assistance efforts, the Housing Department should use HMIS to:</p> <p>a) Aggregate City of San Jose data by strategy area (rapid rehousing, permanent housing, crisis response, and prevention) and report on key performance indicators including: exits to permanent housing, returns to homelessness, number of participants enrolled per strategy area; and</p> <p>b) Compare the performance of the City's homeless assistance to strategy area to identified targets and the performance of the CoC on a semi-annual basis.</p>	HSG	Not Implemented	As noted in Recommendation #8, the City has finalized an agreement with the County to gain access to HMIS. The Housing Department is working with the County to develop customized reports on performance outcomes, which will be compared with the data retrieved from the grantees. Target Date: Mar-2021 (Delayed From: Aug-2019)
<p>#18-07 Audit of the City's Homeless Assistance Programs</p> <p>#08 The City should obtain direct access to HMIS.</p>	HSG	Partly Implemented	The City and County have reached an agreement to allow the City to gain access to HMIS; implementation pending an agreement being finalized. Target Date: Jun-2020 (Delayed From: Jan-2019)
<p>#18-07 Audit of the City's Homeless Assistance Programs</p> <p>#09 The Housing Department should develop and implement performance management processes, including:</p> <p>a) A continuous feedback loop between grantees and Housing staff (program and grants teams);</p> <p>b) A template and standards for conducting quarterly reviews of grantee performance that would assess grantee progress towards targets, any obstacles to date, and areas for improvement; and</p> <p>c) Utilize project results to set realistic grantee performance targets and goals.</p>	HSG	Implemented	Housing has developed templates that it uses to conduct quarterly reviews of grantee performance. These reviews are shared during the biweekly joint coordination meetings between the Grants and Homelessness Response teams and help the Department set realistic grantee performance targets and goals for the upcoming FY 20/21 contract amendments/negotiations.

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<p>#18-07 Audit of the City's Homeless Assistance Programs</p> <p>#11 To effectively manage monitoring activities and utilize monitoring results to improve project delivery of its homeless response grants, the Housing Department should:</p> <p>a) Develop monitoring procedures including an annual monitoring plan, grantee performance summary, and upload monitoring reports and risk assessment to the City's grants management system;</p> <p>b) Conduct on-site monitoring visits for each homeless assistance contract at least every two years as has been described in its annual action plan; and</p> <p>c) Compare grantee progress reports against HMIS reported data on a semi-annual basis to ensure the accuracy of grantee reported performance metrics.</p>	HSG	Partly Implemented	<p>a) The Department developed and used monitoring policies, procedures, and templates to conduct monitoring visits.</p> <p>b) The Department created an annual monitoring plan and calendar of monitoring visits for 2018-19.</p> <p>c) The Department has now been granted access to the County's HMIS system and staff will be undergoing training to use HMIS data and compare with grantee progress reports. Target Date: Mar-2021</p>
<p>#18-07 Audit of the City's Homeless Assistance Programs</p> <p>#13 Housing should continue developing a system to track homeless assistance grant expenses by service/program and include this breakdown in its annual report to City Council.</p>	HSG	Implemented	The Housing Department has presented two consecutive annual homeless reports for City Council that include homeless assistance grant expenses by service/program. After exploring automation options, the Department has determined that it will need to rely on manual compilation of grant expenses by service and program.
<p>#18-10 Audit of Towing Services</p> <p>#01 To provide a method to address violations, the City should include in future towing services agreements:</p> <p>a) An escalating penalty structure of liquidated damages, suspensions, and contract termination. Liquidated damages should be increased over time.</p> <p>b) Provisions requiring towing contractors to respond to another tow zone in case of a tow refusal or suspension (with a different timeliness standard).</p>	PBCE	Not Implemented	The Administration intends to release an RFP for a technology platform and contract administration for tow services in Spring 2020. The Administration anticipates using data gathered through this platform to inform a proposed new model. Target Date: Nov-2020 (Delayed From: Jul-2020)
<p>#18-10 Audit of Towing Services</p> <p>#03 The City should issue a new RFP for the towing services agreements, taking into consideration the issues identified and recommendations made in this report.</p>	PBCE	Not Implemented	The Administration intends to release an RFP for a technology platform and contract administration for tow services in Spring 2020. Following implementation, a new RFP for towing service agreements, based on a new towing service delivery model, will be issued in November 2020. Target Date: Nov-2020 (Delayed From: Jul-2020)

Report and Recommendations	Dept (s)	Current Status	Comments
<p>#18-10 Audit of Towing Services</p> <p>#04 The City should consider allowing contractors to submit proposals for a contract fee, paid by the contractor to the City per towed vehicle, as part of the Request for Proposal process. The amount of the contract fee should be evaluated along with other aspects of a potential contractor's proposal.</p>	PBCE	Not Implemented	The Administration intends to issue an RFP for a towing management software and/or contract administration pilot. The Administration provided a memo to City Council in February 2020 that notes that part of this pilot solution will provide data and reporting that will determine the optimum tow service model, including fee structure. Target Date: Jul-2020
<p>#18-10 Audit of Towing Services</p> <p>#05 In future towing services agreements, the City should continue the junk vehicle reimbursement program or, in conjunction with Recommendation #4, request that proposed contract fees account for the costs of junk vehicle disposal.</p>	PBCE	Partly Implemented	In February 2020, the Transportation and Environment Committee approved staff's recommendation to amend the current tow contract agreements to continue the junk vehicle reimbursement program and expand the list of qualified vehicles eligible for reimbursement retroactive to January 1, 2020 through June 30, 2020 with an option to extend to March 31, 2021. The Administration intends to release a new tow service delivery model RFP in November 2020, followed by new tow services agreements in Spring 2021. Target Date: Mar-2021 (Delayed From: Jul-2020)
<p>#18-10 Audit of Towing Services</p> <p>#06 The City Administration, in consultation with appropriate departments, should establish clear guidelines for the appropriate disposal of hazardous waste and junk vehicles.</p>	PBCE	Partly Implemented	On June 25, 2019, City Council approved a second amendment to the tow services agreements amending the current contract to clarify hazardous waste disposal and documentation requirements in order for towing contractors to be eligible for reimbursement credit. The Administration intends to develop additional guidelines for disposal of junk vehicles once it moves forward with a new RFP and service delivery model. Target Date: Jul-2020
<p>#18-10 Audit of Towing Services</p> <p>#09 The City should modify future towing services agreements to allow towing contractors to have tow yards located outside of their assigned zones, such as anywhere within the City limits.</p>	PBCE	Not Implemented	The Administration intends to release an RFP for a technology platform and contract administration for tow services in Spring 2020. Following implementation, a new RFP for towing service agreements, based on a new towing service delivery model, will be issued in November 2020. Target Date: Jul-2020
<p>#18-10 Audit of Towing Services</p> <p>#10 The City should consider additional changes to future towing services agreements, such as:</p> <ul style="list-style-type: none"> a) Specifying that tow yard capacity must be sufficient, and having respondents propose tow yard capacity; b) Allowing towing contractors to engage in private business towing; c) Specifying that the number of tow trucks must be sufficient; and/or d) Redrawing the tow zone boundaries such that they have an equal number of expected tows. 	PBCE	Not Implemented	The Administration intends to release an RFP for a technology platform and contract administration for tow services in Spring 2020. Following implementation, a new RFP for towing service agreements, based on a new towing service delivery model, will be issued in November 2020. Target Date: Nov-2020 (Delayed From: Jul-2020)

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#18-10 Audit of Towing Services #11 The City should require towing contractors to submit all information as specified in the City's towing services agreements (including claimed vehicles), regardless of whether payments are missed or late.	PBCE	Not Implemented	The Administration intends to release an RFP for a technology platform and contract administration for tow services in Spring 2020. Following implementation, a new RFP for towing service agreements, based on a new towing service delivery model, will be issued in November 2020. Target Date: Nov-2020 (Delayed From: Jul-2020)
#18-10 Audit of Towing Services #12 In future towing services agreements, the City should require towing contractors to provide tow records in an electronic format or consider requiring the use of a towed vehicle database system (either procured by the City or by towing contractors with access granted to City staff).	PBCE	Not Implemented	The Administration intends to release an RFP for a technology platform and contract administration for tow services in Spring 2020. Following implementation, a new RFP for towing service agreements, based on a new towing service delivery model, will be issued in November 2020. Target Date: Nov-2020 (Delayed From: Jul-2020)
#18-10 Audit of Towing Services #13 In future towing services agreements, the City should clarify the collection process for the contract fee.	PBCE / FIN	Not Implemented	The Administration intends to release an RFP for a technology platform and contract administration for tow services in Spring 2020. Following implementation, a new RFP for towing service agreements, based on a new towing service delivery model, will be issued in November 2020. Target Date: Nov-2020 (Delayed From: Jul-2020)
#18-10 Audit of Towing Services #14 To reduce time required to oversee contract terms, in future towing services agreements the City should charge one consolidated fee to towing contractors based on the number of towed vehicles.	PBCE	Not Implemented	The Administration intends to release an RFP for a technology platform and contract administration for tow services in Spring 2020. Following implementation, a new RFP for towing service agreements, based on a new towing service delivery model, will be issued in November 2020. Target Date: Nov-2020 (Delayed From: Jul-2020)
#18-10 Audit of Towing Services #15 For improved oversight over the towing services agreements, the administration of the contract should be consolidated in the Police Department with an evaluation of the resources needed to perform this responsibility.	PD	Not Implemented	The Administration intends to begin transitioning contract administration from PBCE to the Police Department in July 2020 and full consolidation of the tow program in the Police Department in November 2020. Target Date: Nov-2020 (Delayed From: Jul-2020)
#18-10 Audit of Towing Services #16 To ensure that liquidated damages are appropriately charged, the Police Department should update its procedures to record a tow dispatch event as a violation when dispatchers are notified that any violation has occurred.	PD	Implemented	The Communications Division updated the Late Tows policy, which include instructions to record a tow dispatch event as a violation when dispatchers are notified that any violation has occurred.
#18-10 Audit of Towing Services #17 The City should re-establish a process for designated City staff to routinely sign-off on the disposal of low-value vehicles through more frequent visits to tow yards.	PD	Partly Implemented	The Administration has trained additional patrol officers to sign-off on the disposal of low-value vehicles. However, due to current vacancies, the Administration reports that the frequency of visits to tow yards has decreased since the audit. As a result, the target date has been delayed. Target Date: Jul-2020 (Delayed From: Jun-2019)

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#19-01 Audit of 9-1-1 and 3-1-1 #01 Fire Communications should implement technology to automatically connect calls to call takers' phones through off-hook answering.	FIRE	Implemented	The Fire Department reports that hardware has been installed to facilitate off-hook answering and staff have received trainings on the new call answering process. The new process was implemented in February 2020.
#19-01 Audit of 9-1-1 and 3-1-1 #02 Fire Communications should pull regular performance reports and monitor average answering times.	FIRE	Not Implemented	The Fire Department was approved for additional staffing in the 2019-20 Operating Budget to analyze response time data and generate response time performance reports. The Department reports that they are working with Human Resources on the recruitment for this position. Target Date: Jun-2021 (Delayed From: Jun-2020)
#19-01 Audit of 9-1-1 and 3-1-1 #04 To eliminate the need to call the County to confirm every ambulance dispatch, the Fire Department should work with the County of Santa Clara to prioritize automated ambulance dispatching.	FIRE	Partly Implemented	The Fire Department reports that the County has made changes to their Computer Aided Dispatch system to enhance its interface with the City's system. The Department reports that the City's Computer Aided Dispatch system provider must make similar changes and is scheduled to work on this in the spring of 2020. Target Date: Jun-2020
#19-01 Audit of 9-1-1 and 3-1-1 #05 To increase focus on outreach and recruiting for Communications staff, Police Communications and Fire Communications should each develop a recruiting plan for their respective divisions, and explore opportunities for collaboration and joint recruitment opportunities.	PD / FIRE	Partly Implemented	The Police Department Recruiting Unit plans to work with Communications to develop a written recruitment plan. In the meantime, Recruiting and Communications have been working together on various initiatives to promote Communications opportunities. These include establishing relationships with local partners, such as colleges and universities; developing a workshop to provide applicants more guidance on the required CritiCall exam; recruiting at South Bay Regional Public Safety Consortium dispatch academies; working to implement a year-round application process, and utilizing their external marketing firm to develop a social media marketing strategy. The Fire Department is in the process of hiring staffing to work on a Communications recruitment plan. In the meantime, Fire continues to conduct recruitment outreach within their current capacity. Target Date: Jun-2021
#19-01 Audit of 9-1-1 and 3-1-1 #06 The Police and Fire Department should utilize external marketing firms to bolster marketing efforts to recruit communications staff for both Police and Fire staff.	PD / FIRE	Partly Implemented	The Police Department reports that the Recruiting Unit implemented a spending plan of \$40,000 to increase advertisement through Facebook and Indeed.com. This led to a reported increase in applications. However, the Department notes that pay scale and the application timeline continue to be barriers, according to candidate self-reporting. The Recruiting Unit continues to work with Communications to expedite hiring and training. The Fire Department expects development of a formal recruitment plan will guide their use of an external marketing firm. The Department reports they are still in the process of hiring staff that would develop the recruitment plan. Target Date: Jun-2021

Report and Recommendations	Dept (s)	Current Status	Comments
#19-01 Audit of 9-1-1 and 3-1-1 #07 The Police and Fire Departments should work with the Public Works Department to make closer parking options available to Communications staff that work night shifts.	PD / FIRE	Partly Implemented	The Police Department reports that, while closer parking options are not currently possible, as an interim solution, parking is provided within the gated campus for Police and Fire Communications staff who work night shifts. The Department reports that Public Works is currently working on a contract to construct fencing and automated gates around the rest of the campus parking lots. Construction is expected to begin in the spring of 2020. Target Date: Dec-2020
#19-01 Audit of 9-1-1 and 3-1-1 #08 The Police and Fire Departments should work with the City Manager's Budget Office and Human Resources department to make additional part-time and/or retiree-rehire opportunities available to qualified staff.	PD / FIRE	Partly Implemented	The Police Department currently uses part-time staff as well as retiree rehires who are former staff. The Department reports that once full-time staffing increases and vacant part-time positions are filled, they may explore increasing part-time positions. The Fire Department currently uses retiree rehires to backfill for vacancies to maintain existing programs; these positions are funded by vacancy savings. In addition, the Department reports that retire rehire staff are used to advance special projects and maintain existing programs on an as-needed basis and as funding can be made available. Target Date: Dec-2020
#19-01 Audit of 9-1-1 and 3-1-1 #09 To retain qualified staff that are more inclined to call taking versus dispatch, the Administration should explore the creation of a call taker position in the Fire Department.	FIRE	Partly Implemented	The Fire Department is in the process of procuring a staffing study to evaluate operational performance and recommend appropriate Communications staffing levels. While the Department agrees creating a call-taker position could help to retain staff, further action will depend on the results of the staffing study. Target Date: Jun-2021
#19-01 Audit of 9-1-1 and 3-1-1 #11 To reduce the workload on the Police Department's call takers, the Police Department should (a) work with the City Customer Contact Center to determine areas of overlapping service delivery and determine the appropriate customer service response, and (b) re-direct commonly requested general City requests to the City Customer Contact Center by modifying the call tree.	PD / IT	Implemented	The IT Department reports they have posted positions for additional staffing. Following the results of a consultant study completed in February 2020, IT and PD plan to redirect areas of overlapping service delivery to the Customer Contact Center through the non-emergency call tree. IT anticipates that the types of calls will be similar, but in greater volume.
#19-01 Audit of 9-1-1 and 3-1-1 #12 To remove report-taking responsibilities from emergency call takers, the Police Department should assess and potentially distribute report-taking responsibilities that could be handled by (a) the City Customer Contact Center, (b) police officers on modified duty, (c) retiree rehires, or (d) Community Service Officers.	PD	Partly Implemented	The Police Department uses retiree rehires for call-taking roles, including TRAC, but the Department considered this an interim solution. The Department stated that use of Customer Contact Center employees would require further research. Target Date: Dec-2020 (Delayed From: Jun-2020)

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#19-01 Audit of 9-1-1 and 3-1-1 #13 To lessen SJPD Communications Center staff workload and provide the public with additional service/reporting options, the Police Department should publicize online reporting options to the community and review current online reporting options and determine if additional reporting can be handled online.	PD	Not Implemented	Online reporting is available at http://www.sjpd.org/reportingcrime/onlinereport/ . However, the Police Department reports that they still need to explore how to add more reporting options online and this may take longer than originally anticipated. Target Date: Dec-2020 (Delayed From: Jun-2020)
#19-01 Audit of 9-1-1 and 3-1-1 #14 Police non-emergency services should inventory its Interactive Voice Response (IVR) Phone Tree to ensure that it connects customers with the appropriate resource that can provide the needed service. Further, it should develop an ongoing management plan to ensure that the IVR stays up to date.	PD	Partly Implemented	The Police Department reports that scripts have been rewritten to clarify information for resources such as the California Highway Patrol and abandoned vehicles, and those scripts have been incorporated in the non-emergency phone tree. However, some resources may require further examination. The Department reports that while there is not a written management plan, they have scheduled bi-annual reviews of the call tree. Also, 3-1-1 is being redirected to the City Customer Contact Center as of late February 2020, while 408-277-8900 continues to serve as the police non-emergency number. Target Date: Jun-2020
#19-01 Audit of 9-1-1 and 3-1-1 #15 The Police Department should review the non-emergency call tree to resolve technical limitations and errors and provide a seamless transfer to residents.	PD	Implemented	An issue where voice messages cut off after 45 seconds while accessing the call tree through 3-1-1 has been addressed. Additionally, the Department addressed voice messages from several units that exceeded a general 175-second limit for the non-emergency call tree.
#19-01 Audit of 9-1-1 and 3-1-1 #16 Police non-emergency services should provide information and translation services for customers who do not speak English.	PD	Partly Implemented	The Police Department reports that it has offered interpretation services for non-emergency calls. However, the Department does not offer interpretation services for police reports by phone, citing resource and time constraints. The Department anticipates interpretation services will be reviewed for telephone reporting following the transition of these calls out of the Emergency Operations Center. Target Date: Dec-2020 (Delayed From: Jun-2020)
#19-01 Audit of 9-1-1 and 3-1-1 #17 The City should work with cell phone carriers to make the City's 3-1-1 line available to wireless callers.	IT	Implemented	IT reports that paperwork was finalized for activation of 311 on T-Mobile and Verizon in February 2020. Additional staffing was approved in the 2019-20 Operating Budget to support potential increased call volume at the Customer Contact Center.
#19-01 Audit of 9-1-1 and 3-1-1 #18 The City should explore moving 3-1-1 to the City Customer Contact Center and make more City services available through 3-1-1	IT	Implemented - Priority	IT reports that a consultant began working on a review of call types in October 2019, though IT expects that call types will be similar to what the Customer Contact Center currently receives with greater volume. IT also reports working with Google to develop call flows for a virtual self-service agent to divert some calls. Additionally, IT is planning to re-brand 311 to be a general City services line instead of a non-emergency Police line, and has directed 3-1-1 to the City Customer Contact Center as of late February 2020.

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<p>#19-01 Audit of 9-1-1 and 3-1-1</p> <p>#19 If non-emergency calls are moved to the City Customer Contact Center, the Information Technology Department should continuously review and assess wait times and call volume at the City Customer Contact Center to address resource issues if needed.</p>	IT	Partly Implemented	IT reports that a consultant, Mission Critical Partners, has completed a review of call types to move to the Customer Contact Center, with the scope of work including updating standards and metrics for call handling. Those metrics will serve as the basis for assessing 3-1-1 performance going forward. Also, the City Customer Contact Center was approved for additional staffing to absorb a potential increase in calls, and IT reports that it will continue to monitor and address staffing impacts as changes in call volume become known. Target Date: Dec-2020
<p>#19-02 Employee Benefit Fund Administration</p> <p>#01 The Human Resources Department should: A. Establish policies and procedures for monitoring all transfers, revenues, and expenditures in the Benefit Funds, and B. In coordination with the Budget Office, formalize fund balance and reserve targets.</p>	HR	Partly Implemented	In coordination with the Budget Office, Human Resources has formalized and documented fund balances and reserve targets for the Benefit Funds. Policies and procedures for monitoring the Benefit Funds are in progress. Target Date: Jun-2020 (Delayed From: Dec-2019)
<p>#19-02 Employee Benefit Fund Administration</p> <p>#02 The Administration should work with the City Attorney's Office to determine allowable uses of interest earnings and excess balances in the Employee Health Fund (fund 161).</p>	HR	Partly Implemented	Human Resources and the Finance Department have reconciled a portion of the excess fund balance in fund 161. Human Resources, in coordination with the City Attorney's Office, has determined that the excess fund balance attributed to employee contributions and interest will be returned to City employees. Human Resources expects to return the money to City employees in fiscal year 2019-20. Target Date: Jun-2020
<p>#19-02 Employee Benefit Fund Administration</p> <p>#04 The Human Resources Department should prioritize hiring for the current vacant positions in the Benefits Division.</p>	HR	Implemented	Human Resources reclassified one of the two vacant positions noted in the audit to better meet operational needs. The two vacancies were filled in 2019.
<p>#19-02 Employee Benefit Fund Administration</p> <p>#07 To manage the premium reconciliation process more efficiently, the Human Resources Department should work with the Finance and Information Technology Departments to create one specific report in the City's human resource management system that identifies missed premiums, and update office procedures accordingly.</p>	HR	Implemented	Human Resources, in coordination with the Information Technology Department, has streamlined the premium reconciliation process. The department has also updated its premium reconciliation office procedures.

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<p>#19-02 Employee Benefit Fund Administration</p> <p>#08 To streamline workload and better determine the scope of work of existing staff, the Human Resources Department should:</p> <p>A. Finalize updates to the City leave policy;</p> <p>B. Develop procedures to manage outside administration of COBRA benefits;</p> <p>C. Determine the appropriate level of verification for cash in-lieu payments, and revise procedures for monitoring eligibility; and</p> <p>D. Update the Employee Benefits Manual and the Benefits intranet site, accordingly.</p>	HR	Implemented	Human Resources has updated the City's Leave Policy and developed procedures for managing the outside administration of COBRA benefits. Additionally, the department established a new, simplified cash-in-lieu verification process, and has developed procedures for the new process.
<p>#19-03 Development Noticing</p> <p>#01 Planning should propose updates to Council Policy 6-30 that set realistic goals for the timing of on-site notices, and require evidence of on-site posting prior to setting a hearing date.</p>	PBCE	Not Implemented	According to the Administration, the implementation of this recommendation is dependent on staffing resources and Council prioritization. The update to Policy 6-30 was not prioritized in the 2020-21 cycle. Target Date: Dec-2022 (Delayed From: Dec-2021)
<p>#19-03 Development Noticing</p> <p>#02 To ensure neighborhood associations are properly notified about new development proposals:</p> <p>A. The Administration should develop a list and map of neighborhood association contacts and create a mechanism for associations to add and update contact information.</p> <p>B. Planning should use this list and map to proactively notify neighborhood groups on proposed developments to involve interested parties early in the development review process.</p>	CMO / PBCE	Not Implemented	The Administration plans to identify a project lead and work with various departments and Council Offices to create a comprehensive list and map of neighborhood associations and contacts for all City departments to use. The Planning Division can then use this information to proactively notify neighborhood groups early in the development review process. Target Date: Jun-2020
<p>#19-03 Development Noticing</p> <p>#03 Planning should propose updates to Council Policy 6-30 and develop and implement procedures to:</p> <p>A. Proactively identify projects and dominant neighborhood languages to ensure hearing notices are properly translated,</p> <p>B. Include guidance on when interpretation services for hearings should be provided, and</p> <p>C. Remove the requirement that requesting parties pay for the translation of hearing notices, and determine an appropriate funding source.</p>	PBCE	Not Implemented	The language map was implemented in January 2020 into the AMANDA integrated permitting system. According to the Administration, the full implementation of this recommendation is dependent on staffing resources and Council prioritization to update Council Policy 6-30. The update to Policy 6-30 was not prioritized in the 2020-21 cycle. Target Date: Dec-2022 (Delayed From: Dec-2021)

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#19-03 Development Noticing	PBCE	Not Implemented	According to the Administration, the implementation of this recommendation is dependent on staffing resources and Council prioritization to update the Council Policy. The update to Policy 6-30 was not prioritized in the 2020-21 cycle. Target Date: Dec-2022 (Delayed From: Dec-2021)
#04 To clarify expectations on noticing practices, Planning should propose changes to Council Policy 6-30 to provide additional guidance on mailing radii and permit types.			
#19-03 Development Noticing	PBCE	Not Implemented	The Planning Division will continue to provide online information for major projects with significant community interest. Development Services partners are currently designing workflows for electronic plan review, which will allow customers to submit Planning applications electronically and, thereby, increasing the availability of online information prior to public hearings. Electronic plan review is anticipated to go live in October 2020. According to the Administration, the full implementation of this recommendation is dependent on staffing resources and Council prioritization to update Council Policy 6-30. The update to Policy 6-30 was not prioritized in the 2020-21 cycle. Target Date: Dec-2022 (Delayed From: Dec-2021)
#05 Planning should propose changes to Council Policy 6-30 to set goals to increase the availability of online information prior to a public hearing.			
#19-03 Development Noticing	PBCE	Not Implemented	Planning intends to begin work on this recommendation in 2020. Target Date: Jun-2020
#06 Planning should develop and implement plain language guidelines for mailed and on-site public notices.			
#19-03 Development Noticing	PBCE	Not Implemented	Planning has started designing e-mail blasts to increase public transparency on major permit status updates. These blasts for community meetings and public hearings will include links to information in Vietnamese and Spanish regarding the public hearing and public commenting process. Target Date: Dec-2021
#07 Planning should create a plain language, online guide for residents in multiple languages that outlines objectives of the public hearing process and provides direction for submitting public comments (before or during a hearing).			
#19-03 Development Noticing	PBCE	Implemented	The Planning Division has created two feedback forms, one that is distributed at Planning-hosted community meetings and another that is distributed at Planning Director's hearings and Planning Commission hearings. Both feedback forms are also available online. To date, the Planning Division has received at least 37 feedback forms from community meeting attendees and have been compiling the feedback to inform future process improvements and updates to Council Policy 6-30.
#08 Planning should establish a mechanism (such as an online form) for community feedback on the public notice/hearing process to inform future process improvements and periodic updates to Council Policy 6-30.			

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<p>#19-04 The Mayor's Gang Prevention Task Force</p> <p>#01 To ensure services reach highest-risk youth and further strengthen the partnership, the Department of Parks, Recreation and Neighborhood Services should work with Santa Clara County Probation to:</p> <p>a) Set goals and criteria for expected referrals, b) Report on the results and outcomes achieved and units of service provided, and c) Amend its agreement to include all current activities performed by Youth Intervention Services.</p>	PRNS	Partly Implemented	In July 2019, PRNS had an initial meeting with the Santa Clara County Probation Department to discuss amendments to the existing agreement between Probation and the City. PRNS has scheduled a follow-up meeting to finalize changes to the scope including outcomes and activities, as well as identifying what data should be shared between the two agencies. Once the scope is finalized, PRNS will amend the agreement to include the changes while ensuring the agreement aligns with the City's Privacy Principles and Probation's new data sharing standards. Target Date: Jul-2020
<p>#19-04 The Mayor's Gang Prevention Task Force</p> <p>#02 The Department of Parks, Recreation and Neighborhood Services should work with the Santa Clara County Office of Re-entry Services to establish and implement roles and responsibilities for coordination, and establish a formal process for referring clients eligible for re-entry services. This could potentially involve an amendment to the current agreement with Santa Clara County Probation.</p>	PRNS	Not Implemented	As a part of the Task Force's continuum of care strategy, PRNS plans to meet with the Santa Clara County Office of Re-entry Services to establish coordination between the two agencies specifically for clientele referrals. As SCC Re-entry Services' clientele are primarily adults and the Task Force's Youth Intervention Services (YIS) programs serve youth up to age 24, there may be alignment on age referrals between the two agencies. Target Date: Jul-2020
<p>#19-04 The Mayor's Gang Prevention Task Force</p> <p>#03 In addition to its goal of reducing youth gang violence, the Administration should determine the role of the Task Force (BEST and Youth Intervention Services) in the context of overall juvenile crimes and youth violence prevention.</p>	PRNS	Not Implemented	In February 2019, SJPD reported an increase in overall juvenile crimes. To address the overall increase, PRNS plans to schedule meetings with the Chief of Police and San José Police Department representatives in the next quarter to discuss and define the Task Force's role in overall juvenile crimes and youth violence prevention. Target Date: Jul-2021
<p>#19-04 The Mayor's Gang Prevention Task Force</p> <p>#04 The Department of Parks, Recreation and Neighborhood Services should ensure participant needs are consistently assessed by developing processes to:</p> <p>a) Assess youth participants through the adoption of a standardized assessment tool to be used for all Task Force programming, b) Create corresponding service plans based on those risk levels, and c) Track and report enrollment by risk level including pre and post results for all Task Force services.</p>	PRNS	Not Implemented	PRNS has met with other jurisdictions and researched various youth risk assessment tools, including the Youth Services Eligibility Tool (YSET) from the City of Los Angeles, Child and Adolescent Needs and Strengths (CANS) from the Praed Foundation, and Oakland United's assessment tool. Based on the wide range of types of services provided by BEST and Youth Intervention Services, staff has determined they may need support to develop an appropriate assessment tool. PRNS has received quotes from two consultants and plans to identify a funding source and establish an agreement with a consultant to develop one or more assessment tools. Target Date: Jul-2021

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<p>#19-04 The Mayor's Gang Prevention Task Force</p> <p>#05 To ensure that intensive services are targeted to the appropriate population, in the next agreement cycle, the Department of Parks, Recreation and Neighborhood Services should revise BEST grantee agreements such that goals for services across target populations are clearly defined.</p>	PRNS	Implemented	The Department has updated the 2019-20 BEST agreements which includes a chart that defines the target population based on risk level (at-risk, high-risk, gang-impacted, gang-intentional) that the agency should be reaching for each funded service area to ensure goals for each type of service is defined.
<p>#19-04 The Mayor's Gang Prevention Task Force</p> <p>#06 The Department of Parks, Recreation, and Neighborhood Services should identify where Youth Intervention Services and BEST grantee services overlap and develop a mechanism to increase the number of referrals between BEST grantees and Youth Intervention Service participants based on need and services provided.</p>	PRNS	Not Implemented	As a part of their Strategic Workplan goal to "enhance linkages to leverage youth violence initiatives", PRNS plans to increase referrals as appropriate between BEST and Youth Intervention Services by starting with cross promoting their programs at each other's staff/agency meetings. YIS staff attended the BEST Winter Workshop in February to present their seven service programs to BEST grantees including what services are available and how to make a referral. Similarly, BEST staff will share the BEST service matrix with YIS interventionist staff, so they are aware of the BEST programs available and what services they provide. To track referrals, YIS plans to include BEST agencies as an option for a referral source in their database system and BEST will also list Task Force/YIS as an option for a referral source. With eighteen schools receiving both YIS and BEST services, this will ensure participants will receive services from BEST or YIS based on need. Target Date: Jul-2020
<p>#19-04 The Mayor's Gang Prevention Task Force</p> <p>#07 To improve oversight and accountability of the Safe School Campus Initiative program, the Department of Parks,</p> <p>a) Set expectations for follow-up, referrals, and after-care activities, and review if goals were met,</p> <p>b) Conduct a supervisory review of post-activation responses, and</p> <p>c) Develop a review process to assess sufficiency of staff incident reporting.</p>	PRNS	Partly Implemented	Safe School Campus Initiative incident reports document activations including actions taken to resolve the incident, follow-up and after-care activities. To ensure program success, PRNS has developed new procedures for incident reports to include two levels of supervisory review of reports to ensure reports are filled out properly. PRNS plans to establish expectations and goals for follow-up, referrals, and after-care activities. Target Date: Jul-2021

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<p>#19-04 The Mayor's Gang Prevention Task Force</p> <p>#08 The Department of Parks, Recreation and Neighborhood Services should work with the City Attorney's Office to update the current Memoranda of Agreement with school districts to include:</p> <ul style="list-style-type: none"> a) All services provided by City staff on school campuses, b) Roles and responsibilities for City staff and school administrators, including criteria for Safe School Campus Initiative activations, and c) Key documents that would be required to enroll participants, including parental consent forms. 	PRNS	Not Implemented	<p>PRNS is in the process of updating all agreements with the Alum Rock School District, East Side Union High School District, the Santa Clara County Office of Education, San Jose Unified School District, Franklin-McKinley school district and both Campbell school districts. Based on the length of time and phases to update agreements and going through the City's contracting process, staff estimates it will take until July 2021 to update all 17 school districts served by the Task Force. Target Date: Jul-2021 (Delayed From: Jul-2020)</p>
<p>#19-04 The Mayor's Gang Prevention Task Force</p> <p>#09 To improve the alignment of school visits with activations, the Department of Parks, Recreation, and Neighborhood Services should:</p> <ul style="list-style-type: none"> a) Perform an annual review of the frequency and type of SSCI activations by school, and b) Develop and implement a risk-based approach to schedule weekly school visits. 	PRNS	Implemented	<p>To better align the frequency of weekly Safe School Campus Initiative (SSCI) visits with the number of school incidents, Youth Intervention Services staff conducted an analysis on types of SSCI activations by schools to determine the school-visit frequency based on need for the 2019-20 school year. To ensure staff is performing the analysis annually and with a risk-based approach, YIS staff developed a policy that outlines the goals of the annual review. Per the policy, the 20 percent of schools with the highest number of incidents from the previous school year will be visited three times a week, the next 40 percent will be visited twice per week, and the 40 percent with the lowest number of incidents will be visited once per week. Frequency of visits can be updated based on incidents occurring in the current year at a given school, since this is a dynamic system permitting changes in visit frequency as events warrant.</p>
<p>#19-04 The Mayor's Gang Prevention Task Force</p> <p>#10 To more clearly define expectations for Youth Interventionist case management services, the Department of Parks, Recreation and Neighborhood Services should:</p> <ul style="list-style-type: none"> a) Define what constitutes a case management session such as one-on-one sessions, support groups, or similar activities, b) Develop targets for expected number of case management sessions, and c) Develop procedures to track the required number of sessions received by participants and monitor the results of individual service plans. 	PRNS	Not Implemented	<p>Youth Intervention Services staff have begun to develop a written manual for case management in the SSCI program, including definitions for case-management activities such as one-on-one sessions, support groups, and other activities. The manual will include targets for the number and types of case-management activities that should be provided for each client, and methods to track and monitor the results of individual service plans for clients. Target Date: Jul-2021</p>

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<p>#19-04 The Mayor's Gang Prevention Task Force</p> <p>#11 The Department of Parks, Recreation and Neighborhood Services should revise and implement additional monitoring procedures and instructions for reviewing BEST quarterly workbooks and grantee site visits to include:</p> <p>a) Reviewing workbooks for duplicates and target populations served, and</p> <p>b) Consistent guidelines on when grantees should be placed on corrective action plans.</p>	PRNS	Implemented	To improve the monitoring of BEST grantees, PRNS has revised the guidelines for contract management staff reviewing workbooks to include a review of duplicates, target populations served, and thresholds for triggering corrective action plans.
<p>#19-04 The Mayor's Gang Prevention Task Force</p> <p>#12 To improve monitoring of its BEST grantees, the Parks, Recreation and Neighborhood Services Department should:</p> <p>a) Require staff to perform initial site visits only for new grantees or programs and conduct monitoring site visits twice a year afterwards, and</p> <p>b) Include a comparison of prior year results (on the site monitoring forms) for multi-year grantees.</p>	PRNS	Implemented	To improve site visits and effectively assess BEST grantee performance, BEST contract monitoring guidelines have been updated to require initial site visits for only new grantees, and to include a comparison of prior year results on the site monitoring forms for multi-year grantees.
<p>#19-04 The Mayor's Gang Prevention Task Force</p> <p>#13 The Department of Parks, Recreation, and Neighborhood Services should revise site its visit checklist to include contracted grantee scope of work and verification of key requirements including backgrounding.</p>	PRNS	Implemented	PRNS has revised the site visit checklist to include the contracted grantee scope of work and verification of key requirements, including backgrounding.
<p>#19-04 The Mayor's Gang Prevention Task Force</p> <p>#14 The Department of Parks, Recreation and Neighborhood Services should:</p> <p>a) Reassess reported program outcomes and units of service for all Task Force programs, and</p> <p>b) Re-define and annually report key program outcome measures.</p>	PRNS	Partly Implemented	The MGPTF annual report that will be presented at the April 2020 Neighborhood Services & Education Committee is expected to include descriptions of the seven Youth Intervention Services programs, their accomplishments, and established service targets. This report will encompass both YIS provision of services, as well as the BEST and SSIG annual reports. For part b) of the recommendation, PRNS staff has begun an evaluation readiness review of the seven Youth Intervention Service (YIS) programs. Included in the evaluation readiness, staff will define/refine the theory of change for each of the seven YIS programs. This information will inform the appropriate outcome measures and unit of service targets. An evaluation plan will be created after the evaluation readiness review. Target Date: Jul-2021

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<p>#19-04 The Mayor's Gang Prevention Task Force</p> <p>#15 To evaluate the satisfaction of services provided to youth participants and their families, the Department of Parks, Recreation and Neighborhood Services should establish a formal mechanism for youth to provide feedback through the annual administration of participant surveys. The results of the surveys should be included in the annual report to Council on Task Force activities.</p>	PRNS	Partly Implemented	The BEST program has implemented a youth survey beginning in the 2019-20 program year and will have results of the survey for the annual report in 2021. Though the Youth Intervention Services (YIS) program currently conducts surveys of school representatives twice a year, PRNS plans to develop and conduct surveys for youth clients as well. Target Date: Jul-2020
<p>#19-04 The Mayor's Gang Prevention Task Force</p> <p>#16 The Department of Parks, Recreation and Neighborhood Services should monitor and report key performance measures in its annual report to the City Council and Task Force committees, including total expenditures and activities for the entirety of Task Force programs.</p>	PRNS	Not Implemented	For the April 2020 Neighborhood Services & Education Committee meeting, PRNS will present the MGPTF annual report which will include the seven Youth Intervention Services programs as well as BEST and SSIG programs. This first year, the report will include a description of each program's function and design, along with its most significant accomplishments in the past year, and the established targets that have been developed and staff is aiming towards. Target Date: Jul-2020
<p>#19-04 The Mayor's Gang Prevention Task Force</p> <p>#17 The Department of Parks, Recreation and Neighborhood Services should develop formal guidelines on Task Force reserve fund expenditures including, potential uses, approval process and tracking of expenditures.</p>	PRNS	Partly Implemented	The Department has drafted guidelines on the BEST Reserve fund which is currently under review. Target Date: Mar-2020 (Delayed From: Dec-2019)
<p>#19-05 Employee Reimbursements</p> <p>#01 To ensure mileage is reimbursed appropriately, the Human Resources Department, in coordination with the Office of Employee Relations, should:</p> <p>a) Develop a process to update and regularly track employees with City Driving Permits</p> <p>b) Notify and require all identified employees without a City Driving Permit, who received mileage reimbursements in 2018, to complete the City's defensive driving course.</p> <p>c) Clarify City Driving Permit requirements for sworn personnel.</p>	HR / OER	Implemented	<p>a. The HR Safety Division has reviewed and updated their processes to track employees who have submitted Transportation Request forms, and for tracking those employees completing the defensive drivers training and who have been issued a City Driving Permit (which is updated through a field in PeopleSoft).</p> <p>b. OER and HR worked with employees who received mileage reimbursements in 2018 and did not appear to have been issued a City Driving Permit to ensure that they have completed Defensive Drivers Training and complete the City Driving Permit Process. As of January 30, 2020, all but 18 employees have completed this process.</p> <p>c. OER updated the City's Use of City and Personal Vehicles Policy to include the following language: "City Driving Permit issued by the City's Safety Officer, unless the employee is a sworn employee in the Police or Fire Department and has completed drivers training as part of the Police or Fire academy."</p>

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#19-05 Employee Reimbursements	FIN	Not Implemented	The Finance Department, in coordination with the Office of Employee Relations, is planning to revise the Mileage Reimbursement Policy to incorporate new processes and procedures after the implementation of the new travel expense reimbursement software (see recommendation 1312-11). Target Date: Dec-2020
#02 The Finance Department should notify timekeepers and time-approving supervisors of their responsibilities and provide instructions on the mileage reimbursement verification process.			
#19-05 Employee Reimbursements	FIN	Implemented	The Finance Department completed the review of authorized director designees in May 2019, and is performing the review to update the authorized signature forms from the department directors on an on-going basis, whenever there is a change in Department Directors.
#03 The Finance Department's Accounts Payable Division should develop internal procedures to review and update authorized director designees, at least annually and as-needed when department directors change.			
#19-05 Employee Reimbursements	FIN / OER	Not Implemented	The Finance Department, in coordination with the Office of Employee Relations and Information Technology Department, is working to simplify employee reimbursements by reviewing the approval process for small dollar reimbursements, and potentially requiring a streamlined process based on a low-dollar threshold. The Finance Department also plans to review the timeliness requirement and review applicable policies to identify ways to streamline the process. Finance anticipates the implementation of an electronic travel reimbursement system will streamline the submission and approval process (see recommendation 1312-11). This may require some revisions to the Employee Reimbursement Policy once the software is deployed. Target Date: Jun-2020
#04 The Finance Department should work with the Office of Employee Relations and the Information Technology Department to simplify the employee reimbursement process by: a) Reviewing the approval process for small dollar reimbursements (e.g., parking, tolls, and local transportation), potentially requiring a dollar threshold. b) Including commonly requested expense reimbursements and timeliness requirements, either in the upcoming electronic travel and expense management system or another electronic solution.			
This may require updating the associated City policies to reflect the revised processes.			
#19-06 Form 700s	CLERK / HR / IT	Partly Implemented	The Office of the City Clerk reports that a Form 700 liaison training was held in January 2020. Target Date: Jun-2020
#01 To help streamline the City's process of identifying Form 700 filers, the City Clerk's Office should reestablish regular department liaison meetings and: a) Update and document expectations for department liaisons regarding entering employee assuming and leaving office information into the e-filing system; and/or b) Work with the Human Resources and Information Technology Departments and the e-filing system vendor to automate the process for updating employee information.			

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<p>#19-06 Form 700s</p> <p>#02 The City Clerk's Office should establish standard procedures surrounding the assessment of late fines and referral of non-filers to the Fair Political Practices Commission (FPPC). The procedures should include using its e-filing system to track follow up activities, such as assessing late fines and sending non-filing notices.</p>	CLERK	Partly Implemented	The Office of the City Clerk reports that staff are learning how to use the system for late notices and referring filers to the FPPC, but anticipates this will be completed by the end of the fiscal year. Target Date: Jun-2020
<p>#19-06 Form 700s</p> <p>#03 To ensure consistency with annual filing requirements, the City Clerk's Office should:</p> <p>a) Regularly compare the numbers of annual Form 700 filers and Family Gift Report filers and reconcile any differences.</p> <p>b) Document expectations for department liaisons that annual filers be notified of requirements to file a Family Gift Report.</p>	CLERK	Partly Implemented	The Office of the City Clerk reconciled the roster of Form 700 and Family Gift Report filers, and reports working with the Form 700s database vendor to correct inconsistencies between Annual Form 700 filers and Family Gift Report filers. Additionally, the Office reports a training was held for Form 700 liaisons in January 2020. The final piece of this recommendation is to document department liaison responsibilities so that liaisons have a resource for the future. Target Date: Jun-2020
<p>#19-06 Form 700s</p> <p>#04 The Administration, as it develops Citywide guidelines on contract management, should clarify responsibilities for consultant Form 700 filing compliance, including:</p> <p>a) Coordinating with the City Clerk's Office to ensure consultants are appropriately identified in the e-filing system,</p> <p>b) Verifying that consultants meet all filing requirements and following up with non-filers, and</p> <p>c) Collecting alternative/personal email addresses to facilitate follow-up for consultant leaving office filings.</p>	CMO / CLERK	Not Implemented	The City Manager's Office (CMO) has executed a service order with a consultant to review the current process for consultant procurements across various City departments and develop recommendations on process improvements, including monitoring of consulting contracts and Form 700 filers. The CMO reports that this information will be used to establish a City policy for procuring consultant services and develop training materials. Meanwhile, the City Clerk's Office has given department Form 700 liaisons responsibility for maintaining information on consultant filers in the e-filing system. Target Date: Jun-2020
<p>#19-06 Form 700s</p> <p>#05 The City Attorney's Office should modify relevant sections of the standard consulting agreement templates to include a business email address for each consultant filer listed.</p>	CAO	Not Implemented	The City Attorney's Office plans to modify the standard consulting agreement template in Winter 2020 to include a business email address for each consultant filer listed. Target Date: Dec-2020

Report and Recommendations	Dept (s)	Current Status	Comments
<p>#19-06 Form 700s</p> <p>#06 On its website and the e-filing portal, the City Clerk's Office should:</p> <p>a) Post the FPPC's Official Form 700 Filing Instructions, b) Provide a direct link to the FPPC's Advice Page, and c) Add text noting the limited hours of the FPPC's helpline and add the FPPC's advice email address.</p>	CLERK	Implemented	The City Clerk's Office has updated the e-filing portal to include the Fair Political Practices Commission's (FPPC) helpline (including hours of availability), email address, and advice webpage. Additionally the City Clerk's Office has included a link to the FPPC's Form 700 webpage, which includes links to official filing instructions.
<p>#19-06 Form 700s</p> <p>#07 The City Clerk's Office should develop procedures for the review of Form 700s, in accordance with the Political Reform Act and FPPC regulations, and the use of the e-filing system to facilitate amendment requests.</p>	CLERK	Partly Implemented	The City Clerk's Office reports that the new Form 700 staff person has used the e-filing system to assist with review for Form 700s, and procedures are being developed. Target Date: Jun-2020
<p>#19-06 Form 700s</p> <p>#08 The City Clerk's Office should generate reports from the e-filing system identifying employees with reportable interests, and provide to department liaisons and department heads for appropriate review.</p>	CLERK	Partly Implemented	The City Clerk's Office reports that they have worked with the e-filing vendor to produce reports of filers with reportable interests, and that these reports are available to department liaisons. To complete this recommendation, the City Clerk's Office should proactively distribute the reports to departments. Target Date: Jun-2020
<p>#19-06 Form 700s</p> <p>#09 The Administration, in consultation with the City Attorney's Office, should develop guidance for departments to review employee Form 700s for potential conflicts of interest.</p>	CMO / CAO	Partly Implemented	The City Attorney's Office reports meeting with the City Manager's Office to discuss an internal process for a periodic review of Form 700s, and that proposed procedures have been drafted for review by the City Manager's Office. Target Date: Jun-2020
<p>#19-07 Procurement Cards</p> <p>#01 The Finance Department should:</p> <p>a) Periodically (at least monthly) review list of separated employees and ensure that p-cards of employees on that list are immediately deactivated, and b) Reassess and clarify policy expectations to deactivate p-cards when employees are on leaves.</p>	FIN	Partly Implemented	The Finance Department has started to periodically review separated employee lists to ensure that p-cards assigned to former City employees are immediately deactivated. The Department plans to clarify policy expectations as part of the revised p-card policy and new administrative guide it expects to publish by June 2020. Target Date: Jun-2020

Report and Recommendations	Dept (s)	Current Status	Comments
<p>#19-07 Procurement Cards</p> <p>#02 The Finance Department should:</p> <p>a) Develop a process to annually share recertification data with p-card coordinators so departments can easily cross-check and verify compliance with the recertification quiz,</p> <p>b) Require p-card holders that have not completed the recertification to immediately do so, and</p> <p>c) Suspend p-cards for employees that do not comply with the recertification requirements within an agreed-upon timeframe.</p>	FIN	Partly Implemented	The Finance Department has started to share recertification data with departments to help them monitor compliance with recertification requirements. The department plans to address items b) and c) of this recommendation as part of the p-card policy update or p-card administrative guide. The revised p-card policy and administrative guide are expected to be published by June 2020. Target Date: Jun-2020
<p>#19-07 Procurement Cards</p> <p>#03 To help employees comply with applicable purchase requirements, Finance should:</p> <p>a) Aggregate all policies and guidelines applicable to p-card purchases, including furniture purchases, in an easy and user friendly resource available on the City's intranet site; and</p> <p>b) Work with Public Works to clarify restrictions on vehicle related p-card expenses and that any questions regarding such purchases be directed to Public Works' Fleet Division, and include such guidance in the p-card administrative guide.</p>	FIN / PW	Not Implemented	Finance plans on aggregating all p-card related policies and guidelines, including those related to furniture purchases, and making them available on Purchasing's intranet site. The Department is also working with Public Works' Fleet Division to clarify restrictions on vehicle related p-card purchases and the correct procurement methods for vehicle related purchases. This clarification will be included as part of the aggregation of p-card related policies and guidelines. Target Date: Jun-2020
<p>#19-07 Procurement Cards</p> <p>#04 The Finance Department should work with the Information Technology Department to clarify whether cloud based subscriptions are considered services and whether these types of services require Information Technology Department approval.</p>	FIN	Not Implemented	Software is considered a service, according to the definition provided by San José's Municipal Code. As such, the Finance Department will clarify in the p-card policy that cloud-based subscriptions require approval by the Information Technology Department. Target Date: Jun-2020
<p>#19-07 Procurement Cards</p> <p>#05 We recommend Finance work with Office Depot to review past pricing and purchasing data to determine and ensure the City received:</p> <p>a) Discounts on non-contracted items;</p> <p>b) Appropriate rebates, including those based on the sales of "piggybacked" cities; and</p> <p>c) Appropriate pricing under the terms of the agreement.</p>	FIN	Partly Implemented	<p>Finance has reviewed with Office Depot past City pricing and purchasing data and has identified over \$60,000 owed to the City as a result of not receiving eligible discounts. The City is currently reviewing a settlement proposed by Office Depot for the missed discounts. The department continues to work with Office Depot to recover rebates owed and ensure appropriate pricing under the terms of the City's agreement with Office Depot. Target Date: Jun-2020</p> <p>Potential Budget Savings: At the time of the audit, we estimated the City may have lost out on at least \$176,00 in savings.</p>

Report and Recommendations	Dept (s)	Current Status	Comments
<p>#19-07 Procurement Cards</p> <p>#06 Finance should develop procedures to ensure that current and any future purchase orders with Office Depot are subject to a review that includes:</p> <p>a) Reconciling sales volume data to ensure that the City is receiving all the rebates it is entitled to;</p> <p>b) Testing pricing data to determine whether the City is receiving accurate pricing, including applicable discounts, and that the amounts paid by the City for items are not more than what is being charged to other customers; and</p> <p>c) Reviewing the City's "customized product list" to ensure that it is based on actual City usage.</p>	FIN	Partly Implemented	Finance plans to set quarterly reviews to confirm that the City is receiving the purchase incentives from its agreement with Office Depot. Target Date: Jun-2020
<p>#19-07 Procurement Cards</p> <p>#07 The Finance Department should:</p> <p>a) Include in its department p-card coordinator training expectations about on-going monitoring of p-card purchases to ensure that departments are appropriately utilizing Citywide and department-specific open purchase orders when applicable;</p> <p>b) Work with the Information Technology Department to ensure that related purchase order information is available in all browsers, or that purchase orders specifically clarify that the related information is only available through Internet Explorer Browsers.</p>	FIN / IT	Partly Implemented	Finance is including in its p-card training sessions the expectation that departments utilize Citywide and department-specific open purchase orders when applicable and practical. The department is considering incorporating this expectation within its p-card policy or administrative guide. The department has published instructions to help City staff view complete purchase order information on all internet browsers. Target Date: Jun-2020
<p>#19-07 Procurement Cards</p> <p>#08 The Finance Department should develop and implement a process to:</p> <p>a) Annually review and identify high usage vendors; and</p> <p>b) Utilize criteria for establishing business partnerships that provide competitive rates and terms with those vendors.</p>	FIN	Partly Implemented	Finance has established a City vendor relationship with Amazon, and is working on establishing vendor relationships with the other companies identified in the 2019 p-card audit. Once the relationships have been established, Finance will annually review and identify high usage vendors and prioritize additional partnerships, as needed. Target Date: Dec-2020

Report and Recommendations	Dept (s)	Current Status	Comments
<p>#19-07 Procurement Cards</p> <p>#09 PRNS should develop procedures for p-card usage that include:</p> <p>a) A review of p-card usage to reevaluate the operational necessity of individual staff having a p-card and cancel p-cards if not necessary,</p> <p>b) Guidelines to establish the business need for purchases, including for food and beverages used for events or programs,</p> <p>c) Providing expectations for tracking and securing high-value items purchased with p-cards,</p> <p>d) Ensuring staff are using available purchase orders for food and beverage purchases,</p> <p>e) Developing guidelines surrounding the purchase of gift cards that set expectations on dollar limits, usage, and supporting documentation, and</p> <p>f) Ensuring that p-card payments are made in a timely manner.</p>	PRNS	Partly Implemented	<p>a: PRNS completed a review of departmental p-card usage and spending limits, and will next coordinate with its work groups to ensure that the department's p-card exposure is consistent with operational needs and efficiencies.</p> <p>b: PRNS expects to develop guidelines that establish business needs for making p-card purchases, including those related to food and beverages.</p> <p>c: PRNS met with Finance and other departments to identify processes that PRNS can use to develop departmental thresholds for tracking high value assets whose value fall under the \$5,000 Fixed Asset threshold articulated in City Policy Manual Section 5.1.7. However, PRNS was unable to identify such processes. In the meantime, PRNS will continue to use the Fixed Asset threshold to track its assets while it explores developing appropriate department procedures.</p> <p>d: The department has reminded field staff of the need to use existing purchase orders versus p-cards for food and beverage purchases, and plans to draft formal guidelines by June 2020. PRNS is also working with Finance to assess whether it would be more cost effective to purchase food and beverage items through other vendors.</p> <p>e: PRNS, in coordination with the Finance Department as well as the City Attorney's Office, developed guidelines for the purchase of gift cards as part of the department's Clean Slate referral incentive program. The guidelines establish expectation for dollar limits, usage, and supporting documentation, among other items.</p> <p>f: PRNS has had challenges in staffing the position responsible for ensuring timely p-card payments; the position, which is responsible for overseeing approximately 16,000 annual p-card transactions, has turned over three times within the past year. Ensuring timely payments has required staff over-time and additional part-time staff support. Target Date: Jun-2020</p>
<p>#19-08 Street and Utility In-Lieu Fees</p> <p>#01 To ensure decisions during in-lieu fee assessment are transparent, Public Works should develop guidelines for the appropriate documentation of the calculation of in-lieu fees and why a development project did (or did not) get charged an in-lieu fee.</p>	PW	Not Implemented	<p>The Administration reports that staff will draft written guidelines for the appropriate documentation of in-lieu fee calculations in the spring of 2020. Target Date: Jun-2020</p>

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<p>#19-08 Street and Utility In-Lieu Fees</p> <p>#02 To ensure consistent assessment of utility undergrounding in-lieu fees across developments and to make the process more transparent, Public Works should:</p> <p>a) Develop standard procedures for when and how undergrounding in-lieu fees are assessed and provide training to staff on these procedures, and</p> <p>b) Create a digital tool that includes designated utility undergrounding streets and previously paid undergrounding fees.</p>	PW	Partly Implemented	The Administration reports that it has conducted a training on the underground in-lieu program and the process for fee-collection and record-keeping. Training documents include a flowchart, FAQs, and a presentation. The Administration also reports that it has initiated discussions on incorporating undergrounding requirements into the permitting database system. Target Date: Dec-2020
<p>#19-08 Street and Utility In-Lieu Fees</p> <p>#03 To ensure that fee revenues are appropriately spent on intended public improvements, Public Works should:</p> <p>a) Work with program staff in relevant departments to identify which in-lieu fees were collected for public improvements that have been completed, and transfer fee revenues accordingly;</p> <p>b) Going forward, coordinate with program staff when new in-lieu fees are paid to ensure program staff are notified that new revenues are available; and</p> <p>c) Update the annual development in-lieu fee report to accurately describe the identified public improvement for unspent in-lieu fees.</p>	PW	Not Implemented	<p>The Administration reports that Public Works staff have provided Department of Transportation staff with the annual development in-lieu fee report to identify which in-lieu fees were collected for public improvements that have been completed or programmed. Public Works staff will transfer fee revenues accordingly once deemed appropriate. Going forward, the Administration reports that Public Works will coordinate with DOT, on an annual basis, when in-lieu fees have been paid and will update the annual development in-lieu fee report to accurately describe the identified public improvement for unspent in-lieu fees. Target Date: Dec-2020</p> <p>Potential Budget Savings: At the time of the audit, we estimated there were roughly \$810,000 in unspent in-lieu fee revenues for public improvements that had already been completed. Further review of project files could potentially identify additional revenues.</p>
<p>#19-08 Street and Utility In-Lieu Fees</p> <p>#04 To ensure appropriate tracking and use of in-lieu fee payments, Public Works should review the fees in the Depositors Fund to determine whether any monies should be refunded or transferred to other funds.</p>	PW	Partly Implemented	<p>The Administration reports that Public Works staff have begun pulling background information on the fees in the Depositor's Fund for reconciliation. According to Public Works, \$1.9 million in fees have been transferred from the fund to the Department of Transportation to date. Target Date: Jun-2020</p> <p>Potential Budget Savings: At the time of the audit, we noted roughly \$129,000 of in-lieu fee revenues that had been incorrectly deposited in the Depositor's Fund. Further review of project files could potentially identify additional revenues.</p>
<p>#19-08 Street and Utility In-Lieu Fees</p> <p>#05 To ensure that the City's utility undergrounding fee is a fair estimate of the cost of utility undergrounding projects, Public Works should reassess the utility undergrounding in-lieu fee.</p>	PW	Not Implemented	In December 2018, the undergrounding fee was increased to \$515 per linear foot of frontage using the ENR 20-City Average Construction Cost Index, which the City has used annually for a number of years. The Delmas/Park Rule 20B utility undergrounding project will be in construction Summer 2020 and staff has begun design work on the McKee/Jose Figueres Rule 20B utility undergrounding project. Both of these projects are expected to be completed by June of 2021 and the cost data will be used to update the fee. Target Date: Jun-2021

Report and Recommendations	Dept (s)	Current Status	Comments
<p>#19-08 Street and Utility In-Lieu Fees</p> <p>#06 To increase transparency about the 20B undergrounding (in-lieu fee) program, Public Works should provide more realistic timeframes for anticipated full project funding or construction of 20B utility undergrounding projects in annual reports to the City Council. The reports should also more clearly describe the long-term nature of the program. If the City wants to pursue utility undergrounding more aggressively, staff should consider securing additional funding mechanisms.</p>	PW	Not Implemented	The Administration reports that staff have begun updating the report on the 5-Year Utility Undergrounding Workplan and will include more realistic timelines on the projects based on Rule 20A and 20B projected funding. The report is expected to be completed by April 2020. The Administration also reports that preliminary review of the draft Utility Undergrounding GIS map has been completed, so staff is currently updating the map and expects to be completed by June 2020. Target Date: Jun-2020
<p>#19-08 Street and Utility In-Lieu Fees</p> <p>#07 Public Works should establish a process to alert the Office of Economic Development to potential waivers under incentive programs, ensuring developments receiving waivers meet all eligibility criteria (including agreements with the City, as applicable).</p>	PW / OED	Not Implemented	The Administration reports that staff will coordinate with OED to establish a process to alert OED of potential waivers under incentive programs. Target Date: Jun-2020
<p>#19-08 Street and Utility In-Lieu Fees</p> <p>#08 To ensure transparency in the application of economic development incentives, the Administration should take to the City Council a recommendation for the adoption of the industrial incentive criteria for inclusion in the US-101/Oakland/Mabury Transportation Development Policy.</p>	CMO	Implemented	In December 2019, staff included the details of the US 101/Oakland/Mabury TDP incentive program in the annual FY 2018-19 Traffic Impact Fee Report that was accepted by City Council.