

**Performance Assessment and Financial  
Review of the Mayor's Office**

**CITY OF RIVERSIDE, CALIFORNIA**



**June 12, 2017**

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# 1. INTRODUCTIONS AND EXECUTIVE SUMMARY

The Matrix Consulting Group was retained by the City of Riverside to assess the operational and management processes of the Mayor's Office. This study was designed to provide an understanding of the Office's organizational structure, the efficiency and effectiveness of the overall processes and operations, and its compliance with financial regulations. At this concluding point of the study, the project team has assembled this report, which summarizes our findings, conclusions, and recommendations.

## 1. OVERVIEW OF THE STUDY

The City of Riverside has initiated a process through which it will study three different City Departments each year to ensure that those departments are operating in a manner that is operationally efficient and compliant with any applicable regulations. The Mayor's Office is one of the departments that is being assessed as part of the routine evaluation. The Mayor's Office volunteered to be included in the evaluation as part of its commitment to transparency. Operational and financial transactions associated with the Mayor's Office were studied and evaluated to ensure that they are compliant with both city policies and government regulations.

This report provides specific recommendations to improve processes and ensure that services are being provided efficiently and effectively. By conducting this study, the City of Riverside and the Mayor's Office are committed to continuous improvement. Implementing the recommendations contained in this report will aid the City and the Mayor's Office in their ongoing efforts to conduct operations efficiently and effectively.

## 2. STUDY SCOPE AND METHODOLOGIES

In this study, the Matrix Consulting Group's project team utilized a wide variety of data collection and analytical techniques. The project team conducted the following data collection and analytical activities:

- **Developed an in-depth understanding of the key issues impacting the Mayor's Office.** To evaluate the Office's operational duties, the Matrix Consulting Group conducted interviews with all employees within the Office. Interviews focused on the Office's operation, the levels of service provided by each section, and the resources available to provide those services and conduct operations.
- **Developed a 'profile' of the Mayor's Office.** The Matrix Consulting Group conducted interviews with all Mayor's Office staff to document current organization and structure of the Office, types of services offered, etc. This document was utilized as a "base" point of comparison for further analysis and comparison for all recommendations.

- **Identified key strengths and opportunities for improvement.** The best management practices included comparisons to industry standards developed by professional organizations and practices utilized by other public sector entities. The project team focused on best management practices for charter duties, public information, and sister cities programs as the key functional areas for the Mayor's Office.
- **Checked transactions for compliance with City policies and procedures.** The project team evaluated various financial transactions within the Mayor's Office to ensure that appropriate records are kept to ensure compliance with generally accepted accounting principles and applicable statutory and regulatory requirements.
- **Conducted further analysis of issues identified and summarized analysis in the project report.** Based on initial findings, the project team evaluated additional data, analyzed issues, including alternatives to service delivery options. The analysis resulted in recommendations to services that will help the Office and the City of Riverside meet its strategic goals.

The objective of the study was to examine the core services provided by the Mayor's Office and determine the efficiency and effectiveness of service delivery. Additionally, staffing levels and workload analyses were conducted, where possible, to ensure that work was being performed efficiently.

### **3. STRENGTHS AND NOTABLE ACCOMPLISHMENTS**

The Mayor's Office serves a special function in the City as an advocate for residents, and also has specific Charter-mandated tasks. The evaluation of the Mayor's Office found several best practices in overall operations, including:

- A service-oriented office that fields constituent requests via phone, email, social media, and even unplanned in-person visits.
- A staff that supports the Mayor in accomplishing the duties of the office while also supporting numerous community groups and commissions.
- A Sister Cities program that demonstrates many best practices in the industry, with a portfolio of cities on par with many larger cities in California.
- Exhibiting leadership on putting forth City initiatives and policies on a variety of issues.

While there are no significant findings on operational practices or staffing allocations, we have identified several opportunities to fine tune and modify approaches utilized. These are discussed in the following section.

#### 4. OPPORTUNITIES FOR IMPROVEMENT.

The project team has taken all of the recommendations provided in this report and consolidated them into the following table to enable a quick overview.

#	RECOMMENDATION
<b>ADMINISTRATION</b>	
1	The Mayor's Office should have a position of Policy Advisor added to conduct necessary policy analysis.
<b>COMMUNITY RELATIONS / PUBLIC INFORMATION</b>	
2	The Assistants to the Mayor should develop a shared internal document that will identify major constituent relations issues or requested actions, the staff member assigned, and the resolution. There should be a review of this list in regular internal staff meetings to ensure that issues are being resolved in a timely manner and by the appropriate level of staff.
<b>SISTER CITIES</b>	
3	A formal Sister Cities annual report should be developed, laying out strategic priorities and quantifying the accomplishments of the Sister Cities Program and included as part of the recommended biennial Mayor's report.
4	The Sister Cities Program should create performance dashboards that report the Program's progress on its stated goals and objectives.
5	The Sister Cities website should be updated to include additional details about the program and the benefits of the programs. The website should contain information related to participating in, sponsoring, or donating to the Sister Cities Program.
6	The Sister Cities Program should retain its current funding arrangement in the General Fund. Once annual reports and performance dashboards are generated, a cost-benefit analysis can be conducted to determine the need for ongoing taxpayer subsidy for the program.
7	At its current number of cities, the Sister Cities Program should remain with the Mayor's Office.
<b>FINANCIAL COMPLIANCE REVIEW</b>	
8	All staff handling p-card transactions should be trained regarding the requirements of the p-card policy related to eligible transactions, transaction limits and exclusions, and the documentation required for each type of transaction. Additionally, staff should be provided information regarding existing PSA agreements and how to utilize.
9	The City should further review the p-card policy and consider updates and modifications specifically regarding the purchase of food.
10	Once the City's Donation Acceptance Policy is adopted by the City, all Mayor's Office staff should be trained on the policy.

The following chapters provides further detail regarding each of the specific recommendations outlined above.

## **2. PROFILE OF THE OFFICE OF THE MAYOR**

This chapter provides a descriptive profile of the City of Riverside's Office of the Mayor. The purpose of the descriptive profile is to document the project team's understanding of the Office, staff allocation, and principal duties and role of each position. Data contained in the profile were developed based on the work conducted by the project team, including:

- Interviews with all staff;
- Collection of various data regarding workload; and
- Documentation of key practices.

The descriptive profile does not attempt to include every organizational and operational facet of the Office but to provide an overview and to serve as the "base line" or "status quo" against which any recommendations made at the conclusion of the study can be compared to demonstrate the change in organizational structure, staffing or operational practice.

The structure of this descriptive profile is as follows:

- Organizational charts showing all positions and their reporting relationships.
- Summary descriptions of key roles and responsibilities of staff. It should be noted that responsibility descriptions are not intended to be at the "job description" level of detail. Rather, the descriptions are intended to provide the basic nature of each unit and assigned positions including deployment and work schedules, program targets and service descriptions.
- Workload level indicators, as available, are provided.

Information contained in this descriptive profile will be employed in the analysis of issues in the following chapters.

The City of Riverside's City Charter prescribes the role of the Mayor and the duties for the Mayor's Office. These consist of five responsibilities: the Mayor is the presiding officer at City Council meetings but will vote only in a tie-break; the Mayor is the official head of the City for ceremonial purposes; the Mayor has "primary but not exclusive" responsibility for interpreting policies, programs, and needs of the City government to the people, and to communicate major changes; the Mayor advises the City Council on all matters of policy and public relations; and finally the Mayor shall annually deliver a State of the City address.

More broadly speaking, the Mayor's Office is responsible for representing the community and residents of the City of Riverside regionally, nationally, and internationally. The Office works with the City Council to develop public policy related to fulfilling the strategic goals and initiatives identified by residents as priorities, and often works directly with residents to solve local problems.

The Mayor's Office oversees a number of programs in the fulfillment of these goals, as detailed in the points below.

- The Office runs the Sister Cities Program, which encourages cultural exchange, business development, and general cooperation with nine international sister cities.
- The Office oversees several City Commissions, including Human Relations, Model Deaf Community, and Aging.
- The Office conducts business visits.
- The Office coordinates community service and community building events, such as Bike with the Mayor, the Amazing College Race, and the Mayor's Night Out.
- The Office promotes various health programs and initiatives.
- The Office works with local advocacy groups to address their concerns, as well as directly with individual constituents to solve problems or improve the City.

As shown above, the Mayor's Office handles a wide variety of tasks that stem from the Office's explicit responsibilities as laid out in the City Charter. The following sections of this profile provide further detail on the organizational structure and staffing of the Office.

## **1. ORGANIZATIONAL STRUCTURE.**

The following organizational chart summarizes the overall structure of the Mayor's Office.



There are 7.0 FTE staff working in the Mayor's Office, including the Mayor, Chief of Staff, and each position connected to the Chief of Staff by a solid line. There are two additional positions closely connected to the Mayor's Office, but which are not budgeted there. The Nutrition Education Obesity Prevention (NEOP) Program Coordinator is budgeted in Community and Economic Development, and officially reports to that Department's Director. The Public Information Officer position splits time between the City Manager's Office (two-thirds) and the Mayor's Office (one-third), but is budgeted with the City Manager's Office.

## 2. STAFFING ALLOCATION

The table below provides a summary of the staff supporting the Mayor's Office, by function and classification, and also summarizes key roles and responsibilities of each position.

Classification Title	# of Authorized Positions	# of Vacant Positions	Key Roles and Responsibilities
Mayor	1.0	0.0	<ul style="list-style-type: none"> <li>Serves as the official head of the City for events and ceremonial purposes including regional, state, national, and international events.</li> <li>Presides over City Council meetings and votes in the case of tie.</li> <li>Oversees the City's programs broadly and interprets policies and programs for the public.</li> <li>Advises the City council on policy matters and public relations.</li> <li>Delivers the annual State of the City address.</li> <li>Directs priorities to the staff of the Mayor's Office and directly oversees the Chief of Staff.</li> </ul>



Classification Title	# of Authorized Positions	# of Vacant Positions	Key Roles and Responsibilities
Chief of Staff	1.0	0.0	<ul style="list-style-type: none"> <li>• Reports directly to the Mayor.</li> <li>• Oversees the operation of the Mayor's Office including 6.0 FTE direct reports.</li> <li>• Manages sensitive and confidential situations and any high-profile community issues.</li> <li>• Monitors policy developments and advises the Mayor on developments.</li> <li>• Oversees Office budget.</li> <li>• Maintain City Council relationships and oversee various City Commissions overseen by the Office.</li> </ul>
NEOP Program Coordinator	0.0 (Budgeted in Community and Econ. Dev.)	0.0	<ul style="list-style-type: none"> <li>• Reports directly to the Community &amp; Economic Development Director.</li> <li>• Manages the Healthy Cities Program initiative through the Nutrition Education Obesity Prevention (NEOP) Program.</li> <li>• Oversees 1.5 FTE that run and manage the program in the community.</li> <li>• Provides guidance to City staff, Departments, and partnering agencies on the program.</li> <li>• Attends meetings with local partners – school districts and community centers to promote activities related to the grant.</li> <li>• Oversees all fiscal activity related to the grant.</li> <li>• Manages all contracts associated with the grant.</li> </ul>
Public Information Officer / Communications Officer	0.0 (Budgeted in CMO's Office)	0.0	<ul style="list-style-type: none"> <li>• Creates press releases on behalf of the Mayor's Office.</li> <li>• Provides the talking points for the Mayor, including for the annual State of the City address.</li> <li>• Serves as the Mayor's media liaison, coordinating appearances or written materials with the press.</li> <li>• Creates presentation materials for major appearances for the Mayor or Mayor's Office.</li> <li>• Splits time: 2/3 to City Manager's Office and 1/3 to Mayor's Office.</li> </ul>

Classification Title	# of Authorized Positions	# of Vacant Positions	Key Roles and Responsibilities
Assistant to the Mayor (Constituent Relations)	1.0	0.0	<ul style="list-style-type: none"> <li>• Reports directly to Chief of Staff.</li> <li>• Receives and follows up on constituent concerns, requests, and problems.</li> <li>• Meets with residents to address issues and answer questions.</li> <li>• Ensuring that Departments receive constituent issues as necessary.</li> <li>• Hold meetings with neighborhood groups and schools to engage the community.</li> <li>• Staffs the Commission on Aging.</li> <li>• Staffing the Mayor at events.</li> <li>• This position is budgeted under Community Relations in the Adopted Budget.</li> </ul>
Assistant to the Mayor (Community & Neighborhood Groups)	1.0	0.0	<ul style="list-style-type: none"> <li>• Reports directly to Chief of Staff.</li> <li>• Performs outreach to community and neighborhood groups.</li> <li>• Conducts business visits</li> <li>• Provides policy analysis and serves as the marijuana and active transportation lead.</li> <li>• Staffs the Human Relations Commission, Model Deaf Community, Multi-Cultural Forum, and College Forum.</li> <li>• Handles communication from the Mayor's email account and posts to the Mayor's social media.</li> <li>• Supervises the Mayor's Office interns.</li> <li>• Staffing the Mayor at events.</li> <li>• This position is budgeted under Community Relations in the Adopted Budget.</li> </ul>
International Relations Officer	1.0	0.0	<ul style="list-style-type: none"> <li>• Reports directly to the Chief of Staff.</li> <li>• Oversees the City's Sister Cities Program consisting of nine cities internationally.</li> <li>• Liaises with Sister Cities and their delegations that visit the City.</li> <li>• Cultivates cultural programming and exchange locally through Sister Cities.</li> <li>• Encouraged local business development and cooperation through international engagement.</li> <li>• Coordinates annual fundraising for arts benefit and event programs.</li> <li>• Leads economic development efforts.</li> </ul>

Classification Title	# of Authorized Positions	# of Vacant Positions	Key Roles and Responsibilities
Administrative Assistant to the Mayor	1.0	0.0	<ul style="list-style-type: none"> <li>• Manages the Mayor's day-to-day schedule and sets up large group scheduling.</li> <li>• Runs AP and AR for the office, including event costs, daily bills, subscriptions and seminars.</li> <li>• Tracks all Mayor's schedule requests and correspondence and works with the Chief of Staff to prioritize attendance.</li> <li>• Prepares the Mayor's weekly packet detailing each event and providing background information.</li> <li>• Aids with the issuance of Certificates and Proclamations on behalf of the Mayor's Office.</li> <li>• Performs office payroll and budget support.</li> </ul>
Sr. Office Specialist	1.0	0.0	<ul style="list-style-type: none"> <li>• Greets visitors and directs phone calls to the Mayor's Office.</li> <li>• Receive, log, and appropriately direct complaints made about City operation, action, or policy.</li> <li>• Process and track requests for Certifications and Proclamations.</li> <li>• Write correspondence on behalf of the Mayor, including thank you cards, letters of recommendation or general recognition.</li> <li>• Provides event support and planning.</li> <li>• Provides general clerical support including meeting minutes and the Mayor's mass email.</li> </ul>
<b>Total Staff</b>	<b>7.0</b>	<b>0.0</b>	

### 3. BEST MANAGEMENT PRACTICES ASSESSMENT

As part of the analysis of the Mayor's Office, the Matrix Consulting Group project team utilized a wide variety of data collection and analytical techniques to compare the Office's current services with measures of effective organizations based on industry standards. The measures utilized have been derived from the project team's collective experience and represent the following ways to identify improvement opportunities:

- Statements of "effective practices" based on the study team's experience in evaluating operations in other cities or "standards" of the services from other organizations.
- Other statements of "effective practices" or "performance targets" based upon consensus standards or performance goals derived from national or international professional service organizations.
- Identification of whether and how the Office meets these performance targets.

The purpose of this assessment is to develop an initial overall assessment of the department and to identify any opportunities for efficiency and cost savings. The assessment is presented in the matrix format with the performance target in the left-hand column, whether the Department meets the target in the second column (thus representing a 'strength'), and potential improvement opportunities in the far-right column. Following the matrix are summary conclusions arising from this assessment.

Performance Target	Strengths	Improvement Opportunities
<b>Administration and Management</b>		
The duties of the Mayor's Office are clearly defined in the City's Charter and the Mayor's Office currently functions as limited by that definition.	The City Charter defines the duties of the Mayor and the Office functions within that definition.	
The duties of the Mayor are clearly delineated from the duties of the City Council.	The Mayor's role is distinctly defined from the City Council in the City Charter.	Some functions are not clearly defined by Charter, such as "primary but not exclusive" responsibility for interpreting policies, programs, and needs.
The duties of the Mayor are clearly delineated from the duties of the City Manager.	The Mayor's role is distinctly defined from the role of the City Manager. Co-location of the Mayor's and City Manager's Offices enhances communication on critical issues.	

Performance Target	Strengths	Improvement Opportunities
There is sufficient staff in the Office to fulfill the duties required in the City Charter.	Duties such as community relations are difficult to quantify in terms of required staffing allocations and are dependent upon the level of services desired to be provided. Services are being covered with the exception of those noted in the next section related to policy advice.	Duties provided by the Charter relating to advising the City Council "on all matter of policy and public relations" is broadly defined. Opportunities exist to leverage analytical capabilities of the City Manager's Office to support the efforts of the Office of the Mayor.
Job descriptions of staff appropriately reflect their actual functions.	Job descriptions for the Office are generally appropriate.	
There is a formal document or strategic plan that states the goals of the Mayor's Office each year, and the document is shared with the public. The plan also reports the previous year's success in meeting the previous year's goals.	The Mayor's strategic priorities are stated on the Office's website and are expressed in the State of the City address.  The annual budget also lists objectives, completion status, and challenges to implementation.	
The strategic plan document is subdivided into measurable objectives with clear responsibility delegated to staff members.	This is accomplished as part of Riverside 2.0 for the entire City.	
There are frequent meetings to ensure that objectives are being met.	There are regular scheduled meetings between the staff, Chief of Staff, and Mayor to ensure ongoing monitoring of issues and objectives.	
Critical initiatives and staff objectives are tracked and reported to the Mayor in the form of performance dashboards.	These are clearly communicated to all staff in the Office.	The Office does not use performance dashboards to track progress on major objectives or initiatives.
The Office has sufficient policy and procedures, where practical, and a manual that is routinely and frequently updated	The Office has policy and procedure for events, certifications and proclamations, and scheduling.	Other policy guidance that may be needed is city-wide in nature and should be addressed in that manner.
The Mayor's schedule is forecasted on a weekly and monthly basis and includes elements for event and travel time.	The Mayor's schedule is forecasted regularly including in a weekly packet provided to the Mayor.	

Performance Target	Strengths	Improvement Opportunities
The Mayor is adequately prepared for events with background information, talking points, and handlers as necessary.	The Mayor's weekly packet provides information for all scheduled events.	
The Office provides internship opportunities for local youth and leverages their participation for reduced budget expenditure.	The Office has multiple interns that are involved in daily work.  One intern position is paid.	Implement a robust citywide internship program with consistent compensation.
The Office partners with local colleges and universities to provide cost-free studies or analysis of programs or initiatives.	The Office has partnered with local institutions of higher education to gain analysis or studies of programs or initiatives where feasible and appropriate.	
<b>Community Relations</b>		
The Mayor's Office is responsive to the concerns and issues brought by the public, both on a citywide and individual level.	The Mayor's Office has designated community relations staff to deal with the concerns of individual constituents.  The Mayor and his staff coordinate or lead multiple commissions, committees, and forums to solicit information from the community.	
The Office works with other agencies in the City, County and State to develop partnerships and cooperation.	The Office leverages private and nonprofit funding for special initiatives, such as its veteran's homelessness and entrepreneurial culture initiatives.  The Mayor regularly attends regional, state, and national events to foster partnerships and cooperation including the Riverside County Transportation Commission and the Southern California Association of Governments.	
Contact information for the Office is easily found online and can be accomplished through multiple channels including social media.	The Mayor's website provides phone, email, office hours and location, and links to Twitter, Instagram, and Facebook.	

Performance Target	Strengths	Improvement Opportunities
Where practical, workload is tracked and monitored.	Workload for tangible items such as certifications and proclamations is tracked. Some staff track their workload individually.	
The Mayor's Office spearheads community events that are tailored to the needs and desires of the local community.	The Mayor's Office leads numerous events throughout the year including the Amazing College Race and the Mayor's Night Out.	
<b>Public Information / Communications</b>		
An effective community outreach effort is undertaken to keep the public informed of major activities occurring with the City regarding services, budget issues, and solicit input from residents.	The Office communicates with residents through press releases, traditional media and social media. This function is coordinated through a Communications Officer position.	
The City speaks with "one voice" when informing the public and media.	With a single shared Communications Officer position between the City Manager's Office and the Mayor's Office, there is coordination of message on major developments.	
Public Information Officers are trained in effective communications techniques and in media relations.	The Communications Officer is trained and has extensive experience in media relations.	
<b>Sister Cities</b>		
The Sister Cities Program encourages initiatives that bring cultural value to Riverside.	<p>The City hosts approximately seven formal delegations from sister cities each year and hosts events for cultural exchange.</p> <p>The program helps coordinate student exchanges of both high school and college students.</p>	
The Sister Cities Program encourages initiatives that bring economic value to Riverside.	The Sister Cities Program has been leveraged to increase Riverside's visibility to international businesses, such as the recent addition of SunSpark Technology.	

Performance Target	Strengths	Improvement Opportunities
The Sister Cities Program encourages initiatives that bring educational value to Riverside.	<p>The Sister Cities Program coordinates educational opportunities for students and collaboration on specific projects, such as the UCR-CoP Program.</p> <p>The Mayor's Office also features an "International Student Friendly" website that provides information for visiting students and scholars to attract educational value to Riverside.</p>	
The cultural, economic, and educational benefits of the Sister Cities Program are regularly and periodically reported to the community.	Accomplishments of the Sister Cities Program are announced in press releases and on the Mayor's website. A five-year report is developed.	There is not a formal report describing and quantifying the accomplishments of the office each year.
The benefits and initiatives of the Sister Cities Program are prominently displayed on the Sister Cities website.		The benefits of the Sister Cities Program are broadly stated on the website but not comprehensively described or quantified.
The Sister Cities Program is appropriately placed within the organizational structure of the City.	<p>According to Sister Cities International, Mayor or City Council agreement to run a program is critical to its success.</p> <p>Visiting delegations also value access to a known office that is recognizable.</p>	
Riverside is an active participant in Sister Cities International.	The International Relations Officer is a member of Sister Cities International and has served on the Board of Directors for the Organization.	
Riverside and its sister cities are listed in Sister Cities International's Directory.	Riverside and its nine sister cities are comprehensively listed in the directory.	
The Sister Cities Program has a website that prominently features information about sister cities.	The program has website blurbs for each sister city and the history of the relationship with that city.	The Sister City website does not provide information for individuals who may want to get involved in Sister Cities Programs or travel to sister cities.



Performance Target	Strengths	Improvement Opportunities
The Sister Cities Program leverages private and nonprofit funds to reduce its impact on the City Budget.	<p>The Sister Cities Program leverages private and nonprofit funding, including a \$150,000 arts fund.</p> <p>Non-salary operational costs of the Program were budgeted at \$23,500 in FY 2016-17, a 6% reduction from the previous year.</p>	
The Sister Cities Program has strong institutional support / endorsement from the City (not only financial).	The Sister Cities Program is one of the oldest such programs in the nation. The Mayor has expressed strong commitment to the program.	

As shown in the matrix, the Mayor's Office meets many performance targets and best practices that enable it to serve Riverside's community. Of particular strength are the numerous community events spearheaded by the office, the tasking of staff to local Commissions and Committees to ensure an ongoing ability to address special concerns, and a Sister Cities Program that includes nine international cities. There are opportunities for improvement, including:

- Better use of performance monitoring such as dashboards of quantifiable metrics to provide ongoing information regarding the status of major objectives and initiatives
- Increased partnership with higher-education institutions to analyze or study Office initiatives, leveraging no-cost studies with the combined benefit of hands-on experience for students
- Increased quantification and reporting of Sister Cities Programs and benefits to demonstrate the value of a successful program.

Overall, the Mayor's Office accomplishes a lot for the City given its resource levels. While the Office oversees numerous programs and initiatives, it could improve its ability to report on its activities and accomplishments, although this may be a difficult task given the immeasurable nature of many functions within the Mayor's duties. Additional opportunities for efficiency may be achieved in the Office of the Mayor with improvements in and implementation of other City-wide initiatives (i.e. – new policies and procedures, technology enhancements, website updates, etc.).

## 4. ANALYSIS OF THE MAYOR'S OFFICE

This chapter focuses on analyzing the strengths and issues identified regarding the operations of the Mayor's Office. As part of the evaluation process, there will be a focus on identifying issues and providing recommendations, including alternatives to the current operational system, and modifications to processes.

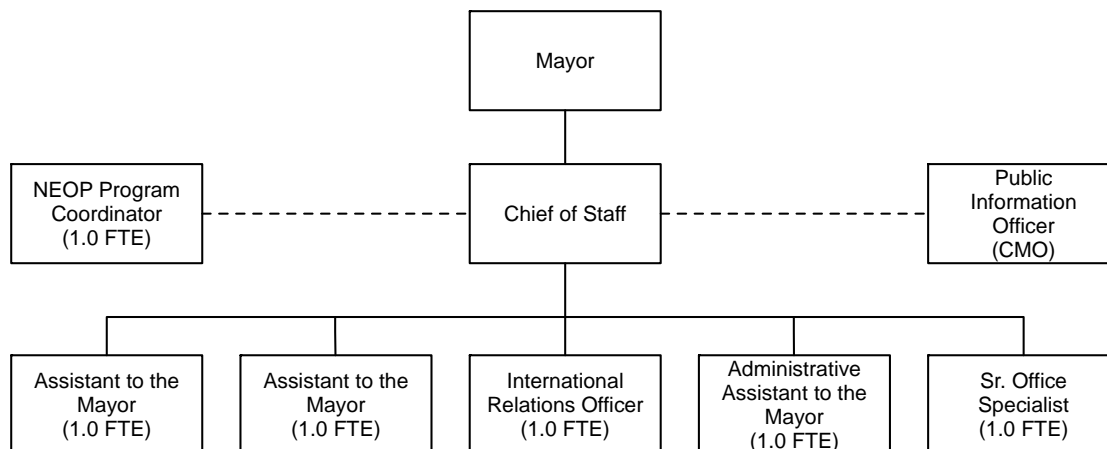
As fully detailed in the profile sections of this report, the Mayor's Office handles a variety of duties with its staff, and as noted in the best practices assessment, the Office meets many of the standards of a best-practices organization. The Office is responsive to constituents through multiple platforms (including in person) and provides ongoing support to numerous committees and initiatives that serve the public interest.

The Mayor's Office is funded primarily by the City of Riverside General Fund - other than relatively small programmatic donations, which will be further discussed in the Compliance Audit section of this report.

The staff of the Mayor's Office work very closely together and are highly cross-functional. For purposes of analysis, however, this report is divided into three sections that roughly divide staff into functional categories: (1) General Administration and Management, (2) Community Relations and Public Information, and (3) Sister Cities Program.

### 1. ANALYSIS OF GENERAL ADMINISTRATION AND MANAGEMENT

General Administration and Management include functions related to the actions and duties of the Mayor, support for those duties, and general management of staff in the office. This section includes the Mayor, the Chief of Staff, the Administrative Assistant to the Mayor, and the Senior Office Specialist, as shown in the organizational chart below.



The duties of the Mayor's Office in the City of Riverside are clearly stated in Section 405 of the City's Charter, which is included in Exhibit 1 at the end of this section. The Charter lays out five duties for the Mayor, described in the points below:

- The Mayor shall be the presiding officer at all meetings of the City Council and shall have a voice in all its proceedings but shall not vote except to break a City Council tie-vote which exists for any cause.
- The Mayor shall be the official head of the City for all ceremonial purposes.
- The Mayor shall have the primary but not exclusive responsibility for interpreting the policies, programs and needs of the City government to the people, and of informing the people of any major change in policy or program.
- The Mayor shall advise the City Council on all matters of policy and public relations and perform such other duties as may be prescribed by this Charter.
- During the months of January or February, the Mayor shall deliver a State of the City message at any location within the City that the Mayor deems appropriate at which the Mayor will present the Mayor's programs, objectives and priorities.
- Section 412 of the Charter further enables the Mayor "to administer oaths and affirmations in any investigation or proceeding pending before the City Council."

Of the duties detailed above, some are diffuse or somewhat ambiguous (such as "primary but not exclusive responsibility" for interpreting policies and programs) or are clearly met (such as ceremonial head or delivering the State of the City). However, the duty to advise City Council on all matters of policy and public relations is an affirmative duty ("shall") that is also somewhat ambiguously defined.

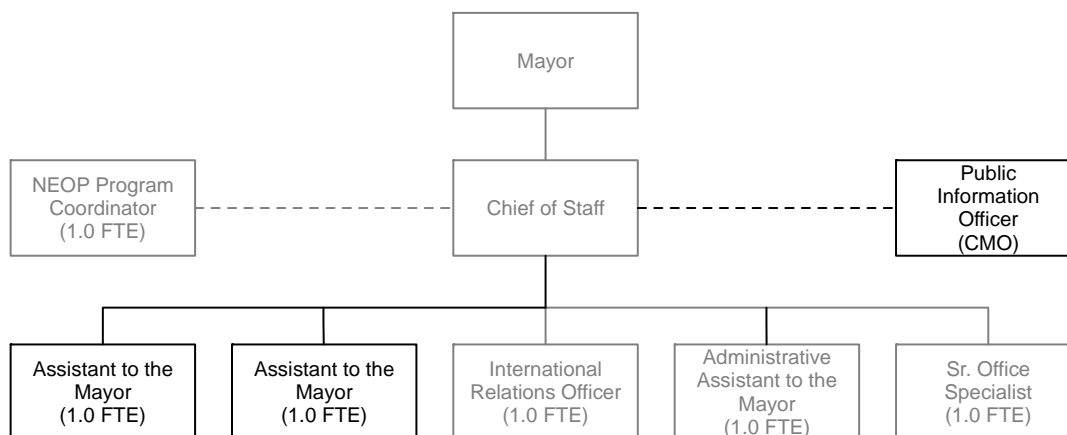
Advising on matters of "public relations" could be considered to be partially met by the Public Information Officer position, which is shared with the City Manager's Office and occasionally, though rarely, works with Council offices regarding public relations. With regard to advising on policy, however, the Mayor's Office currently does not perform this at the level desired by the Office. One Assistant to the Mayor position and Chief of Staff position perform some policy analysis, but it is a small component of their overall time, and there is no reporting relationship to Council regarding the analysis.

Based on the analysis of workload gathered during interviews with staff and the best practices assessment performed, there is not currently capacity in the Mayor's Office to perform this duty. Therefore, a position of Policy Advisor is recommended to be added to the Mayor's Office staff to handle all necessary citywide policy analysis.

***Recommendation #1: The Mayor's Office should have a position of Policy Advisor added to conduct necessary policy analysis.***

## 2. COMMUNITY RELATIONS / PUBLIC INFORMATION OFFICE

Community Relations and the Public Information Office include functions related to constituent relations, public outreach, and media relations handled by the Mayor's Office. This section includes two Assistants to the Mayor and the Public Information Officer position as shown in the organizational chart below.



### (2.1) Community Relations Analysis

While many of the duties of the Mayor's Office are not tangible or easily tracked, the Mayor's Office does employ workload tracking in some areas. Certificates or proclamations requested by citizens for ceremonial purposes, for example, are entered into a spreadsheet for progress tracking between staff. In addition, some staff provide weekly reports of accomplishments in order to keep the Chief of Staff apprised of their workload. Constituent relations, however, is a critical task within the office that goes largely untracked.

Constituent relations is a sub-function of Community Relations, and includes a variety of tasks, including receiving visitors to the office, taking complaints over the phone or email, and contacting people or departments in order to get constituent problems or complaints resolved. These tasks can be performed at any level within the Mayor's Office: the Senior Office Specialist receives visitors to the Office and often directs callers to the appropriate source for information; Assistants to the Mayor work more in-depth with constituents, such as resolving complaints within the city or working with community groups; even the Chief of Staff or Mayor will get involved with high-profile constituent relations issues. For the most part, however, the primary positions designated for constituent relations are the Assistants to the Mayor.

Currently, workload tracking related to constituent relations is not tracked in a formal or centralized way. Because constituent relations tasks can come to the Office in a number of different ways and through any staff member, it is critical that these tasks

be centrally tracked, monitored, and assigned to staff for resolution. Tracking can be handled with a simple cloud-based spreadsheet that allows any member of the Mayor's staff to enter contact information and relevant details regarding the issue.

This kind of workload tracking should be used with any constituent relations item that comes to the Mayor's Office and requires direct follow-up with the constituent or requires action to be performed by a member of the Mayor's staff. Critical components that the tracking sheet should include are (1) the staff member the task is assigned to ensure clear responsibility, (2) the action requested or issue to be resolved, and (3) timeline components such as "to be completed by" and "follow-up" to ensure the item was sufficiently addressed. The table below provides a sample constituent relations tracking sheet with additional fields that are recommended.

Tasked to:	Name	Contact	Action Requested/ Issue	Referred	Action/ Resolution	To Be Completed by Date:	Follow-Up Date	Actual Completion Date
Staff Name	Constituent name	Address, phone, email	Detailed description of problem	If requires referral, to whom	Detailed description of resolution	Projection of completion	Follow-up if appropriate	Date of completion

This kind of tracking is essential to ensuring that issues are adequately distributed and resolved by Mayor's Office staff. In addition, this document will provide some analytical ability to staff of what issues are being experienced in the community, and what issues or constituents are having repeated entries. All members of the staff should have access to this document and should enter issues that will require an action or follow-up, even if the action will be assigned to someone else. At periodic staff meetings, all issues should be tasked to a member of the staff, a completion date should be assigned, and a review of completed or due tasks should be done.

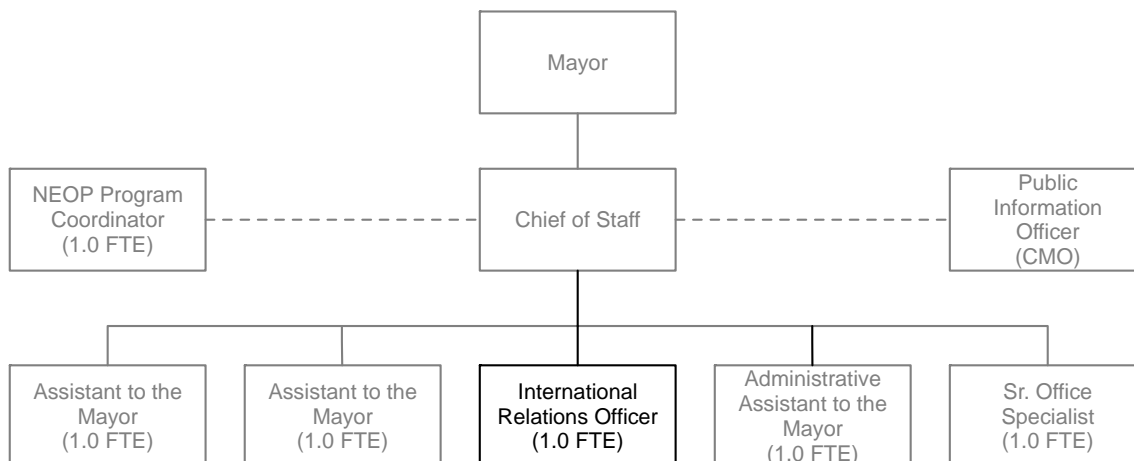
Based on the best practices assessment and the size of similarly structured Mayor's Offices, the City of Riverside appears adequately staffed for constituent relations at its current level. However, without a centralized constituent tracking document, formal workload analysis to determine the adequacy of current staffing is not possible. In the future, this constituent relations document can be used to track workload by staff member to demonstrate the need for additional staff if necessary.

***Recommendation #2: The Assistants to the Mayor should develop a shared internal document that will identify major constituent relations issues or requested actions, the staff member assigned, and the resolution. There should be a review of this list in regular internal staff meetings to ensure that issues are being resolved in a timely manner and by the appropriate level of staff.***

### 3. ANALYSIS OF SISTER CITIES

The Sister Cities Program is run from the Mayor's Office and maintains partnerships with nine cities around the world. The program is also supported by the

International Relations Council of Riverside, a nonprofit organization that helps support the relationships. This section is staffed by one position in the Mayor's Office, the International Relations Officer.



### (3.1) Strategic Analysis

Similar to the Mayor's Office as a whole, while the Sister Cities Program does many things that benefit the local community, it does not clearly articulate these benefits to the community in a comprehensive and centralized way. What information the community might receive regarding the program comes in one-off press releases or in the one related objective listed in the Adopted Budget. Additionally, the Office does a report every five years on the program.

In order to adequately communicate the benefits of the Sister Cities Program to the public, a more frequent reporting document should be created for the program. This document should be part of the recommended Mayor's biennial report, and focused on documenting the changes, accomplishments, and performance of the program. The Sister Cities report can cross-utilize many of the metrics developed as part of the performance metrics in the biennial report in order to reduce data collection efforts, but it should have its own independent goals and objectives that describe the strategic vision for the program.

The following table provides one format for consideration to link goals, objectives and performance measures for the program.

	Biennial Report	Goals	Objectives	Measures
<b>Purpose</b>	Overall multi-year vision for the Sister Cities Program.	Multiple elements that will holistically achieve vision.	Actual deliverables with established goals.	Quantifiable metrics that demonstrate movement towards objectives.

	Biennial Report	Goals	Objectives	Measures
<b>Time Window</b>	2-year scope; updated annually.	Updated annually.	Updated annually.	Monitored on ongoing basis.
<b>Example</b>	Make Riverside a premier destination for international students.	Ensure that Riverside is a welcoming community for international visitors.	Increase community integration through host family arrangements through sister cities.	Number of host family arrangements; percentage of students electing for host family.

The report for the Sister Cities Program should have 6-8 major goals stated, with objectives that demonstrate achievement for each of the goals. Quantifiable measures should be created that will demonstrate performance towards the stated goals. These metrics should be reported publicly online on the Sister Cities tab of the Mayor's website in the form of performance dashboards. Where possible, graphical presentations of data should be used to easily convey to the public progress towards strategic goals.

It is critical that the Sister Cities Program demonstrate its value to the public. International goodwill programs can often seem somewhat nebulous to the general public unless they demonstrate tangible value. This annual report is the program's opportunity to articulate its value to the public, thereby ensuring ongoing support and success.

***Recommendation #3: A formal Sister Cities annual report should be developed, laying out strategic priorities and quantifying the accomplishments of the Sister Cities Program and included as part of the recommended biennial Mayor's report.***

**Recommendation #4: The Sister Cities Program should create performance dashboards that report the Program's progress on its stated goals and objectives.**

### **(3.2) Increased Access to Information**

The Sister Cities tab on the Mayor's website features all nine sister cities, with a short paragraph that describes the history of the relationship with that city and some information about it and its connection to Riverside. The site also features links to other related organizations, such as the Sister Cities International organization.

The website is missing an opportunity, however, to present more detailed information about itself, its sister cities, and upcoming events that might have a tie-in to the program. For example, the Riverside International Film Festival is not featured on the sister cities website, but the Festival will feature one film from China and one from South Korea, both of which have sister cities with Riverside. The website could also feature more detailed information about the cities, such as a maps or information about the countries they are in. As an illustrative example of the amount of information that could be provided, the City of Chicago's sister city page for Kyiv, Ukraine is presented in

Exhibit 2 at the conclusion of this section. The page has photos, a map, information about the city, local weather, and, importantly, upcoming events that have a connection to the city or its local organizing committee.

The website should also feature ways for citizens to get involved in the Sister Cities Program. Currently, the site does not offer volunteer, sponsorship, or donation information for potentially interested constituents. Recruiting volunteers to help with various aspects of the program could help with many of the efforts recommended as part of this report, such as updating community calendars with a sister cities tie-in.

It is understood that website enhancements will take time and resources. As part of the City Manager's Office assessment, an additional position was recommended to provide resources to support other Offices and Departments in completing these types of activities in a timely manner.

**Recommendation #5: The Sister Cities website should be updated to include additional details about the program and the benefits of the programs. The website should contain information related to participating in, sponsoring, or donating to the Sister Cities Program.**

### (3.3) Financial and Organizational Analysis

With only one staff position and relatively little ongoing expense, the Sister Cities program makes up a very small percentage of the City of Riverside's total discretionary spending, and a minority of the Office of the Mayor's spending. Non-personnel costs for the program were budgeted at \$23,500 in FY 2016-17. Including personnel costs, the total annual cost for the program is approximately \$144,500. The following table shows these costs as a percentage of the Mayor's budget and General Fund overall.

Sister Cities Program Budget Requirement	2015-16 Budget	2016-17 Budget	2017-18 Budget
Non-Personnel Expenses	\$25,000	\$23,500	\$23,500
<b>Total Program Cost (Approx.)</b>	<b>\$144,000</b>	<b>\$144,500</b>	<b>\$146,500</b>
Mayor's Office Budget	\$868,366	\$794,653	\$822,056
<b>Percentage of Mayor's Office</b>	<b>16.6%</b>	<b>18.2%</b>	<b>17.8%</b>
General Fund Total	\$262,325,775	\$277,350,449	\$280,965,952
<b>Percentage of General Fund</b>	<b>0.05%</b>	<b>0.05%</b>	<b>0.05%</b>

While these figures show that the Sister Cities program is a small part of overall spending, the critical measure of the program is whether it generates greater benefits for the City than the costs shown above. While many of the benefits of the program are not directly tangible, such as international goodwill, other benefits are more quantifiable. With the production of an annual report as recommended in the previous recommendation, these quantifiable benefits should become clearer and readily understandable. Moving forward, these performance metrics and quantifiable results should be used to more comprehensively evaluate the costs and benefits of the Sister Cities Program. Tangible economic benefits can be measured through international



companies that host events or move operations to Riverside, students who come to Riverside to study, or even small delegations that visit the City and spend money at local businesses.

One important element to note regarding the sister cities program is its placement within the Mayor's Office. A review of cities with sister city programs shows a mix of arrangements between the Mayor's Office and an economic development agency.

The benefit of placing a sister cities program in an economic development agency is the ability to leverage the resources of a larger organization for marketing, analyses, and active programming within the program. However, economic development agencies tend to be less focused on the intangible aspects of international relations and are less nimble than a small operation like a Mayor's Office. It is also worth noting the benefit of allowing international delegations to work directly with the Mayor's Office, which lends importance and gravity to visits.

The City of Riverside currently has nine sister cities that it actively engages with. The following table shows a sample of ten California cities with a population comparable to Riverside and the number of sister cities that each has.

City (by Population)	Number of Sister Cities
Sacramento	8
Long Beach	10
Oakland	9
Bakersfield	7
Anaheim	3
Santa Ana	0
Riverside	9
Stockton	7
Chula Vista	3
Irvine	3
Fremont	2
<b>Average</b>	<b>5.5</b>

As shown in the table, Riverside is tied for the second-most sister cities in the sample, second to only to Long Beach and tied with Oakland – both cities with approximately 100,000 more residents than Riverside. Riverside is 4.5 cities above the sample average.

The Sisters Cities program in the Mayor's Office is at maximum capacity for number of cities at its current staffing level. However, there is no clear need for additional sister cities, given Riverside's number of sister cities compared to its peers. Moreover, adding more cities, even with additional resources dedicated to the program, would add only marginal value beyond the relationships already created.

With less than \$25,000 in non-personnel spending, there is not an immediate resource-based need for moving the program out of the Mayor's Office; and as a best-practice City among its peers, there is also not a pressing need to add additional cities to the program. The Sister Cities program should therefore remain in the Mayor's Office at approximately its current General Fund expenditure level. Further cost-benefit analysis should be undertaken as the Program develops quantifiable metrics that can demonstrate tangible benefit.

***Recommendation #6: The Sister Cities program should retain its current funding arrangement in the General Fund. Once annual reports and performance dashboards are generated, a cost-benefit analysis can be conducted to determine the need for ongoing taxpayer subsidy for the program.***

***Recommendation #7: At its current number of cities, the Sister Cities program should remain with the Mayor's Office.***

**Exhibit 1**

**Sections 405 and 412 (Duties and Powers of the Mayor)**  
**Riverside City Charter**

**Sec. 405. Duties of Mayor; Mayor Pro Tempore; Council tie--Mayor's vote.**

The Mayor shall be the presiding officer at all meetings of the City Council and shall have a voice in all its proceedings but shall not vote except to break a City Council tie-vote which exists for any cause. The Mayor shall be the official head of the City for all ceremonial purposes. The Mayor shall have the primary but not exclusive responsibility for interpreting the policies, programs and needs of the City government to the people, and of informing the people of any major change in policy or program. The Mayor shall advise the City Council on all matters of policy and public relations and perform such other duties as may be prescribed by this Charter. During the months of January or February, the Mayor shall deliver a State of the City message at any location within the City that the Mayor deems appropriate at which the Mayor will present the Mayor's programs, objectives and priorities.

The City Council shall designate one of its members as Mayor Pro Tempore, who shall serve in such capacity at the pleasure of the City Council. In the absence of the Mayor, the Mayor Pro Tempore shall assume the duties of the Mayor. The Mayor Pro Tempore shall conduct the Council meetings and shall vote only as a member of the Council, not as Mayor Pro Tempore. In the event of a tie vote, the Mayor Pro Tempore shall not have a tie-breaking vote and Council vote shall be recorded as a negative or "nay" vote. With regards to the veto power, the Mayor Pro Tempore shall not have the power to veto acts of the City Council.

Notwithstanding any other provisions of this Charter, when a tie-vote exists for any cause, in order to break that tie, the Mayor shall have the same voting right as a member of the City Council for or against the item before the City Council. The Mayor's vote shall be deemed a City Council member's vote for all purposes, including the introduction or adoption of both ordinances and resolutions. (Effective 12/27/1995 and 12/11/1986)


**Sec. 412. Powers of Council and Mayor; additional.**

The City Council shall judge the qualifications of its members as set forth by the Charter. It shall judge all election returns. It may establish, and uniformly apply rules for the conduct of its proceedings and evict any member or other person for disorderly conduct at any of its meetings.


The Mayor and each member of the City Council shall have the power to administer oaths and affirmations in any investigation or proceeding pending before the City Council. The City Council shall have the power and authority to compel the attendance of witnesses, to examine them under oath and to compel the production of evidence before it. Subpoenas shall be issued in the name of the City and be attested by the City Clerk. Disobedience of such subpoenas, or the refusal to testify (upon other than constitutional grounds), shall constitute a misdemeanor, and shall be punishable in the same manner as violations of this Charter are punishable.

All votes of the City Council shall be by recorded call vote and entered in the minutes of the meeting.

## Exhibit 2 City of Chicago's Sister City Website for Kyiv, Ukraine




### Kyiv, Ukraine



ЛАСКАВО ПРОСИМО  
Welcome

Sister City since 1991

### Kyiv Committee Activities



**KYIV EVENTS**  
[View Galleries](#)


**Leadership:**  
Committee Chair: Vera Eliashevsky

[Kyiv Committee Information](#)

**Upcoming Events** [View All](#)

**27 MAY** Kyiv Committee at 2017 Soldier Field 10 Mile Run  
Soldier Field, Chicago  
07:00 AM

**Recent News** [View All](#)




**Sister Cities Mayors and Leaders Visit Chicago**

Mayors and government leaders from Chicago's sister cities are currently in Chicago as part of the Chicago Forum on Global Cities, including Leader of Birmingham City Council John Clancy (Birmingham, United Kingdom); Mayor Frank Fahy (Galway, Ireland); State Minister for Urban Development and Housing Dr. Dorothee Stapelfeldt (Hamburg, Germany); Mayor Vitaly Klitschko (Kyiv, Ukraine); and Mayor Hanna...

### Kyiv Information

[« Kyiv City Page](#)

### Flag of Ukraine



The flag of Ukraine is a blue and golden yellow horizontal bicolor that was officially adopted in 1992.

### Current Weather

Kyiv, Ukraine  
April 15, 2017, 9:13 am  
Mostly cloudy  
41°F

### City Facts

- Mayor: Vitaliy Klitschko
- Population: 2,797,553
- Area: 324 square miles
- Density: 8540 people per square mile
- Climate: Humid continental
- Industries: Machinery, construction, chemicals, agriculture (grain production) and textiles.

### Resources

- [City of Kyiv](#)
- [US Consulate in Kyiv](#)

## **5. SUMMARY OF THE FINANCIAL REVIEW**

As part of this engagement, the Matrix Consulting Group performed an audit of financial transactions within the Mayor's Office. These transactions included requests for payments, purchase orders, journal entries, travel & meeting reimbursements, and p-card transactions. The audit was conducted for transactions occurring in Fiscal Years 2013-14, 2014-15 and 2015-16. The detailed transaction review of this compliance audit is attached in Appendices A - E. Please note that the Matrix Consulting Group is not providing an audit opinion on the financial statements in relation to the assessment on non-personnel expenditures.

The compliance review found no major irregularities in the financial transactions, however, some transactions were not in full compliance with existing policies and procedures. It is also important to note that there have been financial policy changes during the three different fiscal years that were evaluated, and all transactions were evaluated based upon the policies that were in place at the time of the transaction. It should be noted that many changes in staffing within the Mayor's Office have occurred since these time periods and deficiencies are not necessary related to existing staff members.

### **1. AUDIT OF REQUEST FOR PAYMENTS**

The compliance audit reviewed a total of 60 request for payments (RFP) transactions for the three fiscal years, there were 21 financial transactions in FY13-14, 23 in FY14-15, and 16 in FY15-16. The project team found an overall compliance rate of 100% for each year.

One issue identified was the use of the Request For Payments (RFPs) for Rise Interpreting, Inc. While an appropriate category, the City already has an established citywide purchase order with this vendor but it was not highly publicized. If the Mayor's Office had been aware of this purchase order, it should have been utilized for these services. The detailed results of the compliance audit are shown in Appendix A.

### **2. AUDIT OF PURCHASE ORDERS**

The compliance audit reviewed a total of 1 purchase order over the three-year fiscal period for FY13-14. The audit found no irregularities and a 100% compliance rate. The detailed results of the compliance audit for Purchase Orders is shown in Appendix B.

### **3. AUDIT OF JOURNAL ENTRIES**

The compliance audit reviewed a total of 12 journal entries over the past three fiscal years, with 2 from FY13-14, 5 from FY14-15, and 5 from FY15-16. The project team found a compliance rate of 92% overall, with a passing rate of 100% in FY13-14, 100% in FY14-15, and 80% in FY15-16. The project team primarily reviewed these

journal entries to make sure that they matched the transactional amounts coded to the Mayor's Office, and that there was appropriate and matching supporting documentation for those transactional amounts. The only minor issue identified was a \$ .56 discrepancy on one payment. The detailed results of the compliance audit are shown in Appendix C.

#### **4. AUDIT OF TRAVEL & MEETING REIMBURSEMENTS**

As part of the compliance audit the project team also reviewed financial transactions related to travel & meeting reimbursements. These reimbursements occurred through payroll processing. The project team reviewed a total of 17 transactions over the three fiscal years, with 6 in FY13-14, 6 in FY14-15, and 5 in FY15-16. The project team reviewed these reimbursements for compliance against the Travel & Meeting Reimbursement policy, which requires the use of a Statement of Expense Form. The form must be signed, the receipts attached, and where necessary a cash advance form is also completed.

The results of the audit showed a 94% passing rate overall for the reimbursements, with 100% passing in FY13-14, 83% passing in FY14-15, and 100% in FY15-16. The only issue identified as out of compliance was one mileage reimbursement that was off by \$ .59. The full details of the results of the audit are shown in Appendix D.

#### **6. AUDIT OF P-CARDS**

The project team randomly selected p-card transactions from the complete listing of p-card transactions provided by the City for the three years under review. The team reviewed 48 separate transactions out of the total 80 transactions conducted in that three-year period. This represents 60% of the total p-card transactions for the Mayor's Office. While generally, the p-card transactions were conducted in compliance with the p-card policy, there were several deviations noted in 13 of the transactions (or 27% of the transactions sampled). The key issues identified included:

- Failure of cardholder to reconcile the card statement to the receipts within the required 10 days,
- Lack of signatures by cardholder and/or approving manager on statement showing reconciliation,
- No roster of attendees for purchases of food for meetings (6 instances representing 12.5% of the transactions reviewed).
- Failure to include sufficient and appropriate supporting documentation to support purchase (2 instances – 4.1% of transactions reviewed),
- Purchase via p-card rather than against a PSA or established purchase order (1 instances or 2% of transactions reviewed),

- Split payment to vendor that circumvented purchase limit of p-card (1 instance or 2% of transactions reviewed), and

To address these issues, all staff involved in the handling of p-card transactions should be trained on the p-card policy including requirements regarding eligible transactions, transaction limits, and documentation requirements for all purchases and the special requirements related to food purchases.

***Recommendation #8: All staff handling p-card transactions should be trained regarding the requirements of the p-card policy related to eligible transactions, transaction limits and exclusions, and the documentation required for each type of transaction. Additionally, staff should be provided information regarding existing PSA agreements and how to utilize.***

***Recommendation #9: The City should further review the p-card policy and consider updates and modifications specifically regarding the purchase of food.***

## **7. MISCELLANEOUS FINANCIAL ISSUES.**

During the financial testing, it was noted that several designated cash donations during the time period under review for programs managed in the Mayor's Office, were erroneously recorded by Finance/Accounting staff as credits to General Fund expenditure accounts. These transactions have been corrected. The Finance Department has recently developed a Donation Acceptance policy that will be presented to the Finance Committee and the City Council for approval. The policy incorporates the requirement that all cash donations will be deposited into a specific trust account as assigned by the Finance Department.

***Recommendation #10: Once the City's Donation Acceptance Policy is formally adopted by the City, all Mayor's Office staff should be trained on the policy.***

**Appendix A: Request for Payments (RFP) Compliance Audit**

<b>Fiscal Year</b>	<b>Date</b>	<b>Amount</b>	<b>Payee Name</b>	<b>Eligible Category</b>	<b>Request for Payment Cover Sheet with Departmental Approval</b>	<b>Dept. Head or Designee Signature</b>	<b>Approval by Finance by Appropriate Person</b>	<b>Invoices and Cover Sheet Match</b>	<b>PASS (Y/N)</b>
2013-14	1/6/14	250.00	Carlos Cortes	Yes	Yes	Yes	Yes	Yes	Y
2013-14	5/7/14	240.00	Josephine Erickson	Yes	Yes	Yes	Yes	Yes	Y
2013-14	9/9/13	30.00	Greater Riverside Chamber of Commerce	Yes	Yes	Yes	Yes	Yes	Y
2013-14	5/13/14	30.00	Greater Riverside Chamber of Commerce	Yes	Yes	Yes	Yes	Yes	Y
2013-14	11/13/14	50.00	Greater Riverside Chamber of Commerce	Yes	Yes	Yes	Yes	Yes	Y
2013-14	9/4/13	25.00	UC Regents	Yes	Yes	Yes	Yes	Yes	Y
2013-14	9/9/14	124.20	The Potter Rise	Yes	Yes	Yes	Yes	Yes	Y
2013-14	12/3/13	260.00	Interpreting, inc.	Yes	Yes	Yes	Yes	Yes	Y
2013-14	8/1/13	29.43	Hanigan Company	Yes	Yes	No	No	Yes	Y
2013-14	4/1/14	4.97	Sparkletts Drinking Water	Yes	Yes	Yes	Yes	Yes	Y
2013-14	1/1/14	52.69	Sparkletts Drinking Water	Yes	Yes	Yes	Yes	Yes	Y
2013-14	8/1/13	75.17	Sparkletts Drinking Water	Yes	Yes	Yes	Yes	Yes	Y
2013-14	9/10/13	103.56	Press Enterprise Company	Yes	Yes	Yes	Yes	Yes	Y
2013-14	12/11/13	246.66	AT&T Mobility	Yes	Yes	Yes	Yes	Yes	Y



**CITY OF RIVERSIDE, CA**  
**Final Report of Performance Assessment and Financial Review of the Mayor's Office**

Fiscal Year	Date	Amount	Payee Name	Eligible Category	Request for Payment Cover Sheet with Departmental Approval	Dept. Head or Designee Signature	Approval by Finance by Appropriate Person	Invoices and Cover Sheet Match	PASS (Y/N)
2013-14	11/14/13	45.00	Norte Vista FFA Floral	Yes	Yes	Yes	Yes	Yes	Y
2013-14	3/4/14	18.00	UC Regents	Yes	Yes	Yes	Yes	Yes	Y
2013-14	4/29/14	459.00	Provider Contract Food Service	Yes	Yes	Yes	Yes	Yes	Y
2013-14	3/25/14	1,650.00	Regents - UC	Yes	Yes	Yes	Yes	Yes	Y
2013-14	10/10/13	371.00	Carls Jr.	Yes	No	Yes	Yes	Yes	Y
2013-14	2/4/14	30.00	Amazing College Registration Fees	Yes	No	Yes	Yes	Yes	Y
2013-14	2/4/14	60.00	Amazing College Registration Fees	Yes	No	Yes	Yes	Yes	Y
2014-15	7/22/14	140.40	The Potter	Yes	Yes	Yes	Yes	Yes	Y
2014-15	6/30/14	142.59	Riverside Art Museum	Yes	Yes	Yes	Yes	Yes	Y
2014-15	8/12/14	100.00	Riverside Sport Hall of Fame	Yes	Yes	Yes	Yes	Yes	Y
2014-15	3/30/15	100.00	Victoria Avenue Forever	Yes	Yes	Yes	Yes	Yes	Y
2014-15	10/22/14	89.10	Timeless Plaque & Awards	Yes	Yes	Yes	Yes	Yes	Y
2014-15	1/2/15	4,666.00	TCTI	Yes	Yes	Yes	Yes	Yes	Y
2014-15	12/16/14	56.16	Quality Printing	Yes	Yes	Yes	Yes	Yes	Y
2014-15	1/15/15	72.00	The Corporate Image	Yes	Yes	Yes	Yes	Yes	Y
2014-15	1/17/14	250.00	Greater Riverside Chamber of Commerce	Yes	Yes	Yes	Yes	Yes	Y

**CITY OF RIVERSIDE, CA**  
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Fiscal Year	Date	Amount	Payee Name	Eligible Category	Request for Payment Cover Sheet with Departmental Approval	Dept. Head or Designee Signature	Approval by Finance by Appropriate Person	Invoices and Cover Sheet Match	PASS (Y/N)
2014-15	4/10/15	50.00	Greater Riverside Chamber of Commerce	Yes	Yes	Yes	Yes	Yes	Y
2014-15	9/21/14	20.00	Mission inn Foundation	Yes	Yes	Yes	Yes	Yes	Y
2014-15	3/4/15	260.00	Rise Interpreting inc	Yes	Yes	Yes	Yes	Yes	Y
2014-15	10/7/14	195.49	Hanigan Company	Yes	Yes	Yes	Yes	Yes	Y
2014-15	3/31/15	84.24	Hanigan Company	Yes	Yes	Yes	Yes	Yes	Y
2014-15	3/26/15	75.00	Riverside NAACP	Yes	Yes	Yes	Yes	Yes	Y
2014-15	5/1/14	83.22	Sparkletts Drinking Water	Yes	Yes	Yes	Yes	Yes	Y
2014-15	10/1/14	38.65	Sparkletts Drinking Water	Yes	Yes	Yes	Yes	Yes	Y
2014-15	9/22/14	50.00	Old Riverside Foundation	Yes	Yes	Yes	Yes	Yes	Y
2014-15	2/26/15	51.73	Provider Contract Food Service	Yes	Yes	Yes	Yes	Yes	Y
2014-15	4/9/15	61.24	Provider Contract Food Service	Yes	Yes	Yes	Yes	Yes	Y
2014-15	4/13/15	71.44	Provider Contract Food Service	Yes	Yes	Yes	Yes	Yes	Y
2014-15	10/15/14	47.03	Provider Contract Food Service	Yes	Yes	Yes	Yes	Yes	Y
2014-15	11/4/14	419.58	Provider Contract Food Service	Yes	Yes	Yes	Yes	Yes	Y

**CITY OF RIVERSIDE, CA**  
**Final Report of Performance Assessment and Financial Review of the Mayor's Office**

Fiscal Year	Date	Amount	Payee Name	Eligible Category	Request for Payment Cover Sheet with Departmental Approval	Dept. Head or Designee Signature	Approval by Finance by Appropriate Person	Invoices and Cover Sheet Match	PASS (Y/N)
2015-16	6/22/16	100.00	Jesus Adrian Gamboa	Yes	Yes	Yes	No	Yes	Y
2015-16	6/13/16	333.33	Carlos Lopez Jr	Yes	Yes	Yes	No	Yes	Y
2015-16	6/22/16	100.00	Courtney Moffat	Yes	Yes	Yes	No	Yes	Y
2015-16	5/1/16	440.00	Rise Interpreting inc	Yes	Yes	Yes	No	Yes	Y
2015-16	4/16/16	30.00	Greater Riverside Chamber of Commerce	Yes	Yes	Yes	Yes	Yes	Y
2015-16	4/1/16	60.28	Sparkletts Drinking Water	Yes	Yes	Yes	Yes	Yes	Y
2015-16	7/1/15	24.33	Orange County Register	Yes	Yes	Yes	Yes	Yes	Y
2015-16	7/8/15	359.99	AT&T Mobility	Yes	Yes	Yes	Yes	Yes	Y
2015-16	1/11/16	226.20	AT&T Mobility	Yes	Yes	Yes	Yes	Yes	Y
2015-16	11/6/15	18.00	UC Regents	Yes	Yes	Yes	Yes	Yes	Y
2015-16	10/21/15	43.09	Provider Contract Food Service	Yes	Yes	Yes	Yes	Yes	Y
2015-16	5/14/16	150.00	Provider Contract Food Service	Yes	Yes	Yes	Yes	Yes	Y
2015-16	10/23/15	3,080.00	Model Deaf	Yes	Yes	Yes	Yes	Yes	Y
2015-16	3/7/16	1,000.00	Amazing College Registration Fees	Yes	Yes	Yes	Yes	Yes	Y
2015-16	3/10/16	1,000.00	Amazing College Reg. Fees	Yes	Yes	Yes	Yes	Yes	Y
2016-17	7/7/16	300.00	James Bogdanovich	Yes	Yes	Yes	Yes	Yes	Y

## APPENDIX B: PURCHASE ORDER COMPLIANCE AUDIT

Fiscal Year	Date	Amount	Payee Name	Invoice (sent by Department as Approval)	Evidence of Existing Purchase Order	Purchase Order Signed by Appropriate Person	Evidence of Receipt of Goods	Account Number Matches Purchase Order	PASS (Y/N)
2013-14	4/14/14	\$16,000.00	THE COUNSELING TEAM	Yes	Yes	Yes	Yes	Yes	Y

**APPENDIX C: JOURNAL ENTRIES COMPLIANCE AUDIT**

Fiscal Year	Date	Amount	Purpose of JE	Does Amount match the total amount coded to expenditures	Supporting Documentation matches amount?	Approved by Finance	Pass (Y / N)?
2013-14	10/31/13	\$239.10	Travel Card	Yes	Yes	Yes	Y
2013-14	12/1/13	\$21.94	Fringe Benefit Recovery	Yes	Yes	Yes	Y
2014-15	8/31/14	\$550.70	Travel Card	Yes	Yes	Yes	Y
2014-15	9/30/14	\$202.39	Travel Card	Yes	Yes	Yes	Y
2014-15	1/29/15	\$35.16	Fringe Benefit Recovery	Yes	Yes	Yes	Y
2014-15	3/31/15	\$(467.40)	Travel Card	Yes	Yes	Yes	Y
2014-15	6/30/15	\$1,221.84	Travel Card	Yes	Yes	Yes	Y
2015-16	10/31/15	\$678.50	Travel Card	Yes	No	Yes	N
2015-16	2/29/16	\$42.25	Postage	Yes	Yes	Yes	Y
2015-16	3/24/16	\$2,716.31	Reclass	Yes	Yes	Yes	Y
2015-16	4/29/16	\$(150.00)	Correction	Yes	Yes	Yes	Y
2015-16	6/30/16	\$1,915.18	Reclass	Yes	Yes	Yes	Y

## APPENDIX D: TRAVEL &amp; MEETING EXPENSE COMPLIANCE AUDIT

Fiscal Year	Date	Amount	Payee Name	Coversheet for Expense Reimbursement	Statement of Expense Form is provided	Receipts are attached to Form	Receipt Totals Match Expense	Approval by Department head	Approval by Finance by Appropriate Person	PASS (Y/N)
2013-14	2/13/14	\$115.37	Josephine Erickson	Yes	Yes	Yes	Yes	Yes	Yes	Y
2013-14	2/27/14	\$186.75	Josephine Erickson	Yes	Yes	Yes	Yes	Yes	Yes	Y
2013-14	3/27/14	\$818.11	Lalit Acharya	Yes	Yes	Yes	Yes	Yes	Yes	Y
2013-14	3/27/14	\$21.20	Felina Rosales	Yes	Yes	Yes	Yes	Yes	Yes	Y
2013-14	7/18/13	\$30.00	William Bailey	Yes	Yes	Yes	Yes	Yes	Yes	Y
2013-14	12/19/13	\$240.00	Josephine Erickson	Yes	Yes	Yes	Yes	Yes	Yes	Y
2014-15	7/7/14	\$4,920.07	Lalit Acharya	Yes	Yes	Yes	No	Yes	Yes	N
2014-15	11/20/14	\$34.94	Lalit Acharya	Yes	Yes	Yes	Yes	Yes	Yes	Y
2014-15	11/20/14	\$392.17	Arturo Torres	Yes	Yes	Yes	Yes	Yes	Yes	Y
2014-15	11/20/14	\$54.62	William Bailey	Yes	Yes	Yes	Yes	Yes	Yes	Y
2014-15	12/4/14	\$49.31	Lalit Acharya	Yes	Yes	Yes	Yes	Yes	Yes	Y
2014-15	12/18/14	\$87.16	Lalit Acharya	Yes	Yes	Yes	Yes	Yes	Yes	Y
2015-16	1/28/16	\$26.50	William Bailey	Yes	Yes	Yes	Yes	Yes	Yes	Y
2015-16	6/16/16	\$26.73	Kathryn Young	Yes	Yes	Yes	Yes	Yes	Yes	Y
2015-16	7/5/15	\$23.90	Cheryl Hansberger	No	Yes	Yes	Yes	Yes	Yes	Y
2015-16	9/24/15	\$108.68	Kathryn Young	Yes	Yes	No	No	Yes	Yes	Y
2015-16	12/17/15	\$26.50	William Bailey	Yes	Yes	Yes	Yes	Yes	Yes	Y

APPENDIX E: PURCHASE CARD (P-CARD) COMPLIANCE AUDIT

The following table summarizes the p-card transactions that were reviewed as part of a random sampling of transactions over the covered three-year period. Those transactions that are highlighted had issues identified regarding compliance with the adopted policies and procedures regulating p-card usage.

Fiscal Year	Purchase Date	Vendor Name	Item Total	CH Signoff Date	Mgr Signoff Date	Original Receipt / Documentation to Support Purchase	If no receipt, lost receipt form completed	Receipt Amount Matched Paid	Eligible Item	Food	User Reconciliation	User Signature and Date on bank statement	Signature / Date within 10 days	Approving Official Sign-off on Statement	Issues
13-14	8/8/13	Amazon.com	\$28.58	8/22/13	1/14/14	Y		Y	Y	N	N	N	N	N	
13-14	9/5/13	CRUCIAL.COM	\$2.88	9/24/13	1/14/14	N/A		N/A	N/A	N	N	N	N	N	
13-14	9/5/13	CRUCIAL.COM	\$35.99	9/11/13	1/14/14	Y		Y	No	N	N	N	N	N	Potentially prohibited per P-Card Policy (laptop RAM upgrade)
13-14	9/19/13	UC RIVERSIDE FOUNDATIO	\$200.00	9/23/13	1/14/14	Y		Y	Y	N	N	N	N	N	
13-14	11/13/13	RIVERSIDE RUBBER STAMP	\$19.39	11/15/13	1/14/14	Y		Y	Y	N	N	N	N	N	
14-15	6/30/14	SEARS.COM 9300	\$123.11	7/7/14	8/5/14	Y		Y	Y	N	N	N	N	N	
14-15	11/17/14	PAYPAL MOBILITY	\$11.19	11/20/14	11/21/14	Y		Y	Y	N	N	N	N	N	
14-15	11/27/14	Amazon.com	\$538.92	1/12/15	1/27/15	Y		Y	Y	N	N	N	N	N	
14-15	5/6/15	PAYPAL WOMENSTRANS	\$35.00	6/3/15	6/11/15	Y		Y	Y	N	N	N	N	N	
14-15	5/6/15	PAYPAL ASSOCIATION	\$172.00	6/3/15	6/11/15	Y		Y	Y	N	N	N	N	N	
14-15	5/12/15	PIP PRINTING RIVERSIDE	\$632.99	6/3/15	6/11/15	Y		Y	Y	N	N	N	N	N	
14-15	6/3/15	PIP PRINTING RIVERSIDE	\$172.09	6/10/15	6/11/15	Y		Y	Y	N	N	N	N	N	
14-15	6/3/15	PIP PRINTING RIVERSIDE	\$287.73	6/10/15	6/11/15	Y		Y	Y	N	N	N	N	N	
14-15	6/24/15	SPECIAL OLYMPICS	\$10.00	7/14/15	7/15/15	Y		N	Y	N	N	N	N	N	Support doc does not state \$10 charge; but does confirm registration.
14-15	9/29/14	PRINT B3	\$295.09	10/1/14	11/5/14	Y		Y	Y	N	N	N	N	N	

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Fiscal Year	Purchase Date	Vendor Name	Item Total	CH Signoff Date	Mgr Signoff Date	Original Receipt / Documentation to Support Purchase	If no receipt, lost receipt form completed	Receipt Amount Matched Paid Amount	Eligible Item	Food	User Reconciliation	User Signature and Date on bank statement	Signature / Date within 10 days	Approving Official Sign-off on Statement	Issues
14-15	1/15/15	AMAZON MKTPLACE PMTS	\$25.56	1/16/15	1/27/15	Y		Y	Y	N	N	N	N	N	
14-15	1/20/15	SQ THE NATURE OF THIN	\$54.00	1/22/15	1/27/15	Y		Y	Y	N	N	N	N	N	
15-16	11/6/15	PIP PRINTING RIVERSIDE	\$49.90	11/10/15	11/12/15	Y		Y	Y	N	N	N	N	N	
15-16	11/9/15	IN RISE INTERPRETING	\$260.00	11/12/15	11/13/15	Y		Y	Y	N	N	N	N	N	
15-16	11/13/15	EB 11TH ANNUAL SCHOLA	\$75.00	11/17/15	11/23/15	Y		Y	Y	N	N	N	N	N	
15-16	11/12/15	PIP PRINTING RIVERSIDE	\$490.08	11/17/15	11/23/15	Y		Y	Y	N	N	N	N	N	
15-16	12/1/15	Amazon.com	\$23.89	12/9/15	12/22/15	Y		Y	??	N	N	N	N	N	
15-16	12/15/15	SQ ANTONIOUS PIZZA CA	\$28.03	12/22/15	12/22/15	Y		Y	Y	Y	N	N	N	N	
15-16	12/17/15	IN RISE INTERPRETING	\$260.00	12/22/15	12/22/15	Y		Y	Y	N	N	N	N	N	
15-16	2/18/16	PIP PRINTING RIVERSIDE	\$41.34	2/23/16	2/29/16	Y		Y	Y	N	N	N	N	N	
15-16	2/23/16	TM TICKETMASTER	\$35.00	2/26/16	2/29/16	Y		Y	Y	N	N	N	N	N	
15-16	2/23/16	EB WE REMEMBER- A NIGH	\$79.74	2/26/16	2/29/16	Y		Y	Y	N	N	N	N	N	
15-16	2/26/16	PIP PRINTING RIVERSIDE	\$107.58	3/1/16	3/3/16	Y		Y	Y	N	N	N	N	N	
15-16	2/26/16	PAYPAL RISEINTERPR	\$520.00	3/1/16	3/3/16	N	N	N	Y	N	N	N	N	N	
15-16	2/26/16	PAYPAL RISEINTERPR	\$260.00	3/1/16	3/3/16	N	N	N	Y	N	N	N	N	N	
15-16	4/4/16	SQ ANTONIOUS PIZZA	\$20.52	4/6/16	4/11/16	Y		Y	Y	Y	N	N	N	N	
15-16	4/4/16	SUBWAY 03156437	\$300.00	4/15/16	4/15/16	Y		Y	Y	Y	N	N	N	N	Has event name, no roster of attendees



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Fiscal Year	Purchase Date	Vendor Name	Item Total	CH Signoff Date	Mgr Signoff Date	Original Receipt / Documentation to Support Purchase	If no receipt, lost receipt form completed	Receipt Amount Matched Paid Amount	Eligible Item	Food	User Reconciliation	User Signature and Date on bank statement	Signature / Date within 10 days	Approving Official Sign-off on Statement	Issues
15-16	4/5/16	PIP PRINTING RIVERSIDE	\$81.35	4/15/16	4/15/16	Y		Y	Y	N	N	N	N	N	
15-16	4/6/16	SQ ANTONIOUS	\$26.73	4/15/16	4/15/16	Y		Y	Y	Y	N	N	N	N	Has event name, no roster of attendees
15-16	4/6/16	JOY EMBROIDERY	\$594.00	4/15/16	4/15/16	Y		Y	Y	N	N	N	N	N	
15-16	4/8/16	STAPLES 00113423	\$20.50	4/15/16	4/15/16	Y		Y	Y	N	N	N	N	N	
15-16	4/7/16	SUBWAY 03156437	\$780.00	4/15/16	4/15/16	Y		Y	Y	Y	N	N	N	N	Has event name, no roster of attendees
15-16	4/8/16	AWARDS AND SPECIALTIES	\$91.00	4/15/16	4/15/16	Y		Y	Y	N	N	N	N	N	
15-16	4/7/16	JOY EMBROIDERY	\$388.80	4/15/16	4/15/16	N	N	N	Y	N	N	N	N	N	No support docs
15-16	4/7/16	UNIVERSAL WASTE SYSTEM	\$345.00	4/15/16	4/15/16	Y		Y	N	N	N	N	N	N	Porta Potty rentals; potentially prohibited via P-Card Policy
															Event written on receipt not the same as stated in comments (left) - 25 most remarkable teens (receipt) vs Amazing College Race (comments)
15-16	4/21/16	PREMIER PARTY & TENT R	\$145.53	4/25/16	4/25/16	Y		Y	Y	N	N	N	N	N	Has event name, no roster of attendees
15-16	4/26/16	DELIAS GRINDERS	\$237.60	4/28/16	5/5/16	Y		Y	Y	Y	N	N	N	N	
15-16	4/25/16	PIP PRINTING RIVERSIDE	\$167.76	4/28/16	5/5/16	Y		Y	Y	N	N	N	N	N	
15-16	4/26/16	SMARTFINAL31610 903169	\$102.36	4/28/16	5/5/16	Y		Y	Y	Y	N	N	N	N	Has event name, no roster of attendees
15-16	4/27/16	SUBWAY 03156437	\$22.00	4/29/16	5/5/16	Y		Y	Y	Y	N	N	N	N	Has event name, no roster of attendees
15-16	4/27/16	L BISTRO	\$405.00	4/29/16	5/5/16	Y		Y	Y	Y	N	N	N	N	Luncheon event; no roster of attendees
															SPLIT PAYMENT; Total is \$2,694.60 on Invoice; Two receipts/charges for \$2,500 and \$194.60
15-16	10/31/15	QUALITY PRINTING	\$194.60	11/10/15	11/12/15	Y		N	Y	N	N	N	N	N	SPLIT PAYMENT; Total is \$2,694.60 on Invoice; Two receipts/charges for \$2,500 and \$194.60
15-16	10/31/15	QUALITY PRINTING	\$2,500.00	11/10/15	11/12/15	Y		N	Y	N	N	N	N	N	