



City Manager's Office Performance Assessment and Financial Expenditure Review

Office of the City Manager
Internal Audit Division



City Council
July 11, 2017

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BACKGROUND

1. On July 25, 2015 the City Council endorsed the City Manager's Performance Assessment and Financial Expenditure Review program for all departments.
2. The City Manager's Office was included in the FY2016/17 review.



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BACKGROUND

3. On October 18, 2016 the City Council approved the scope of work for the City Manager's Office review.
4. On November 1, 2016 a Request for Proposals was issued.
5. On February 7, 2017 the City Council approved a Professional Consultant Services Agreement with Matrix Consulting Group, LTD (Matrix) to conduct the City Manager's Office review.



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DISCUSSION

Summary report of City Manager's Office
presented by
Mr. Alan Pennington,



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***Performance Assessment and
Financial Review –
City Manager's Office***

CITY OF RIVERSIDE, CALIFORNIA

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Project Overview

- ◆ **Comprehensive performance assessment and financial review** of the City Manager's Office.
- ◆ **Performance Assessment** focused on evaluating efficiency and effectiveness of all functional operations of the City Manager's Office including:
 - Administration
 - Intergovernmental Relations
 - Marketing and Communications
 - Internal Audit
 - Community Police Relations Commission
- ◆ **Financial audit** included a three year period (FY2013-14, FY2014-15, FY2016-16) covering various types of financial transactions for:
 - Accuracy of the transactions
 - Existence of supporting documentation
 - Consistency with City policy

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Project Methodologies

- ◆ **Profile development** through staff interviews and data collection documenting existing staffing levels, services provided, operational practices, and use of technology.
- ◆ **Best Practices Assessment** evaluated the current operations against recognized best practices in the public sector.
- ◆ **Comparative Assessment** on selected practices and staffing levels to determine how Riverside compares to peers.
- ◆ **Financial Review** focused on sampling financial transactions for compliance with City policies.
- ◆ **Development of Final Report** documenting key findings, observations and 7 providing recommendations to enhance operations.

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Strengths and Notable Accomplishments

- ◆ Citywide Performance Measures and Reporting Program
- ◆ Biennial budget and 5-year plan
- ◆ “Sunshine Ordinance” development and implementation.
- ◆ Focus on legislative and intergovernmental efforts.
- ◆ Modifications to Internal Audit Division to create independence and a Council reporting relationship.
- ◆ New cable TV production studio (Riverside TV).
- ◆ National awards related to Communication, Budgeting and Internal Auditing.

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Key Recommendations:

◆ Administration:

- Develop a biennial report of City-wide accomplishments and efforts achieved in the preceding two years.
- Utilize 311 Riverside for tracking and monitoring of all citizen requests.
- Add a Principal Management Analyst to review staff reports, oversee contracting and purchasing, and lead biennial report development.

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Key Recommendations:

◆ Marketing & Communications Division:

- Increase staffing by one position to address increasing backlog of work due to increased departmental requests.
- All staff should track their time through HIVE to provide data necessary to monitor workload.
- Require social media posting and web design requests through the HIVE tracking system to track workload, performance measures and level of social engagement.
- Evaluate HIVE data annually to: generate performance measures, allocation costs to Departments, and determine staffing allocations.

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Key Recommendations:

◆ Internal Audit

- Add an additional Internal Auditor position to enhance audit-related services and allocate more time to annual recurring activities.

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Key Recommendations:

◆ Community Police Review Commission:

- Revise invoicing practices to provide more detail.
- RFP process for Executive Director should include a detailed task plan and provide for deliverable based billing.
- Continue contracting out for the Executive Director position.
- Commission should remain within City Manager's Office organizationally.
- The Commission should update the website to enhance information access and communication.

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Key Recommendations:

◆ Financial Compliance:

- A policy should be outlined that establishes monthly spending limits on purchases through the Office Depot blanket purchase order.
- Similar restrictions to those outlined in the P-Card policy should be implemented for the Office Depot blanket purchase order.
- All staff handling p-card transactions should be retrained regarding the requirements of the p-card policy – including administrative processes – to enhance compliance.
- Staff should be provided additional information regarding existing PSA agreements.
- The p-card policy should be reviewed and updates and modifications made specifically regarding food purchases.

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Next Steps / Questions

- ◆ Staff will be developing an implementation plan based upon the findings and recommendations.

- ◆ Questions?

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RECOMMENDATIONS

That City Council:

1. Receive the findings and recommendations of Matrix Performance Assessment and Financial Expenditure Review of the City Manager's Office.
2. Receive and file the Action Plan prepared by the City Manager's Office staff.
3. Direct the City Manager's Office staff to return in one year with an Action Plan update.



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