



City of Arts & Innovation

City Council Memorandum

TO: HONORABLE MAYOR AND CITY COUNCIL DATE: NOVEMBER 28, 2017

FROM: OFFICE OF THE CITY MANAGER WARDS: ALL

SUBJECT: FISCAL YEAR 2017/2018 INDEPENDENT PERFORMANCE ASSESSMENT AND FINANCIAL EXPENDITURE REVIEW – SCOPES OF WORK FOR THE GENERAL SERVICES DEPARTMENT; PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT; AND PUBLIC WORKS DEPARTMENT

ISSUES:

Approve the Scopes of Work for the Independent Performance Assessment and Financial Expenditure Review of the General Services Department; Parks, Recreation & Community Services Department; and Public Works Department; and authorize staff to proceed with solicitation of consultants through a Request for Proposals process.

RECOMMENDATIONS:

That the City Council:

1. Approve the Scopes of Work for the Independent Performance Assessment and Financial Expenditure Review of the General Services Department; Parks/Recreation & Community Services Department; and Public Works Department; and
2. Authorize staff to immediately proceed with solicitation of consultants through a Request for Proposals process.

BACKGROUND:

One of the Strategic Goals for the City Manager's Office is to continue facilitating a culture of continuous improvement and innovation in the workplace through regular process improvement activities, rewarding innovative practices, and regular review of department operations on a triennial basis.

On July 25, 2015, the City Council endorsed the Annual Performance Assessment and Financial Expenditure Review Program, providing for comprehensive and independent reviews of all departments by qualified experts on a five-year rotating basis. To date, the following seven offices/departments have completed a review by independent consultants: Riverside Public Utilities; Finance Department; Human Resources Department; Museum; Police Department; Office of the Mayor; and the City Manager's Office.

The departments scheduled to receive an independent review in Fiscal Year (FY) 2017/2018 are the General Services Department; Parks, Recreation & Community Services Department; and Public Works Department.

DISCUSSION:

The Office of Organizational Performance & Accountability (formerly the Internal Audit Division) is responsible for managing the City Manager's Annual Performance Assessment and Financial Expenditure Review Program. Upon receiving input from various stakeholders (such as the City Council, the City Manager's Office, and leadership in the respective departments), a comprehensive Scope of Work was developed for each department undergoing the review. Once approved by the City Council, the Scopes of Work for the departments (identified below) will be included in the Request for Proposals (RFPs) for the selection of independent consulting firms.

General Services Department Scope of Work

Performance Assessment:

1. Organizational structure and potential for consolidation of administrative functions; effectiveness of staffing levels; succession planning; opportunities to outsource certain functions/activities/services; and a specific assessment of:
 - a. Airport – relevance; land development;
 - b. Fleet – commercial services expansion; and
 - c. Publishing – needs of end users/internal customers.
2. Management systems – effectiveness of current resources; enhancements;
3. Asset management – city buildings, city fleet, airport, publishing services; preventive maintenance and preservation strategies;
4. Interdepartmental communication and collaboration; and
5. Benchmarks and other performance indicators of program and service effectiveness.

Financial Expenditures Audit:

1. Review of overtime expenditures over the three year period of Fiscal Years 2015, 2016 and 2017. Assess compliance with relevant City overtime policies and internal controls; and
2. Review specific, non-personnel expenditure transactions over the three year period of Fiscal Years 2015, 2016 and 2017. Assess compliance with relevant City procurement policies for:
 - a. Professional Services Contracts; and
 - b. Maintenance and Service Contracts.

Parks, Recreation & Community Services Department Scope of Work

Performance Assessment:

1. Strategic plan – future direction; provision of services and programs; effective partnerships;
2. Organizational structure - appropriate grouping of functions and activities related to parks maintenance and the provision of recreational services; park security; succession planning; opportunities to outsource certain functions/activities/services;
3. Interdepartmental communication/collaboration for special/cultural events;
4. Programs and services – offerings; measures of success; targeting the customer base;

5. Management systems - effectiveness of current resources; needed enhancements;
6. Asset management – park and land inventories; development standards; maintenance standards;
7. Technology – registration; use of participant data; customer feedback; enhancements;
8. Economic impact – special events, sports tournaments, golf course, park/recreation facilities; value of parks to local real estate; and
9. Benchmarks and other performance indicators of program and service effectiveness.

Financial Expenditure Audit:

1. Review of overtime expenditures over the three year period of Fiscal Years 2015, 2016 and 2017. Assess compliance with relevant City overtime policies and internal controls; and
2. Review specific non-personnel expenditure transactions over the three year period of Fiscal Years ending 2015, 2016 and 2017. Assess compliance with relevant City procurement policies for:
 - a. Professional Services Contracts;
 - b. Recreational Services Contracts; and
 - c. Maintenance and Service Contracts.

Public Works Department Scope of Work

Performance Assessment:

1. Organizational structure and potential for consolidation of administrative functions; effectiveness of staffing levels; succession planning; opportunities to outsource certain functions/activities/services;
2. Solid waste (refuse) revenue generation and expense reduction opportunities;
3. Wastewater (sewer) revenue generation and expense reduction opportunities with commercial bioprocessing technologies (i.e., generate renewable electricity or fuel from captured bio-meth and bio-solids);
4. Rate structure for solid waste and wastewater services - comparable to similar government agencies;
5. Street pavement maintenance and sidewalk repair maintenance best practices;
6. Technology – parking management; road maintenance management; sidewalk maintenance; GIS mapping; replacement strategy for computers;
7. Interdepartmental communication and collaboration; and
8. Benchmarks and other performance indicators of program and service effectiveness.

Financial Expenditure Audit

1. Review of overtime expenditures over the three year period of Fiscal Years 2015, 2016 and 2017. Assess compliance with relevant City overtime policies and internal controls; and
2. Review specific non-personnel expenditure transactions over the three year period of Fiscal Years 2015, 2016 and 2017. Assess compliance with relevant City procurement policies for:
 - a. Professional Services Contracts; and
 - b. Maintenance and Service Contracts.

FISCAL IMPACT:

There is no fiscal impact associated with the approval of the proposed Scopes of Work. Professional Service Agreements with the selected independent consulting firm(s) will be presented for City Council approval following a competitive review and selection process. Costs are unknown at this time; funding has been set aside in the FY2017/18 budget.

Prepared by: Cheryl Johannes, Office of Organizational Performance & Accountability
Approved by: Marianna Marysheva, Assistant City Manager
Certified as to
availability of funds: Adam Raymond, Chief Financial Officer/City Treasurer
Approved as to form: Gary G. Geuss, City Attorney

Attachments:

1. General Services Department Scope of Work
2. Parks, Recreation & Community Services Department Scope of Work
3. Public Works Department Scope of Work
4. Presentation