

External Performance Assessment/Financial Audit Action Plan
Public Works Department

Audit Item #	Recommendation	Management Response	Action Plan	Responsible Party	Target Implementation Date	Priority Level	Cost Estimate (\$)	Funding Available In Budget (\$)	Funding Not in Budget (\$)	Critical Needs for Implementation
1	Review personnel policies, practices, and procedures with Human Resources Department personnel to reduce the time to fill vacant positions.	In February 2019, City Manager introduced the Managed Hiring Program which will impact the ability to fully implement this recommendation. However, Public Works will work with Human Resources to reduce time to fill for eligible positions.	1. Background/live scan checks. 2. Cooperate with Union/HR on SEIU salary study. 3. Post test dates with position recruitment.	Gilbert Hernandez Craig Justice Cindie Perry Public Works Management Team	Quarter 4 - 2020	Medium	N/A	N/A	N/A	N/A
2	Request that the City's Human Resources Department develop a formal succession plan and career ladders for the Public Works Department.	In February 2019, City Manager introduced the Managed Hiring Program which will impact the ability to fully implement this recommendation. However, Pubic Works will work with Human Resources to research and recommend succession plans/career ladders to Department Director for consideration.	1. Identify and research job classifications for career ladders. 2. Prioritize succession planning needs. 3. Coordinate with Human Resources to formalize succession planning and career ladders.	Gilbert Hernandez Craig Justice Cindie Perry Public Works Management Team	Quarter 1 - 2022	Medium	TBD	TBD	TBD	N/A
3	Hold policy discussions with upper management to determine guidelines for contracting solid waste services.	Underway. Public Works has posted an RFP for qualified firms to evaluate the waste system overall, including contracting solid waste services.	Preliminary discussion before Finance Committee on March 19; Consultant recommendations anticipated in Summer 2019.	Cindie Perry	Completed	High	N/A	N/A	N/A	N/A
4	Issue a request for proposals (RFP) and seek competitive proposals for solid waste collection and recycling services beginning July 2020.	Public Works has posted an RFP to review solid waste collection and recycling services	RFP posted with audit findings anticipated in Summer of 2019	Cindie Perry	Completed	High	200,000	X	N/A	N/A
5	Transition to a "pay-as-you-throw" program where residents pay more for larger garbage containers.	Cost to purchase variable can sizes and retrofitting trucks to provide collection would cause significant additional cost as would roll out and implementation. This recommendation is part of the waste system review RFP scope of services.	Present consultant findings for policy decision.	Cindie Perry	Quarter 4 2019	Medium	TBD	N/A	N/A	N/A
6	Review the solid waste collection fee structure to ensure revenue generated is properly allocated to eligible services.	A preliminary staff review has not identified any improper allocation of revenues. However, this recommendation is part of the waste system review RFP scope of services.	Present consultant findings and adjust as needed.	Cindie Perry Pubic Works Management Team - Corpyard	Quarter 4 2019	Medium	TBD	N/A	N/A	N/A

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7	Conduct a fee study to identify revenue required over the next five years and revise rates accordingly.	This recommendation is part of the waste system review RFP scope of services.	Present consultant findings for policy decision.	Cindie Perry	Quarter 3 2019	High	N/A	N/A	N/A	N/A
8	Identify new revenue sources where possible to support waste reduction, waste diversion, and cleanup efforts.	While staff regularly applies for grants and evaluates charges for services to ensure quality service and competitive rates, this recommendation is included in the waste system RFP scope of services.	Present consultant findings for policy decision.	Cindie Perry Pubic Works Management Team - Corpyard	Quarter 4 2019	Medium	N/A	N/A	N/A	N/A
9	Specify diversion performance goals in future requests for proposals and/or contract amendments for all solid waste contracts.	This recommendation is part of the waste system review RFP scope of services.	Present consultant findings for policy decision.	Cindie Perry	Quarter 4 2019	High	N/A	N/A	N/A	N/A
10	Transition to a comprehensive and vertically integrated waste management contract that includes collection, sorting, and marketing.	The current waste processor actively seeks markets for collected/processed materials. However staff has recommended a review of the waste system overall to maximize collection, processing and marketing, etc. This recommendation is included in the waste system RFP scope of services.	Present consultant findings for policy decision.	Cindie Perry	Quarter 3 2019	High	N/A	N/A	N/A	N/A
11	Amend the current solid waste contracts to incorporate additional diversion enhancement concepts as contractual commitments and develop a plan to implement additional diversion enhancement programs.	This recommendation is part of the waste system review RFP scope of services.	Present consultant findings for policy decision.	Cindie Perry	Quarter 4 2019	High	N/A	N/A	N/A	N/A
12	Develop and adopt a zero-waste plan that will achieve a minimum 75% diversion by 2020.	Efforts are underway to develop zero waste policies in partnership with the Sustainability Task Force. This recommendation is also part of the waste system RFP scope of services.	Present consultant findings for policy decision.	Cindie Perry	Quarter 4 2019	Medium	N/A	N/A	N/A	N/A
13	Implement economic development strategies that encourage creation of local facilities for processing and/or using recyclable materials and organics.	Public Works supports this recommendation; however, economic development strategies shall be coordinated with Economic Development and CalRecycle the agency that is also the Recycled Market Development Zone.	Meet with Economic Development and identify possible strategies.	Cindie Perry Economic Development	Quarter 4 2019	Medium	N/A	N/A	N/A	N/A

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14	Develop and implement a comprehensive solid waste outreach program.	Staff is already working with our internal Marketing department to develop a waste reduction campaign. However, additional outreach will be a part of a scope of services for any outside contracted vendor, commercial and/or residential.	Finalize the City's campaign calendar until such time as the consultant's recommendations are presented to City Council.	Cindie Perry	Quarter 4 2019	Medium	N/A	N/A	N/A	N/A
15	Update the Solid Waste and Recyclable Material section (Chapter 6.04) of the City's Municipal Code.	This recommendation is part of the waste system review RFP scope of services.	Present consultant findings for policy decision.	Cindie Perry	Quarter 4 2019	High	N/A	N/A	N/A	N/A
16	Develop and implement a multi-family diversion strategy.	This recommendation is part of the waste system review RFP scope of services.	Present consultant findings for policy decision.	Cindie Perry	Quarter 4 2019	High	N/A	N/A	N/A	N/A
17	Meet with the MRF contractor to identify opportunities, challenges, and a cost-effective strategy to implement sorting of the garbage stream.	PW staff is working with the waste processor to understand issues with contamination and identify best practices to lower overall contamination. This will also be included in the overall waste system review in terms of efficiencies and vertical integration of the waste management processes.	Present consultant findings for policy decision.	Cindie Perry Olivia Sanchez	Quarter 4 2019	Medium	N/A	N/A	N/A	N/A
18	Formalize the vehicle replacement policy and schedule the replacement of solid waste collection trucks consistent with industry best practices.	While historically the SW Division replaces three solid waste collection vehicles and two street sweeper trucks every year. However, budgetary pressures have resulted in funding being redirected to other resources (i.e. homeless clean ups), this recommendation is included in the waste system review RFP scope of services.	Staff will work with the consultant to develop policy recommendation for formalized equipment replacement program (i.e. via an internal service fund.)	Cindie Perry Archie Washington	Quarter 1 2020	Low	N/A	N/A	N/A	N/A
19	Standardize the manufacturer of the solid waste fleet and implement a phased approach to convert all vehicles to that brand.	This practice is currently underway to standardize vehicle purchases for collection (HEIL) and sweeper trucks (Schwartz).	Staff will formalize a policy to address future purchases based on funding availability and departmental commitment.	Cindie Perry Archie Washington	Quarter 1 2020	Low	N/A	N/A	N/A	N/A

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20	Eliminate the incentive program in the new MOU and realign the route structure to provide better alignment with the work hours being paid for by the City during the upcoming labor negotiations.	This process will be further developed in conjunction with SEIU, Human Resources, City Manager Office and Executive Public Works Management.	Based on consultant recommendations for the waste system, staff will present findings for policy direction and implementation.	Cindie Perry Human Resources Dept City Manager Office Public Works Executive Team SEIU	Quarter 1 2020	Medium	N/A	N/A	N/A	N/A
21	Equip all refuse vehicles with GPS technology to ensure efficient equipment utilization and allow for tracking of routes through GPS management software.	General Services and IT have been studying a GPS technology system to implement in City vehicles.	Pilot phase complete. Final evaluation in progress - Pending final determination from HR, Union and City departments.	Cindie Perry Pubic Works Management Team - Corpyard General Services Dept Innovation Technology Dept	TBD	Medium	N/A	N/A	N/A	N/A
22	Develop performance standards and measurements focused on solid waste diversion efforts, collecting performance data and preparing quarterly and annual reports on meeting the standards.	This recommendation is part of the waste system review RFP scope of services.	Present consultant findings for policy decision.	Cindie Perry	Quarter 4 2019	Medium	N/A	N/A	N/A	N/A
23	Implement the recommendations in the Wastewater Master Plan and rate development study work to establish a sewer service fee that supports the Sewer Enterprise Fund's operations, maintenance and capital improvement funding.	The 2016 Updated Integrated Sewer Master Plan is being worked on by Corollo Engineers.	Carollo Engineers is about 75% complete of the draft 2016 Updated Integrated Sewer Master Plan.	Craig Justice Ernest Marquez	Summer 2019 - June 2020	High	N/A	N/A	N/A	Other
24	Consult with the Human Resources Department to review recruitment processes to streamline the time it takes to fill vacant positions.	The City Manager's Office and HR Department introduced a Managed Hiring Program which will add to the amount of time it takes to fill a position. Therefore, streamlining the recruitment process is not feasible at this time.	N/A	Craig Justice Kristy Garcia	N/A	N/A	N/A	N/A	N/A	N/A
25	Perform a market analysis of the compensation for critical job classifications at the plant and adjust compensation sufficient to recruit and retain qualified staff.	On August 14, 2018, the City Council approved the implementation of the Public Works Department- Wastewater Division Salary Study. The Wastewater Study incorporated specialized SEIU (field and technical) classifications and unrepresented (senior management, supervisory and management) classifications. This included a total of 35 classifications; 20 in SEIU and 15 in unrepresented units.	An external salary survey was conducted using the City's approved market basket agencies as well as selected wastewater agencies agreed to by the City and the Union. Proposed salary adjustments take into consideration both external market averages and internal parity and compaction for equity purposes. Salary adjustments are being implemented over a three year period.	Craig Justice	Completed	N/A	5.7 Million	5.7 Million	0	Staffing

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26	Propose changes to the Riverside Municipal Code and the sewer lateral program to improve resource efficiency, accelerate lateral repairs, and reduce City liability costs.	Two changes proposed: 1. Require double wye clean out at property line to facilitate better lateral inspection by City staff. 2. Require lateral inspection and repair as part of transfer of property ownership and report to City.	Shepherd change number 1 with upcoming municipal code omnibus. Begin efforts to build support for change number 2 internally and in preparation for discussion with the Inland Valleys Association of Realtors.	Craig Justice Kevin Street	Item 1 (Next Municipal Code Change) Item 2 TBD	Medium	TBD	N/A	N/A	Other
27	Develop a communications plan to explain the City's policy for responses to sewer laterals and train staff to implement it.	There is an opportunity to provide information to residents regarding the sewer lateral program.	Website improvements (Info and video) 311 flow to Dispatch Redirect cost to City Clerk's Office to submit a claim for damages.	Craig Justice Kevin Street	Summer 2019	Medium	5,000	5,000	0	Other
28	Form a cross-functional team consisting of key staff in the energy, water, wastewater, and waste management units to explore, develop, and implement synergistic environmental programs.	PW & RPU Coordination Effort	Public Works and RPU would meet and coordinate their respective strategic plans to identify mutual beneficial projects.	Craig Justice Gilbert Perez Brent Keaster Ed Filadelfia Kevin Street	Quarter 2 - 2019/2020	Medium	N/A	N/A	N/A	Other
29	Incorporate a comprehensive strategic plan into the 2016 Wastewater Master Plan to maximize the production and distribution of recycled water for both non-potable and potable uses in coordination with the Public Utilities Department Water Division.	The WQCP is a producer of recycled water. The Master Plan is coordinating with RPU on recycled water needs of the City, now and in the future. In addition, Public Works is coordinating with RPU on "One Water" integrated water planning.	Continue to include RPU to ensure Master Plan aligns with their future Recycled Water production needs. Continue coordination with the integrated water planning and mutual projects to expand the use of water.	Craig Justice	Master Plan completed Summer of 2019 Coincides with the implementation of "One Water" plan/strategy	Medium	TBD	TBD	TBD	Other
30	Develop and implement a Wastewater Resources Recovery Plan to achieve the goal of receiving organic material, increasing bio-methane production, and maximizing energy production.	Currently developing an overall Wastewater Resource Recovery Plan.	Preparing a Wastewater Resource Recovery Plan for City Council consideration and approval for implementation.	Craig Justice Ed Filadelfia	Quarter 1 - 2019/2020	High	500,000	500,000	0	Other
31	Conduct an analysis to determine the highest and best use of the biosolids generated at the RWQCP.	Currently developing an overall Wastewater Resource Recovery Plan.	Preparing a Wastewater Resource Recovery Plan for City Council consideration and approval for implementation.	Craig Justice Gilbert Perez	Quarter 2 - 2019/2020	Medium	TBD	TBD	TBD	Other
32	Prioritize implementation of salinity measures in the 2016 Wastewater Master Plan and rate development study, including necessary funding through water and wastewater rates.	Currently implementing salinity measures and will expand efforts to include those brought forth in the Master Plan Update.	Upgrade project is allowing for decrease in use of chemicals. Pursuing favorable regulatory changes. Source water management with our regional partner agencies.	Craig Justice Gilbert Perez Kevin Street Ed Filadelfia	Quarter 2 - 2019/2020	Medium	TBD	TBD	TBD	Other

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33	Develop meaningful performance measures and standards for wastewater collection and treatment.	Performance measures already developed as part of the RWQCP operational performance measures.	Update and implement performance budget for Operations & Maintenance of RWQCP. Update and implement the Sewer System Management Plan (SSMP).	Craig Justice Kevin Street Brent Keaster Gilbert Perez	Quarter 1 - 2019/2020	Medium	N/A	N/A	N/A	Equipment & Staffing
34	Collect performance data and report compliance with and trends on a quarterly basis, making the reports available to City Council, the city manager, department staff and the public.	As part of citywide quarterly updates	TBD	Craig Justice Pubic Works Management Team - Wastewater	Quarter 4 2020	Low	TBD	N/A	N/A	N/A
35	Conduct a cost-benefit analysis to assess the merits of using bond financing for street rehabilitation projects, securitizing those bonds with future gas tax revenues.	PW Engineering does not recommend a second round of bonds because the debt service will reduce the annual paving budget significantly for the life of the bond.	Recommend - Do not pursue.	N/A	N/A	N/A	N/A	N/A	N/A	N/A
36	Consider reallocating additional Measure Z monies to pay for needed street maintenance.	Will be presenting a report to the Budget Engagement Commission on 2/28/2019, to discuss additional funding sources for City's Pavement Management Program including Measure Z funds.	Present report to Budget Engagement Commission and the City Council to discuss additional funding sources for City's Pavement Management Program	Gilbert Hernandez Farshid Mohammadi	Quarter 1 - 2019	High	30 million/ per year	13.5 million/ per year	16.5 million/ per year	Equipment & Staffing
37	Establish an appropriate long-term PCI standard for maintaining the City's roadway network that would achieve a PCI of not less than 65.	Per presentation to the City Council on 9/11/2018, City will require an annual budget of \$30 million in order to maintain a PCI of 63.	Present report to Budget Engagement Commission and the City Council to discuss additional funding sources for City's Pavement Management Program	Gilbert Hernandez Farshid Mohammadi	Quarter 1 - 2019	High	30 million/ per year	13.5 million/ per year	16.5 million/ per year	Equipment & Staffing
38	Develop a funding and implementation strategy to achieve the PCI standard over a ten-year period.	Will be presenting a report to the Budget Engagement Commission on 2/28/2019, to discuss additional funding sources for City's Pavement Management Program.	Present report to Budget Engagement Commission and the City Council to discuss additional funding sources for City's Pavement Management Program	Gilbert Hernandez Farshid Mohammadi	Quarter 1 - 2019	High	30 million/ per year	13.5 million/ per year	16.5 million/ per year	Equipment & Staffing
39	Establish a policy regarding pot-hole repair timeframes.	Currently, the Citywide Performance Measure requires 90% of potholes to be filled within one business day from receiving notification. Currently, there is no automated process to accurately collect this data.	Develop an SOP for Crews to respond to 311 Service Requests.	Cindie Perry Pubic Works Management Team - Corpyard	Quarter 2 - 2020	Medium	N/A	N/A	N/A	N/A

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40	Review street maintenance budgetary resources to identify funding options to hire contractors for pothole repairs in accordance with the pothole repair standards.	Current budget resources are allocated to City Crews completing this task. Additional funding would need to be acquired to hire an outside contractor.	Prepare report for Department Head review analyzing cost of supplemental resources and benefit to street maintenance program.	Cindie Perry Jim Lowery	Quarter 1 - 2020	Low	TBD	TBD	TBD	Other
41	Establish and fund a vehicle/equipment replacement fund for street maintenance equipment.	Funding limitations present a significant challenge to meeting this recommendation. However, staff agrees with the recommendation and is open to exploring other sources, such as used vehicles/equipment, seasonal renting or leasing are alternatives that have been discussed.	Present report to Department Head outlining internal or external funding opportunities, equipment priority needs, and plan to establish replacement fund.	Cindie Perry Pubic Works Management Team - Corpyard	Quarter 4 - 2020	High	TBD	TBD	TBD	Other
42	Complete the implementation of GIS, integrating the pavement condition data from Lucity, designating employees with responsibility for its continued updating and use.	IT is moving forward with evaluating the system requirements for Lucity to determine if additional infrastructure is needed to properly run the software.	IT will set up a follow up meeting with PW and our consultant, IMS, to determine next steps and schedule with implementing the program.	Gilbert Hernandez Ed Lara	Quarter 3 - 2019	Medium	34,500	34,500	0	Equipment & Staffing
43	Evaluate possible revisions to the NPDES permit that may allow for less frequent street sweeping within the context of the other permit requirements.	No revision of the NPDES permit is necessary. Street Sweeping frequency is not quantified in the permit. In an effort to comply with Bacteria and Nutrient TMDLs, we have documented that the City's practice of biweekly sweeping and calculated the associated benefits. If Council wants to sweep less frequently, we can attempt to revise the documents (LIP, DAMP, CBRP, CNRP) or make notes in Annual Reports to the Water Board that our frequencies have changed. This change may face scrutiny by the Water Board, especially if the resources saved from the change are not allocated to other water quality improvement practices.	If requested, revise the Local Implementation Plan (LIP) to show the adjusted frequency. Revisions to the DAMP, CBRP, and CNRP may take longer as these documents are multi-jurisdictional and cannot be changed by one entity. Instead, I would make notes in our annual reports for different programs that street sweeping frequencies have changed.	Gilbert Hernandez Mike Roberts	Quarter 3 -2019	Medium	N/A	N/A	N/A	Staffing
44	Develop and issue a request for proposals for street sweeping services.	This recommendation is included with the waste system review RFP scope of services currently posted.	Present consultant findings for policy decision.	Cindie Perry Archie Washington	Quarter 1- 2020	Low	25,000	N/A	N/A	N/A

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45	Arrange for contract management training for the individuals who will be responsible for managing the sweeping contract.	While the City Admin Manual policy exists to provide general contract management procedures, a formal training program does not.	Identify a contracts management training plan and schedule for new and existing employees (using either internal experts or contract classes).	Cindie Perry Archie Washington	Quarter 4 - 2020	Low	TBD	N/A	N/A	N/A
46	Establish guidelines for consistent contract management practices, regular reporting systems, and clear communications.	The City Admin Manual policy provides general contract management procedures.	Develop an contract management SOP based on the City's Admin Manual policies and departmental procedures.	Cindie Perry Archie Washington	Quarter 4 2020	Low	TBD	N/A	N/A	N/A
47	Develop and track performance metrics regarding cost per mile for street sweeping services.	This recommendation is part of the waste system review RFP scope of services.	Present consultant findings for policy decision.	Cindie Perry Archie Washington	Quarter 4 2020	Low	TBD	N/A	N/A	N/A