

External Performance Assessment/Financial Audit Action Plan
General Services 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	Revise the department's organization chart to reflect the direct reporting relationship of the airport manager to the General Services director.	Management is in agreement, as this was already the practice.	The organization chart has been updated.	An-Chi Filiar	Completed	Low	0	N/A	N/A	N/A
2	Revise the department's organization chart to reflect the direct reporting relationship of the management analyst to the General Services deputy director.	Management is in agreement, as this was already the practice.	The organization chart has been updated.	An-Chi Filiar	Completed	Low	0	N/A	N/A	N/A
3	Reassign the account technician and senior office specialist positions in the day shift workgroup to report directly to the fleet operations manager.	Management is in agreement.	The organization chart has been updated.	An-Chi Filiar (Org Chart) /Garrett Reynolds	Completed	Low	0	N/A	N/A	N/A
4	Request that the City's Human Resources Department develop a formal succession plan for the General Services Department.	Management is in agreement, and the Deputy Director will initiate this effort with the Human Resources Department.	This will be a recurring item at monthly standing meetings between the Deputy Director and Human Resources staff.	Shari Call	July-2020	Medium	TBD	N/A	N/A	N/A
5	Track the progress of U.S. Senate Bill S2650 that would redefine the definition of common carrier to allow flight-sharing services in the United States.	Management is in agreement.	Currently monitoring Senate Bills. It should be noted that if a flight-sharing service wished to use the Airport, it is allowable.	Kim Ellis/Megan Stoye	Ongoing	High	0	N/A	N/A	N/A
6	Prepare an amendment to the Riverside Airport Master Plan to indicate the current status of projects and to focus on the most important elements remaining to be completed.	Management does not agree with this recommendation.	The current Airport Master Plan was adopted in 2009 and provides a vision for the Airport through 2027. Federal funding for an update is not available during current 5-year CIP filed with FAA.	Kim Ellis	N/A	Low	250,000	0	250,000	Other
7	Increase hangar rental rates by up to 10% to reflect market demand and considering rates in other local regional municipal airports.	Management is in agreement.	On 1/8/2019, City Council approved the Airport Master Lease Plan, which includes 10% rate increases for new tenants.	Kim Ellis/Megan Stoye	Completed	High	0	N/A	N/A	N/A
8	Conduct an airport facility conditions assessment to identify necessary upgrades and an ongoing preventative maintenance schedule.	Management is in agreement.	Estimated implementation date of Dude Solutions in fall 2019, depending on cost and budget availability.	Kim Ellis/Megan Stoye	November-2019	Medium	TBD	0	TBD	Other
9	Review the airport maintenance program for opportunities to contract select maintenance activities.	Management is in agreement.	In process - will identify possible areas in FY 2019/20 budget cycle.	Kim Ellis/Megan Stoye	August-2019	Medium	TBD	0	TBD	Other
10	Track the progress of the FAA Reauthorization Act of 2018 (HR 4) that could provide regulatory relief and allow the City to possibly develop airport land for nonaeronautical uses.	Management is in agreement.	Have hired on-call consultant to develop proposal for submission to FAA to redesignate 2.5 acres to non- aeronautical use.	Kim Ellis/Megan Stoye	November-2019	High	65,000	65,000	0	N/A

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11	Create and implement a plan to develop the currently undeveloped airport property as either additional hangar space or non-aeronautical use, pending passage of HR4.	Management is in agreement.	The West Side Development Project is currently underway. In addition, the Airport has identified an additional 1+ acre for possible hangars, with a Request for Proposals (RFP) issued Feb 2019	Kim Ellis	June-2019	High	0	N/A	N/A	N/A
12	Review light-duty replacement cycles and establish replacement cycles for all medium- and heavy-duty fleet units that are commonly found in municipalities.	Management is in agreement.	The current direction for standard vehicles is 13 - 15 years, 130K -150K miles. Fleet suggests a plan be implemented using depreciation over time, LTD cost, mileage, end of life vehicle value, etc.	Garrett Reynolds/ Monique Gordon	October-2019	High	TBD	MP Replacement Accounts	TBD	Staffing
13	Develop a 15- to 20-year long-range replacement plan.	Management is in agreement.	Fleet has developed a spreadsheet that provides analysis that provides 20 year escalated costing that is driven by approved replacement policy.	Garrett Reynolds / Monique Gordon	October-2019	High	TBD	N/A	N/A	Staffing
14	Analyze the existing fleet replacement fund and determine its capacity to fund future replacement of current inventory as well as the chargeback methodology used to support it.	Management is in agreement.	Currently the fund is healthy for classifications that are in the motorpool program. The rates that fund this program may be adjusted down as determined by approve replacement strategies.	Garrett Reynolds/ Monique Gordon	January-2020	High	TBD	N/A	N/A	Staffing
15	Incorporate medium- and heavy-duty fleet units in the fleet replacement fund and the annual chargeback systems needed to support them.	While management does not disagree with this recommendation, it carries a substantial financial impact to user departments.	Meet with Finance/Budget Office to discuss feasibility in light of financial challenges. Determine whether migration to include the entire fleet in the motorpool program. Fleet suggests a hybrid approach to apply to new acquisitions only.	Garrett Reynolds / Shari Call	January-2020	Medium	TBD (Expected to be in the millions)	N/A	N/A	Other
16	Establish minimum annual mileage criteria based on vehicle and equipment classes.	Management is in agreement.	Currently the internal trend looks to start at the 2,500 mile threshold, then possibly extend to 5,000 miles. We will need to determine enforcement policy, actions and exceptions.	Garrett Reynolds / Monique Gordon	TBD	Medium	Potential cost savings through reduction in fleet units	N/A	N/A	Other
17	Conduct a fleet utilization study using revised minimum annual mileage criteria to identify underutilized fleet units for elimination.	Management is in agreement.	Currently the internal trend looks to start at the 2,500 mile threshold, then possibly extend to 5,000 miles. Will need to determine enforcement policy, actions and exceptions.	Garrett Reynolds / Monique Gordon	TBD	Medium	Potential cost savings through reduction in fleet units	N/A	N/A	Other
18	Reengineer the methodology used to compute the shop burdened labor rate and markups by appropriately allocating labor and overhead costs to the functions of administration/asset management, maintenance/repair, fuel, parts, car wash and sublet.	Management partially agrees.	Fleet has an established methodology for determining fully burdened labor rates. The "Mechanic Productivity" numbers were higher than average per the audit. Fleet will evaluate current productivity rates and adjust accordingly. Current office staffing may delay the study.	Garrett Reynolds / Monique Gordon	TBD	Medium	TBD, study will determine if there is a cost implication	N/A	N/A	Staffing

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19	Review the calculation of wrenching productivity rates to ensure the rate is accurate and is properly reflected in the shop labor rate calculation.	Management partially agrees.	Fleet has a established methodology for determining fully burdened labor rates. The "Mechanic Productivity" numbers were higher than average per the audit. Fleet will evaluate current productivity rates and adjust accordingly.	Garrett Reynolds / Monique Gordon	TBD	Medium	TBD, study will determine if there is a cost implication	N/A	N/A	Staffing
20	Review fleet procurement processes with the Finance Department to determine opportunities to streamline and improve the turnaround time in the acquisition of fleet units.	Management is in agreement.	An initial meeting was held Finance/Purchasing on 1/3/19 to discuss streamlining police vehicle procurement. Follow up meetings will be scheduled as needed to streamline procurement for all vehicles.	Shari Call/ Garrett Reynolds	Ongoing	High	N/A	N/A	N/A	Other
21	Conduct a comprehensive analysis of facilities maintenance functions to determine those functions that could be served using specialist contractors.	Management is in agreement.	The comprehensive facility condition assessment (FCA) will be completed in FY 2018/19. Analysis of data from FCA will begin upon completion to determine best management approach to each facilities need. Trend reporting will be ongoing.	Ed Luke/Jason Bourbonnais	January-2020	High	0	0	N/A	Staffing
22	Prepare a cost study to compare the cost of maintenance by City staff compared with specialist vendors to determine the most cost-effective way to provide maintenance services.	Management is in agreement.	This is an ongoing process. Evaluate on a project by project basis and current facility needs.	Ed Luke/Jason Bourbonnais / Kathy Hunt	Ongoing	High	0	N/A	N/A	N/A
23	Identify opportunities for additional or new funding sources such as grants or reimbursement from other revenue sources to support facilities maintenance and rehabilitation projects.	Management is in agreement.	Use current Dude Solutions data to evaluate facilities maintenance needs and priorities. Research grants and rebate programs through utilities and Facilities Management Industry incentives and programs.	Shari Call/Kathy Hunt	July-2019	Medium	0	N/A	N/A	N/A
24	Establish a facilities maintenance internal service fund to proactively fund repair and replacement of building systems such as HVAC, carpeting, roof and paint.	Management does not disagree with this recommendation, but it will have a substantial financial impact to user departments.	Meet with Finance/Budget Office to discuss feasibility in light of financial challenges.	Shari Call/Kathy Hunt	TBD	Low	TBD	0	TBD	Other
25	Obtain proposals from local print shops for print production services for all print jobs larger than 500 copies to evaluate the cost-benefit of retaining those services in house.	Management is in agreement.	Formulate and issue RFP based on various types of printing performed by Publishing Services. (We now have a Production level machine and can competitively produce documents over 500 sheets.)	Ron Ostman	July-2019	Medium	0	N/A	N/A	Staffing

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26	Implement a phased approach to outsourcing elements of print production services over a three-year period.	Management is in agreement.	Publishing currently outsources certain print jobs based on size and deadlines. This is something we have been doing for several years. With new Production level machine, we can now competitively produce documents over 500 sheets, and can compare costs to determine most cost effective service delivery.	Ron Ostman/ Shari Call	July-2019	Medium	0	N/A	N/A	Staffing
27	Obtain proposals from utility bill printing and mailing service providers to evaluate the cost-benefit of retaining those services in house.	Management is in agreement.	Meet with Public Utilities to determine cost to print on their Nuvera Printers in Publishing. Solicit quotes from inserting companies that includes inserting other agency inserts (Parks, Finance) and bulk mailings. We currently save \$.03 on bulk RPU mailings through Inland Pre-Sort.	Ron Ostman/ Shari Call	July-2019	Medium	0	N/A	N/A	Staffing
28	Request that the City Attorney's Office and City Clerk Office investigate implementing digital signature technology for contracts and documents.	Management does not agree with this recommendation.	City Attorney requires "wet" signatures for all contracts/agreements.	Shari Call	N/A	Low	N/A	N/A	N/A	N/A
29	Consolidate the property management function citywide to better coordinate property management activities and communication protocols with affected user departments.	Management does not agree with this recommendation.	The Director and Deputy Director met with the Community and Economic Development Director on 2/4/19 to discuss. By mutual agreement, GS will retain property management responsibilities for various City properties, as well as for all cell towers on City property.	Carl Carey / Shari Call	N/A	Low	N/A	N/A	N/A	N/A
30	Develop a comprehensive asset management program, starting with the Building Services and Fleet Divisions in the General Services Department.	Management is in agreement.	The comprehensive facility condition assessment will be completed in FY 2018/19. Analysis of data from FCA will begin upon completion to determine best management approach to each facilities needs.	Ed Luke/Jason Bourbonnais	July-2019	High	TBD	Measure Z	N/A	N/A
31	Prioritize implementation of Dude Solutions as the chosen asset management solution in the Building Services Division.	Management is in agreement.	Dude Solutions was approved by City Council in FY 2017/18, and renewed by City Council in FY 2018/19.	Carl Carey / Shari Call	Completed	High	49,000	Measure Z	N/A	N/A
32	Roll out Dude Solutions to customer departments, including the necessary training and change management resources.	Management is in agreement.	Determine departmental liaisons and training plan for implementation. Initiate implementation Jan 2020.	Jason Bourbonnais / Kathy Hunt	January-2020	High	TBD	0	N/A	Other

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33	Obtain the assistance of the Dude Solutions' vendor to integrate the system with other citywide systems and to assist in the rollout and change management initiatives associated with implementation.	Management is in agreement.	Initiate implementation Jan 2020. This will be an ongoing effort with updates	Jason Bourbonnais / Kathy Hunt	January-2020	High	TBD	0	TBD	Other
34	Hold employees accountable for ensuring timeliness and quality standards are achieved.	Management is in agreement.	This will be an ongoing effort.	All Division Managers	Ongoing	High	0	N/A	N/A	N/A
35	Develop meaningful performance measures and standards for airport operations.	Management is in agreement.	This item has been completed, and department is currently tracking.	Kim Ellis / Megan Stoye	Completed	Medium	0	N/A	N/A	N/A
36	Collect data and report compliance with and trends of airport-related performance measures on a quarterly basis.	Management is in agreement.	Ongoing.	Kim Ellis / Megan Stoye	Completed	Medium	0	N/A	N/A	N/A
37	Develop meaningful performance measures and standards for building services.	Management is in agreement.	Determine the reporting format and specific data for measurement.	Jason Bourbonnais / Kathy Hunt	January-2020	High	0	N/A	N/A	Staffing
38	Collect data and report compliance with and trends of building services performance measurements on a quarterly basis.	Management is in agreement.	The comprehensive facility condition assessment will be completed in FY 2018/19. Analysis of data from FCA will begin upon completion to determine best management approach to each facilities need. Trend reporting will be ongoing.	Jason Bourbonnais / Kathy Hunt	January-2020	High	0	N/A	N/A	Staffing
39	Conduct quarterly meetings with Building Services Division staff to review performance and identify opportunities for continual improvement.	Management is in agreement.	This is currently in practice.	Ed Luke	Completed	N/A	0	N/A	N/A	N/A
40	Develop meaningful performance measures and standards for Fleet Management.	Management is in agreement.	Fleet has several ideas for Key Performance Indicators within the M5 system that can be automated. System upgrades are needed as well as significant staff time.	Monique Gordon/ Garrett Reynolds	TBD	Medium	TBD	0	TBD	Equipment & Staffing
41	Collect data and report compliance with and trends of Fleet Management performance measurements on a quarterly basis.	Management is in agreement.	Fleet has several ideas for Key Performance Indicators within the M5 system that can be automated. System upgrades are needed as well as significant staff time.	Monique Gordon / Garrett Reynolds	TBD	Medium	TBD	0	TBD	Equipment & Staffing
42	Conduct quarterly meetings with Fleet Management staff to review performance and identify opportunities for continual improvement.	Management is in agreement.	This is currently in practice.	Ed Luke	Completed	High	0	N/A	N/A	N/A

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43	Develop meaningful performance measures and standards for Publishing Services.	Management is in agreement.	Track the length of time for the completion of print jobs based on the Publishing Work Order System while also comparing size and complexity of each project. Do the same for the average daily inserter usage. Establish quarterly baseline.	Ron Ostman / Shari Call	July-2019	Medium	0	N/A	N/A	N/A
44	Collect data and report compliance with and trends of Publishing Services performance measurements on a quarterly basis.	Management is in agreement.	Track the number of print jobs, inserted mail, metered mail, and delivered mail for an established time to create a baseline for a quarter.	Ron Ostman / Shari Call	July-2019	Medium	0	N/A	N/A	N/A
45	Conduct quarterly meetings with Publishing Services staff to review performance and identify opportunities for continual improvement.	Management is in agreement.	This has already been implemented.	Ron Ostman	Completed	High	0	N/A	N/A	N/A
46	Assess competitive pricing being received from vehicle parts vendors by requesting informal quotes on frequently ordered parts from other vendors annually.	Management is in agreement.	Administrative staff time is needed to generate specifications for standard procurements, bid process, award, etc. Additional staff time is needed to complete auto stores systems, bar coding, labeling and inventory processes. Staff will coordinate with Purchasing to identify any cooperative agreement opportunities.	Garrett Reynolds / Monique Gordon	TBD	Medium	TBD	0	TBD	Staffing