



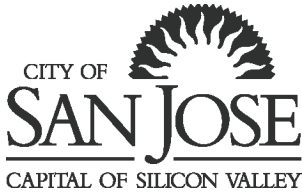
Office of the City Auditor

**Report to the City Council
City of San José**

**STATUS OF OPEN AUDIT
RECOMMENDATIONS AS
OF JUNE 30, 2024**

September 2024

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Office of the City Auditor
Joe Rois, City Auditor

September 13, 2024

Honorable Mayor and City Council
City of San José
200 E. Santa Clara Street
San José, CA 95113

STATUS OF OPEN AUDIT RECOMMENDATIONS AS OF JUNE 30, 2024

RECOMMENDATION

We recommend the City Council accept the Status of Open Audit Recommendations as of June 30, 2024.

SUMMARY OF RESULTS

The City Auditor’s Office monitors and reports on the status of open audit recommendations every six months. Since the last update, City departments implemented or closed 45 recommendations from past performance audits covering a range of services and programs.

Over the past 10 years, the Administration has implemented 83 percent of all recommendations made by the Auditor’s Office (target: 80 percent). 130 recommendations remain pending, 108 of which have been partly implemented.

Attached is a summary table of all recommendations by report over the past ten years (Appendix A) and details on the status of the 175 audit recommendations from our review as of June 30, 2024 (Appendix B).

175 recommendations in this report

23 were issued in new reports

45 implemented / closed

130 partly or not implemented

83% of audit recommendations made over the last 10 years have been implemented or closed

Departments Implemented or Closed 45 Recommendations in the Last Six Months

Over the past six months, City departments have implemented 45 recommendations. Examples include:

- The Fire Department finalized a comprehensive website design to organize information by discipline and activity type, provide links to other useful sites, and provide dashboards showing average wait times for inspections. (*Audit of Fire Development Services, 2020*)
- To reduce travel time for park maintenance crews, Parks, Recreation and Neighborhood Services completed maintenance route assessments and redistributed parks among crews for greater efficiency. (*Audit of Park Maintenance, 2020*)
- Planning, Building and Code Enforcement (PBCE) developed a partner policy for non-routine or higher risk inspection activities, and updated performance targets for special programs such as the massage and cannabis inspection programs. (*Audit of Code Enforcement Management Controls, 2021*)
- PBCE also updated procedures around assigning plans for review, requesting meetings with applicants to reduce the number of plan resubmittals, overseeing plan review consultants, and responding to customer inquiries. (*Audit of Residential Building Permits, 2023*)
- The Environmental Services Department (ESD) revised the Integrated Waste Management Enforcement team's mission, goals, and role in enforcing § 9.10 of the Municipal Code. (*Audit of the Integrated Waste Management's Enforcement Team, 2023*)
- Human Resources and the Office of Employee Relations updated City Policy 3.3.3 Non-Management Performance Program to clarify expectations for appraisals for part-time staff and the timeliness of appraisals. (*Audit of Non-Management Performance Appraisals, 2024*)
- The Office of Racial and Social Equity updated or developed guides and tools for departments to include language access considerations. (*Audit of Language Accessibility, 2024*)

Over the last 10 years, the City Auditor's Office has made 692 recommendations to improve or enhance City services. Of those recommendations, 83 percent have been implemented or closed. (See Appendix A for a list of reports issued in the last ten years and the status of their recommendations.)

Twelve Priority Recommendations

Per direction of the City Council in June 2018, the Administration, in coordination with the City Auditor’s Office, identified 12 open audit recommendations to prioritize, while continuing to make progress on implementing or closing out other open audit recommendations. The current audit recommendation priorities (categorized by intended benefit and listed with target dates) are:

Potential Budgetary Savings / Revenue Generation	
Partly Implemented	<p>Improve overtime controls in the Police Department (<i>Audit of Police Staffing, Expenditures, and Workload, #2101-06</i>) Target date: December 2024 (delayed from: June 2022).</p> <p><i>Status:</i> The Police Department has taken multiple steps to improve overtime controls, including limiting discretionary overtime, requiring Captains to report on overtime on a quarterly basis, and others. They are planning to pilot a new timecard system to assess whether it can increase the accuracy and efficiency of time reporting.</p>
Partly Implemented	<p>Adding Community Service Officers (CSO) to address lower priority Police calls (<i>Audit of Police Staffing, Expenditures, and Workload, #2101-09</i>) Target date: March 2025 (delayed from June 2023).</p> <p><i>Status:</i> Through the FY 2024-25 budget process, the Police Department reduced supervisory positions in the CSO program to allow all CSOs to be deployed in the field. The Department is currently working with a consultant on a redistricting and staffing deployment analysis that may address future CSO work.</p>
Implemented	<p>Identify uses and develop procedures for spending in-lieu fees for tree plantings (<i>Audit of Tree Removals and Replacements, #2208-07</i>) Target date: June 2024.</p> <p><i>Status:</i> The Department of Transportation (DOT) has identified locations or uses of in-lieu fee revenues that were unspent at the time of the audit. DOT also developed procedures about how and when fees should be used on plantings, as well as to better track fees moving forward.</p>
Operational Efficiency	
Partly Implemented	<p>Eliminate the Construction & Demolition Diversion Deposit (<i>Audit of Development Services, #1408-18</i>) Target Date: June 2025 (delayed from March 2017).</p> <p><i>Status:</i> ESD is considering changes to the program to increase awareness of the refundable deposit and potentially eliminate small dollar projects from the deposit requirements.</p>

Partly Implemented	<p>Implement a database platform to better manage the City’s real estate assets (<i>Audit of Real Estate Services, #2103-02</i>) – <i>New priority added</i> – Target date: December 2024 (delayed from January 2024).</p> <p><i>Status:</i> Real Estate entered into an agreement with a vendor to provide real estate asset and lease management software, which is targeted to go live at the end of 2024.</p>
Partly Implemented	<p>Adopt City policies and procedures by Retirement Services (<i>Audit of Retirement Services, #2305-01</i>) Target date: December 2024 (delayed from June 2024).</p> <p><i>Status:</i> The Retirement Boards have adopted various City policies, including procurement policies for some goods and services. The City Attorney’s Office, at the direction of the City Council, developed Municipal Code changes such that the Code’s procurement rules apply to Retirement Services. The City Attorney’s Office presented these changes to the Boards and are waiting for further response from their outside counsel before proceeding further.</p>

Improved Service Delivery

Partly Implemented	<p>Procure a software solution and provide sufficient supervisory staff to support wage compliance review (<i>Audit of the Office of Equality Assurance, #1702-01</i>) Target date: October 2024 (delayed from June 2018).</p> <p><i>Status:</i> Public Works has developed an internal tracking system and added staff to provide sufficient supervisory resources. They are in the process of implementing a new software solution to better administer the prevailing and living wage compliance programs.</p>
Implemented	<p>Clarify massage program roles and responsibilities (<i>Audit of Code Enforcement Management Controls, #2104-07</i>).</p> <p><i>Status:</i> PBCE and the Police Department created a Memorandum of Understanding to clarify the roles and responsibilities of the two departments relating to permitting and inspections of businesses subject to the Massage Ordinance.</p>
Not Implemented	<p>Increase language translations of vital documents and include language translation options in the SJpermits.org website. (<i>Audit of Residential Building Permits, #2307-15</i>) – <i>New priority added</i> – Target date: December 2025 (delayed from December 2024).</p> <p><i>Status:</i> PBCE reports it is creating a process to identify and prioritize vital documents for translation, and reports that it is working with the Information Technology Department to add translation options for SJPermits.org.</p>

Citywide Security / Risk Mitigation

Implemented	<p>Revise the procurement card policy (<i>Audit of City Procurement Cards, #1009-01</i>).</p> <p><i>Status:</i> The Finance Department (Finance) updated the City Procurement Cards policy (City Policy 5.1.2) and created a companion detailed Procurement Card Administrative Manual. These documents implemented seven recommendations across multiple audit reports.</p>
Partly Implemented	<p>Develop Citywide administrative guidelines or procedures for managing federal grants (<i>Audit of Citywide Grant Management, #2203-01</i>) Target date: December 2024 (delayed from June 2023).</p> <p><i>Status:</i> A draft City Grant Acquisition, Management, and Compliance Policy has been developed and is currently under review.</p>
Closed	<p>Gather documentation for COVID-related procurements of food distribution contracts. (<i>Audit of COVID-19 Food Distribution Expenditures, #2206-01</i>).</p> <p><i>Status:</i> Finance finalized its documentation for sole source and non-competitive food distribution contracts used during the COVID-19 emergency.</p>

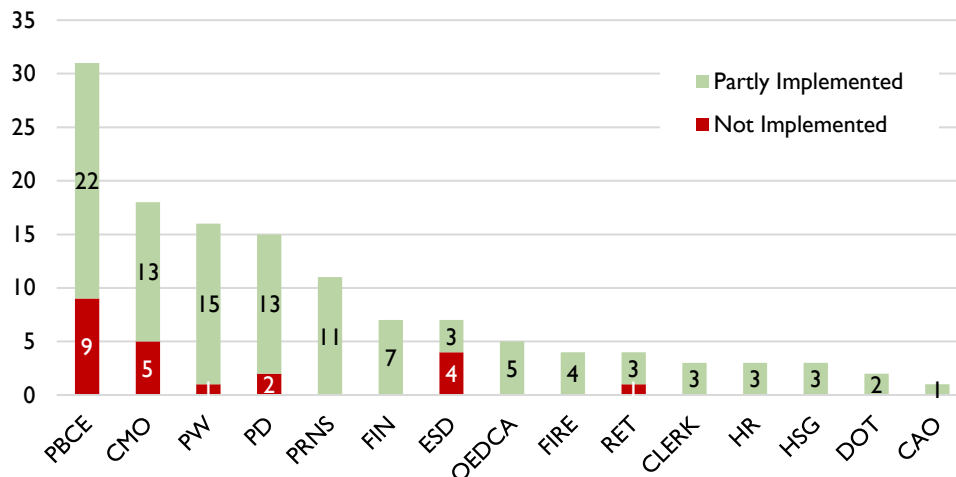
More detail about each of the priority recommendations is shown in our online dashboard and in Appendix B of this report.

Total of 130 Recommendations Are Still Pending

Of the 130 recommendations that are still pending, 108 (83 percent) are partly implemented and 22 (17 percent) are not implemented.

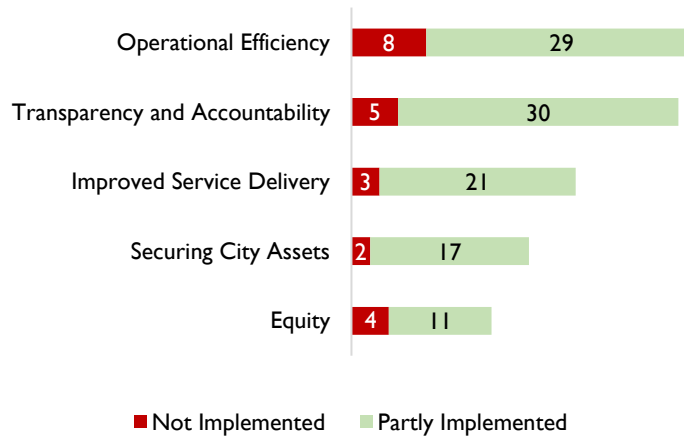
PBCE has the largest number of open audit recommendations – the majority of which were from audits issued between 2021-2023.

Open Recommendations



When implemented, many recommendations will improve operational efficiency of City departments. Others will improve transparency and accountability, improve service delivery, help to secure City assets, or ensure equity in service delivery.

Open Audit Recommendations by Intended Outcome



Note: The equity category was new as of the June 2022 report.

\$10.7 Million in Potential Monetary Benefits from 15 Open Recommendations

There are \$10.7 million in potential monetary benefits in open audit recommendations. Implementing recommendations can sometimes result in cost savings, efficiency gains, protecting City assets, or additional revenue to the City. Additional monetary benefits can be identified through reducing risk to the City. Examples include:

- Improving management of overtime of sworn employees and reassessing how Community Service Officers are deployed in the Police Department (an estimated \$1.9 million from multiple recommendations from a 2021 audit).
- Recovering 100 percent of the cost of the Police Department’s secondary employment program (\$1.2 million based on the most recent analysis by the Department).
- Creating a roster of massage businesses to help the City identify unpermitted businesses and notifying businesses of the expiration of their licenses (estimated \$500,000 in initial permit application fees, and \$280,000 in ongoing annual permit fees at the time of the audit in 2021).

These and other recommendations that could result in potential savings are shown in more detail in Appendix B and in our online dashboard.

CONCLUSION

Information about all open recommendations is available online:

- The *Dashboard of the Status of Open Audit Recommendations* contains information about the status of all pending recommendations as of June 30, 2024 – sortable by priority, department, year published, target date, and type/benefit.
- The *Dashboard of All Recommendations 2010 to Present* contains all recommendations (both open and closed) made since 2010 – sortable by report, department, year published, and status. A search feature allows users to search by keyword, status, and report number.

Both dashboards are online at:

www.sanjoseca.gov/your-government/appointees/city-auditor/audit-recommendations

The City Auditor's Office would like to thank the City Manager's Office and all the departments for their efforts to implement audit recommendations and for their assistance in compiling this report.

Respectfully submitted,



Joe Rois
City Auditor

Audit staff: Brittney Harvey, Shayleen Agarwal, Hiwad Haider, Dilnoza Khudoyberganova, Michelle Ann Mallari, Gitanjali Mandrekar, Ebelechukwu Obi, Michael O'Connell, Alison Pauly, Adrian Perez, and Maria Valle

Appendix A: Summary Listing of Recommendations by Report (July 1, 2014 – June 30, 2024)

Appendix B: Detailed Listing of the Status of Open Recommendations as of June 30, 2024

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Appendix A:

SUMMARY LISTING RECOMMENDATIONS BY REPORT
(JULY 1, 2014 – JUNE 30, 2024)

Audit Title	Dept(s)	We made recommendations to:	Implemented / Closed	Partly Implemented	Not Implemented
#15-02 Street Pavement Maintenance: Road Condition Is Deteriorating Due to Insufficient Funding	DOT	Improve the condition of City streets and address the maintenance backlog..	■ ■ ■ ■ 4		
#15-03 Fund Balance and Reserves: San Jose Should Aim to Have Higher Safety Net Reserves Within the General Fund	FIN	Increase safety net reserves in the General Fund and develop comprehensive reserve policies.	■ ■ 2		
#15-04 Employee Hiring: The City Should Streamline Hiring and Develop a Workforce Plan to Fill Vacancies	HR	Streamline the hiring process and develop a plan to fill the large number of vacant positions Citywide.	■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ 14		
#15-05 PRNS Fee Activity Program: The Department Can Better Reflect the City's Goals for Tracking and Recovering Costs, Setting Fees, and Promoting Affordable Access	PRNS	Improve cost recovery for recreational classes offered through the City while expanding access for low-income residents.	■ ■ ■ ■ ■ 5	■ 1	
#15-06 Curbside Recycling: The City Can Enhance Its Single-Family Residential Recycling Program to Improve Waste Diversion	ESD	Enhance the City's single-family residential recycling program.	■ ■ ■ ■ ■ ■ 6		
#15-07 Police Disability Retirement Scenarios	PD	No recommendations.			
#15-08 Golf Courses: Loss of Customers and Revenues Requires A New Strategy	PRNS	Improve the utilization and finances of the City's golf courses.	■ ■ ■ ■ ■ 5		
#15-09 Police Hiring: Additional Efforts to Recruit Qualified Candidates Urgently Needed to Fill Vacancies	PD	Bolster recruiting efforts and increase the efficiency of recruiting to fill the growing vacancies in the Police Department.	■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ 14		

Audit Title	Dept(s)	We made recommendations to:	Implemented / Closed	Partly Implemented	Not Implemented
#15-10 Cities Association of Santa Clara County Expenditure Review, Fiscal Years Ending June 30, 2014 & 2015	OTHER	No recommendations.			
#15-11 Team San Jose's Performance 2014-15	OEDCA	Clarify the City and Team San Jose's respective roles in managing fees charged to fund facility improvements.	■ 1		
#15-12 Personnel Investigation Structure: Augmenting Policies and Training Can Improve the Process	CMO	Improve the structure of personnel investigations.	■■ 2		
#15-13 Annual Report on City Services FY 2014-15	CITY	No recommendations.			
#16-01 Measuring San José's Financial Condition	CITY	No recommendations.			
#16-02 Street Sweeping: Significant Investment and Re-Tooling Are Needed to Achieve Cleaner Streets	DOT	Improve the effectiveness of the City's sweeping program.	■■■■■■■■■■■■■■■■■■■■ 14		
#16-03 The City's Use and Coordination of Volunteers: Volunteer Programs Provide Significant Benefits to the Residents of San José	CMO	Provide tools for City staff to better manage volunteers and allow for better coordination across volunteer programs.	■■■■■■■■■■ 8		
#16-04 Technology Deployments: Additional Resources Needed to Shorten Deployment Timelines	ITD	Improve and establish additional resources for deploying new technology across the City organization.	■■■■■■■■■■■■ 9		
#16-05 South Bay Water Recycling: Better Information and Renegotiation of Contractual Obligations Will Increase Transparency and Aid Program Success	ESD	Provide more transparency over the accounting of South Bay Water Recycling revenues and expenses and help sustain revenues sufficient to cover costs.	■■■ 3	■ 1	

Audit Title	Dept(s)	We made recommendations to:	Implemented / Closed	Partly Implemented	Not Implemented
#18-07 Audit of the City's Homeless Assistance Programs: More Coordination and Better Monitoring Can Help Improve the Effectiveness of Programs	HSG	Improve the City's oversight and management of its homeless assistance programs.	■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ 14		
#18-08 Team San Jose Performance FY 2017-18	OEDCA	Establish and formalize the target for theater occupancy.	■ 1		
#18-09 Annual Report on City Services 2017-18	ALL	No recommendations.			
#18-10 Audit of Towing Services: Changes to Contract Terms and Consolidated Oversight Could Improve Operations	PBCE / PD	Address towing contract violations, standardize towing and storage fees, update contract terms, and improve oversight.	■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ 16		■ 1
#19-01 Audit of 9-1-1 and 3-1-1: Changes to Call Handling and Increased Hiring Efforts Could Improve Call Answering Times	PD	Improve emergency call answering times.	■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ 16	■ ■ ■ 3	
#19-02 Employee Benefit Fund Administration: Opportunities Exist to Improve Controls	HR	Improve administration of employee benefit funds.	■ ■ ■ ■ ■ ■ ■ ■ 8		
#19-03 Development Noticing: Ensuring Outreach Policies Meet Community Expectations	PBCE	Update outreach policies to reflect current conditions, and improve mechanisms for reaching neighborhood associations and limited-English speaking populations.	■ ■ ■ ■ 4	■ ■ ■ 3	■ 1
#19-04 The Mayor's Gang Prevention Task Force (now the San José Youth Empowerment Alliance): Better Coordination and Use of Data Can Further the Task Force's Strategic Goals	PRNS	Support and enhance the Youth Empowerment Alliance's continuum of care strategy.	■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ 13	■ ■ ■ ■ 4	

Audit Title	Dept(s)	We made recommendations to:	Implemented / Closed	Partly Implemented	Not Implemented
#19-05 Employee Reimbursements: Strengthening and Streamlining the Reimbursement Process	FIN	Streamline and better monitor the employee reimbursement process.	■■■■■ 4		
#19-06 Form 700s: Despite High Overall Filing Rates, the City Can Improve Timeliness and Completeness of Filings	CLERK	Streamline processes and standardize procedures to improve the timeliness and completeness of Form 700 filings.	■■■■■■■■■ 8	■ 1	
#19-07 Procurement Cards: Clarification on Policies and Additional Oversight Can Improve the P-Card Program	FIN	Improve program controls and oversight, as well as monitoring of agreements.	■■■■■■■■■ 8	■ 1	
#19-08 Street and Utility In-Lieu Fees: Transparency and Coordination Can Improve the Administration of Fee Programs	PW	Improve the calculation, collection, and use of in-lieu fees for street and utility-related public improvements.	■■■■■■■■■ 7	■ 1	
#19-09 Team San Jose Performance FY 2018-19	OEDCA	No recommendations.			
#19-10 Technology Deployments: Processes Can Be Improved to Ensure Long-term Success of the City's Technology Vision	ITD	Strengthen the City's technology deployments processes across the organization.	■■■■■■■■■■■ 10		
#19-11 Annual Report on City Services 2018-19	ALL	No recommendations.			
#20-01 Memo - Preliminary Review of Controls to Document COVID-19 Recovery Costs	CMO	No recommendations.			
#20-02 Fleet Maintenance and Operations: Public Works Can Continue to Improve Fleet Operations	PW	Enhance fleet operations by utilizing data to identify fleet replacements and monitor operations.	■■■■■■■■■ 7	■■■■■ 5	■ 1

Audit Title	Dept(s)	We made recommendations to:	Implemented / Closed	Partly Implemented	Not Implemented
#20-03 Audit of Fire Development Services: Staff Resources and Process Efficiencies Will Help to Reduce Backlog	FIRE	Improve customer service and the efficiency of the Fire development services program.	■ 14		
#20-04 Park Maintenance: Improved Data Collection and Analysis Would Enhance Park Maintenance Operations	PRNS	Improve park maintenance operations by reassessing data collection protocols and using targeted data to inform resource decisions.	■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ 11	■ ■ 2	
#20-05 Development Partners' Work-in-Progress Reserves: Better Monitoring Can Ensure Reserves Align with Resource Needs	MULTIPLE	Improve workload and resource planning through better tracking of development work in progress.	■ 1	■ ■ ■ ■ 4	
#20-06 Memo - Preliminary Review of Documentation for Costs Included in the July 2020 Coronavirus Relief Fund Interim Report	CMO	No recommendations.			
#20-07 Memo - Cities Association of Santa Clara County Expenditure Review, Fiscal Years Ending June 30, 2019 & 2020	OTHER	No recommendations.			
#20-08 Team San Jose Performance FY 2019-20	OEDCA	No recommendations.			
#20-09 Memo - Preliminary Review of the Allocation and Monitoring of COVID-19 Related Housing Grants	CMO	No recommendations.			
#20-10 Annual Report on City Services 2019-20	ALL	No recommendations.			

Audit Title	Dept(s)	We made recommendations to:	Implemented / Closed	Partly Implemented	Not Implemented
#21-01 Police Staffing, Expenditures, and Workload: Staffing Reductions Have Impacted Response Times and Led to High Overtime Costs	PD	Review and compare Police staffing, spending, and calls for service over time, and provide recommendations about managing overtime and staffing to meet Council and community priorities.	■ ■ ■ 3	■ ■ ■ ■ ■ ■ ■ 7	
#21-02 Advocate Referrals: Further Improvements to Processes and Data Sharing Can Help Connect More Survivors to Services	PD	Connect more survivors to services by making further improvements to advocate referral processes and data sharing.	■ ■ ■ ■ ■ ■ ■ 6		
#21-03 Real Estate Services: Better Tools and Coordination Can Improve Asset Management and Service Delivery	OEDCA	Improve oversight and coordination for managing the City's real estate assets.	■ ■ 2	■ ■ ■ ■ 4	
#21-04 Code Enforcement Management Controls: Improvements to Oversight and Coordination Needed	PBCE	Improve oversight and management controls over code enforcement activities.	■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ 13	■ ■ ■ ■ ■ ■ ■ 7	
#21-05 Municipal Water Billing and Customer Service: The City Can Take Steps to Enhance Customer Service During an Unprecedented Time	ESD	Enhance Municipal Water customer service and support.	■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ 11		■ ■ 2
#21-06 Team San Jose Performance FY 2020-21	OEDCA	Address an error in the incentive fee paid to Team San Jose.	■ 1		
#21-07 Annual Report on City Services 2020-21	ALL	No recommendations.			
#22-01 Information Technology: Improved Governance Would Strengthen the City's Cybersecurity	ITD	Improve controls around the City's information and technology assets.	■ ■ ■ ■ ■ 5		

Audit Title	Dept(s)	We made recommendations to:	Implemented / Closed	Partly Implemented	Not Implemented
#22-02 Environmental Review for New Developments: Better Project Management and Reviewing Resources Can Improve the CEQA Process	PBCE	Improve the CEQA process through better project management and reviewing resources.	■ ■ ■ ■ 4	■ ■ ■ ■ ■ 5	■ ■ ■ 3
#22-03 Citywide Grant Management: Improved Coordination Can Increase Federal Grant Opportunities and Standardize Grant Administration	FIN	Improve Citywide grant management by developing guidelines and training around the different phases of grant management.	■ ■ 2	■ 1	
#22-04 Take-Home Vehicles: Improved Controls Can Better Ensure Compliance With City Policies	PW	Improve the efficiency of the take-home vehicle process and compliance with City policy.		■ ■ ■ ■ ■ 5	
#22-05 Bill of Rights for Children and Youth: Incorporating the Bill of Rights into Planning Can Enhance Services	CMO	Enhance the City's service delivery and promote continuous improvement of programs for children and youth in San José.		■ ■ 2	
#22-06 COVID-19 Food Distribution Expenditures: The City Should Address Gaps in Emergency Documentation and Procedures	FIN	Ensure the City collects documentation to support federal procurement compliance and contract service delivery and update policies to improve the City's emergency preparedness.	■ ■ 2	■ ■ ■ 3	
#22-07 Team San Jose Performance FY 2021-22	OEDCA	No recommendations.			
#22-08 Tree Removals and Replacements: The City Can Improve Processes to Protect and Grow the Community Forest	PBCE / DOT	Improve management of the community forest program.	■ ■ ■ ■ ■ ■ 6	■ ■ ■ ■ 4	

Audit Title	Dept(s)	We made recommendations to:	Implemented / Closed	Partly Implemented	Not Implemented
#22-09 Firearm Regulations: The City Should Update Procedures Around Gun Violence Restraining Orders and Firearm Business Inspections	PD	Enhance firearm regulatory processes and policies.	■■■■■ 5	■ 1	■ 1
#22-10 Annual Report on City Services 2022-23	ALL	No recommendations.			
#23-01 San Jose Conservation Corps: The Corps Provides Essential Services to Residents, However The City Can Better Monitor Performance and Promote Workplace Safety	PRNS	Enhance performance monitoring and promote workplace safety for Corps members.	■ 1	■■■■ 4	
#23-02 Employee Travel Expenses: Additional Training Can Enhance Compliance With the City's Travel Policy	FIN	Ensure compliance with the City's Employee Travel Policy.	■ 1		
#23-03 Integrated Waste Management Enforcement Program: Clarifying Goals and Performance Expectations Would Improve Enforcement Coverage	ESD	Improve the team's performance by having clear goals and success metrics including performance expectations for inspectors.	■■■■■ 5		■■ 2
#23-04 Housing Performance Measures: The City Should Focus and Align Measures to Support Decision-Making	HSG	Streamline and improve current performance measures.	■ 1	■■ 2	
#23-05 Retirement Services: Interim Report on the Alignment of Controls Between the City and the Office of Retirement Services	RET	Strengthen the internal controls around administrative functions in the Office of Retirement Services.		■ 1	
#23-06 Team San Jose Performance FY 2022-23	OEDCA	No recommendations.			

Audit Title	Dept(s)	We made recommendations to:	Implemented / Closed	Partly Implemented	Not Implemented
#23-07 Residential Building Permits: Additional Resources and Further Process Enhancements Can Reduce Wait Times and Improve Service Delivery	PBCE	Align PBCE resources to its building permit workload, create standard processes for permit intake and plan review, and improve communication with customers.	■ ■ ■ ■ ■ ■ ■ ■ 8	■ ■ ■ 3	■ ■ ■ ■ 4
#23-08 Annual Report on City Services 2022-23	ALL	No recommendations.			
#24-01 Non-Management Performance Appraisals: The Administration Should Improve and Clarify Appraisal Processes	HR	Improve the performance appraisal process through better tracking and clarification of processes.	■ ■ ■ ■ ■ 5	■ ■ ■ 3	
#24-02 Language Accessibility: The City Can Strengthen Efforts to Address Language Equity Across Its Services	CMO	Enhance language accessibility across City departments and services.	■ ■ 2	■ ■ ■ ■ ■ 5	■ ■ ■ ■ ■ 5
#24-03 Retirement Services: The Office Has Not Consistently Followed City Procurement Policies and Standard Practices	RET	Ensure appropriate controls around procurement and contracting for the Office of Retirement.		■ ■ 2	■ 1

Appendix B:

DETAILED LISTING OF THE STATUS OF PENDING
RECOMMENDATIONS AS OF JUNE 30, 2024

Report and Recommendations	Dept (s)	Current Status	Comments
<p>#10-09 City Procurement Cards</p> <p>#01 Revise the p-card policy to require simple descriptive annotations on receipts or statements that describe the intended use of the purchases, as well as the intended location, and if applicable, the number of people intended to use the purchased items or services.</p>	FIN	<p>Implemented</p> <p>-</p> <p>Priority</p>	<p>This recommendation has been addressed in the City Procurement Cards: Administrative Guide that was published on April 17, 2024. The guide requires that the cardholder provide descriptive annotations that must be reviewed by the approving official.</p>
<p>#12-04 Police Department Secondary Employment</p> <p>#22 The Police Department should: (a) calculate the cost of bringing all coordination into SEU and the related impact on employers' fees, and (b) assess the impact on the hourly rate charged to employers, as well employer fees, if coordination were brought into SEU and employees were paid at an overtime rate. Given that information, the Department should seriously consider three options moving forward: (1) phasing into SEU the coordination of additional pay jobs, (2) bringing all coordination into SEU, (3) bringing all coordination into SEU and also paying employees on overtime through the City.</p>	PD	Partly Implemented	<p>The Department conducted an analysis of the costs associated with the Secondary Employment Unit (SEU) and has developed an implementation proposal. The Department reports that it has proposed an amendment to Section 8.16.090 of Chapter 8.16 of Title 8 of the San José Municipal Code. This amendment would authorize administrative fees to recover costs associated with the administration of the Secondary Employment Program that are not currently recovered through the secondary employment fees. This proposal is expected to be brought to a City Council meeting in Fall 2024. Finally, the department has recommended bringing all coordination duties into the SEU and adding staff to the Unit. Target Date: Dec-2024 (Delayed From: Dec-2019)</p>
<p>#12-04 Police Department Secondary Employment</p> <p>#28 The Police Department should:</p> <p>(a) calculate the comprehensive cost of the secondary employment program (personnel, administrative costs, etc.),</p> <p>(b) compare those costs to the revenue generated by related fees, and</p> <p>(c) determine the fees that would be required to make the program 100% cost recovered and present this data to the City Council.</p>	PD	Partly Implemented	<p>As discussed in recommendation #22, (12-04 #22) the Department conducted an analysis of the costs associated with the Secondary Employment Unit and has developed an implementation proposal. The Department reports that it has proposed an amendment to Section 8.16.090 of Chapter 8.16 of Title 8 of the San José Municipal Code. This amendment would authorize administrative fees to recover costs associated with the administration of the Secondary Employment Program that are not currently recovered through the secondary employment fees. This proposal is expected to be brought to a City Council meeting in Fall 2024. Target Date: Dec-2024 (Delayed From: Dec-2019)</p> <p>Potential Monetary Benefit: The Department has estimated that the personnel costs of operating the Secondary Employment Unit (SEU) as it is currently staffed is \$1.2 million. Recovery of these costs through fees would reduce the subsidy by the General Fund.</p>
<p>#12-04 Police Department Secondary Employment</p> <p>#29 The Police Department should fully recover the cost of secondary employment liability policy either through increased employee contributions or by a fee charged to secondary employers.</p>	PD	<p>Partly Implemented</p> <p>(Subject to meet and confer)</p>	<p>As discussed in recommendations #22 and #28 (12-04 #22 and #28), the Department will be proposing an increase in the administrative fees to cover the cost of managing the secondary employment program. The Department reports that it will review the liability insurance once the proposal has been reviewed by City Council. Target Date: Dec-2024 (Delayed From: Dec-2019)</p> <p>Potential Monetary Benefit: In 2023, the General Fund subsidy of the secondary employment liability policy was \$45,600.</p>

Report and Recommendations	Dept (s)	Current Status	Comments
<p>#12-04 Police Department Secondary Employment</p> <p>#30 Assuming that the City continues to offer uniformed off-duty employment to private employers, the City should assess the public and private benefits of the current provision of uniformed security services to a broad range of private and public entities. The Department should analyze the costs and benefits of continuing to provide this service on such a broad scale as well as the potential effects of limiting the program to certain types of jobs. The Department should propose a plan for the future of the program to the City Council that includes the results of this analysis.</p>	PD	Partly Implemented	The Department conducted an analysis of the costs associated with the Secondary Employment Unit (SEU) and has developed an implementation proposal. The Department reports that it has proposed an amendment to Section 8.16.090 of Chapter 8.16 of Title 8 of the San José Municipal Code. This amendment would authorize administrative fees to recover costs associated with the administration of the Secondary Employment Program that are not currently recovered through the secondary employment fees. This proposal is expected to be brought to a City Council meeting in Fall 2024. Finally, the department has recommended bringing all coordination duties into the SEU and adding staff to the Unit. Target Date: Dec-2024 (Delayed From: Dec-2019)
<p>#12-06 Environmental Services</p> <p>#13 The Administration should propose the City Council establish a City Council Policy which includes guiding principles so as not to raise rates in years in which ratepayer fund balances exceed reasonable targets.</p>	ESD	Partly Implemented	At the time of our audit, the City had accumulated large ending fund balances in its utility funds – totaling more than \$278 million at the end of FY 2010-11. The sources of the large balances were lower than expected capital spending, staff vacancies, and other budget savings. We recommended the Administration propose a policy to hold rates steady when fund balances exceed reasonable targets. In coordination with the City Managers' Budget Office and the City Attorney's Office, the Environmental Services Department is in the process of developing an amendment to City Council Policy 1-18, Operating Budget and Capital Improvement Program Policy, the goal of which will be to identify the guiding principles for developing utility rates to ensure rate increases are fair and appropriate, while also balancing key priorities such as safe and reliable services, cost efficiency, and supporting environmental outcomes. The Department reports that the City Manager's Budget Office is expecting to propose policy changes to the City Council in the fall of 2024. Target Date: Dec-2024 (Delayed From: Sep-2017)
<p>#12-06 Environmental Services</p> <p>#22 The Administration should propose the City Council adopt a City Council Policy which includes guiding principles for evaluating ratepayer costs and rate increases for fairness and appropriateness, and balancing priorities, such as safe and reliable services, cost efficiency, ratepayer impacts, and environmental outcomes.</p>	ESD	Partly Implemented	In coordination with the City Managers' Budget Office and the City Attorney's Office, the Environmental Services Department is in the process developing an amendment to City Council Policy 1-18, Operating Budget and Capital Improvement Program Policy, outlining the overall guidelines for evaluating ratepayer costs and important considerations involved in establishing utility rates. The goal will be to identify the guiding principles for developing utility rates to ensure rate increases are fair and appropriate, while also balancing key priorities such as safe and reliable services, cost efficiency, and supporting environmental outcomes. The Department reports that the City Manager's Budget Office is expecting to propose policy changes to the City Council in the fall of 2024. Target Date: Dec-2024 (Delayed From: Dec-2016)

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<p>#12-07 Fire Department Injuries</p> <p>#03 We recommend that the Administration review and update Fire Department job descriptions with more specific descriptions of the physical requirements of what employees actually do on a day-to-day basis, and make the job descriptions and physical requirements easily accessible to physicians.</p>	FIRE / HR	Partly Implemented	The Fire Department issued a Request for Proposal (RFP) for a consultant to review the physical requirements needed to perform the essential functions of specific fire classifications. However, Fire received only one response and the proposed price exceeded the amount that had been budgeted for the project. As of August 2024, the Department has not reposted the RFP. Target Date: Dec-2024 (Delayed From: Jun-2018)
<p>#13-11 Code Enforcement</p> <p>#08 The City Administration should propose to expand the Residential Occupancy Permit program to include condominiums functioning as rental apartment complexes.</p>	PBCE	Partly Implemented	The goal of the Residential Occupancy Permit Program is to provide minimum safety and habitability standards for renters. At the time of the audit, about 41 percent of San Jose residents were renters in a total of about 125,000 renter-occupied units. However, the Multiple Housing Program had issued Residential Occupancy Permits for only about 84,000 units. This net difference of 41,000 units meant that as much as a third of San José's renters were not receiving the same level of service afforded to other rental residents. The policy at the time to exclude condominiums (potentially housing hundreds of renters) potentially left a significant portion of San José's renters at risk. In May 2024, Code Enforcement executed a contract with a vendor for a new case management system. Staff expects this new system will provide the capability to incorporate condominiums into the Residential Occupancy Permit Program. Additionally, the City's Housing Elements Strategy includes a feasibility study on the cost, needed staffing, potential timeline for expansion, and other resources needed to expand the types of housing units covered by proactive code inspections which help avoid complaint-based evictions. These units include rented single-family homes, duplexes, condominiums, and/or townhomes. The study is expected to be completed in 2025. Staff anticipates that the study will explore staffing and resource needs for potential implementation of this expanded program. Target Date: Dec-2025 (Delayed From: Jul-2018)
<p>#13-11 Code Enforcement</p> <p>#12 To ensure tenants are aware of deficiencies found in their place of residence, Code Enforcement should formally inform tenants of the violations found and the deadline for compliance.</p>	PBCE	Not Implemented	Code Enforcement executed a contract with a vendor for a new case management system in May 2024. Code Enforcement reports that this recommendation is pending implementation of the new case management system and anticipates that the new system would have the appropriate capability to produce the necessary information to make tenants aware of violations in their units. Target Date: Dec-2025 (Delayed From: Jul-2018)
<p>#13-12 Audit of Employee Travel Expenditures</p> <p>#08 The Administration should require, through the City Procurement Card Policy, that procurement card approvers attach travel coordinator-approved Travel Statements as supporting documentation for travel-related procurement card expenditures.</p>	FIN	Implemented	This recommendation has been addressed in the City Procurement Cards: Administrative Guide that was published on April 17, 2024. The guide states that cardholders must submit travel forms to be reviewed and approved by the approving official.

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<p>#13-12 Audit of Employee Travel Expenditures</p> <p>#11 To minimize work effort and facilitate timely approvals, the Administration should implement an electronic travel authorization system, and until then should encourage departments to use electronic pre-trip and post-trip approval.</p>	FIN	Implemented	Finance introduced a new Travel Reimbursement Request workflow system in SimplGov for domestic travel in Spring 2024. This process requires the submission of a travel request for self or others for review and approval. The complete procedure to submit a travel request, approval, and reimbursement is explained in the SimpliGov – Travel Request & Reimbursement – Travel Coordinator User Guide that was published May 2024. Finance is working on developing this for international travel, however international travel only accounts for a small proportion of travel and so we consider this recommendation implemented.
<p>#14-07 City Procurement Cards</p> <p>#01 We recommend that the Finance Department revise the Procurement Card Policy to:</p> <p>A) Emphasize the responsibility cardholders have to make prudent purchases;</p> <p>B) Include questions that guide cardholders to evaluate the reasonableness of their purchases;</p> <p>C) For purchases that require ITD approval, require documentation of that approval be attached to p-card statements;</p> <p>D) Change the approval process for Council appointees to require review by the Finance Department and referral to the Mayor’s Office or City Council in cases of potential policy violations;</p> <p>E) Clarify the department coordinator’s responsibility to notify Finance of all violations and that Finance should only refer personal purchases to OER; and</p> <p>F) Establish a process to have frequent contact via email with department coordinators</p>	FIN	Implemented	<p>This recommendation has been addressed in the City Procurement Cards Policy, and City Procurement Cards: Administrative Guide that were published on April 17, 2024.</p> <p>A) Emphasis of prudent purchases - the P-Card policy states that cardholders must be able to justify purchases as prudent by providing documentation that may include, but not limited to, itemized receipts, purchase annotations, approved travel forms, and purchase pre-approvals.</p> <p>B) Reasonableness of purchases - the P-Card policy states a number of factors that cardholders must consider prior to making purchases including, but not limited to, purchase in accordance with City policies, best value or price options, public portrayal, and conflicts of interest.</p> <p>C) ITD Approved purchases - the P-card policy requires cardholders to provide purchase pre-approvals from ITD.</p> <p>D) Approval process revision - CPM 512 states that Council appointees who are cardholders must be approved through the Director of Finance.</p> <p>E) Department Coordinator - the P-card guide states that the Department Coordinator must report violations to the Finance Department.</p> <p>F) Throughout the P-card guide, there are instructions to maintain communication and receive updates regarding the actions of all participants, including Department Coordinators.</p>
<p>#14-07 City Procurement Cards</p> <p>#03 To improve transparency, accountability, and legibility, the Finance Department should create a pilot program that:</p> <p>a) Begins the transition to online approvals, payment code entries, annotations and general finance coding (office supplies, travel, etc.);</p> <p>b) Considers requiring monthly statements of activity be signed by cardholders and approving officials to ensure that all transactions are authorized;</p> <p>c) Allows individual departments to collect, store, and submit receipts in PDF; and</p> <p>d) States that sufficient documentation of p-card purchases includes line item transaction detail stored in Access Online for a list of approved vendors (e.g. Office Max).</p>	FIN	Partly Implemented	The Finance Department and Information Technology Department (ITD) worked with the City's financial management system vendor and reported that an integration solution needed to implement this recommendation may be possible, but will require further review to determine feasibility. The integration would be between the City's p-card payment processor's online module and the financial management system. Target Date: Jun-2025 (Delayed From: Jun-2015)

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#14-07 City Procurement Cards #07 The City Administration should ensure that p-card expenditures accurately categorize expenditures by type of budgetary purpose.	FIN	Implemented	This recommendation has been addressed in the City Procurement Cards: Administrative Guide that was published on April 17, 2024. The guide states expenditures must have justifications and annotations explained and provided by the cardholder.
#14-08 Development Services #18 Eliminate the Construction & Demolition Diversion Deposit.	PBCE / ESD	Partly Implemented - Priority	The Environmental Services Department (ESD) reports that due to feedback received from Planning, Building and Code Enforcement and the City Attorney's Office regarding potential elimination of the Construction and Demolition Diversion Deposit (CDDD) program, they are at this time considering changes to the program to increase permittee awareness of the refundable deposit, including increased communications, and potentially eliminating deposits for small dollar projects (which are often abandoned). ESD reports it has continued outreach efforts to permit holders eligible for CDDD refunds while program enhancements are developed, approved, and implemented. Target Date: Jun-2025 (Delayed From: Mar-2017)
#14-08 Development Services #19 To increase accessibility of online fee estimation, PBCE should update and simplify the online fee calculator.	PBCE	Partly Implemented	Planning, Building and Code Enforcement (PBCE) reports that the Information Technology Department (ITD) has completed the first phase of the fee estimation tool for ADUs and new residential construction. This first phase is expected to be launched in late Summer/Fall 2024. Additional permit types for the estimation tool will be launched in phases throughout FY 2024-25. Target Date: Jun-2025 (Delayed From: Jun-2016)
#15-05 PRNS Fee Activity Program #01 PRNS should work with the Budget Office to: A) Reassess the purpose of the Fee Activity Program (including cost-recovery targets), B) Provide reasonable justification for mid-year expenditure request, C) More clearly link revenues and expenses to their respective programs, and D) Determine which activities should be included in the Fee Activity Program.	PRNS / CMO	Partly Implemented	Parks, Recreation and Neighborhood Services (PRNS) and the Budget Office continue to refine a Fee Activity Program Description and Administrative Guidelines document to address this recommendation. Staff have an initial draft summarizing the program's purpose. PRNS completed their process of analyzing budgeted positions in the Fee Activity Program and identifying work performed under incorrect appropriations. The Department reports they plan to meet with the Budget Office for a preliminary review of this information in time for the next budget cycle. Their joint meeting with Budget will be to discuss their findings and determine what changes can be implemented as part of the new budget cycle to, for example, budgeted position allocations and revising cost recovery targets or rate category types. According to PRNS, cost components and revenue projections are included in the fee program for budget tracking and development. PRNS aims to evaluate the class and program costing model to ensure consistent pricing for each fee activity and develop a methodology for determining cost-recovery targets by activity each year. Additionally, PRNS staff report tracking costs and revenues to advance mid-year and year-end appropriation adjustments. Target Date: Nov-2024 (Delayed From: Jun-2016)
#16-02 Street Sweeping #01 DOT's in-house street sweeping operation should stop emptying street sweepings onto the street.	DOT	Implemented	In lieu of emptying street sweepings onto the street for later pickup, the Department worked with the Public Works Fleet team to develop specifications for a hook lift truck and bins which could collect sweepings. The bins were delivered in December 2023 and the hook lift truck in January 2024, but the bin doors were not built to specifications. Rebuilt bins were delivered in Spring 2024 and decals were applied. The truck and bins are now in use and the final routes are being fine-tuned.

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<p>#16-03 The City's Use and Coordination of Volunteers</p> <p>#04 The Administration should work with the departments of Parks, Recreation and Neighborhood Services, Environmental Services, and Transportation to coordinate efforts around place-based volunteer programs. In particular, the Administration should streamline the process and expand the options that allow volunteers to play an active role in cleaning and maintaining public spaces by:</p> <p>A) Developing a separate volunteer webpage for the City's place-based volunteer programs that includes (i) descriptions of the programs (ii) relevant contact information and (iii) specific directions on how to request materials and supplies. The website should also provide information to help groups interested in one-time clean up or similar events.</p> <p>B) Allowing volunteers to apply with multiple place-based programs at once.</p> <p>C) Identify resources to reactivate the Adopt a Street program and/or expand the types of spots that volunteers can adopt to clean or maintain, including storm drains and creek segments for which the City holds an easement.</p>	<p>CMO / PRNS / ESD / DOT</p>	<p>Closed</p>	<p>Elements of place-based volunteering were incorporated into the Parks, Recreation and Neighborhood Services volunteer page — www.sanjoseca.gov/your-government/departments-offices/parks-recreation-neighborhood-services/get-involved/volunteer-with-us. Examples include one-day volunteer events, Sunday Series volunteer events, the Adopt-a-Park or Trail program, and the Alum Rock Trail Crew. There is also a calendar for upcoming volunteer events. This meets the intent of part A) in the recommendation. The Administration has looked into allowing volunteers to apply for multiple volunteer opportunities at once as recommended in part B), however, they found it may not be currently feasible. For part C), the intent of increasing volunteer opportunities has been met through the Beautify Your Block program which was a pilot in FY 2023-24 and received continued funding for the FY 2024-25 budget, as well as the Adopt-A-Storm Drain pilot program which was expanded to the full city as part of the FY 2024-25 budget. Because of these actions, we recommend closing this recommendation. However, since these funding opportunities are not currently ongoing, we encourage the Administration and Council to continue to review and assess funding for these and other volunteer opportunities in the future.</p>
<p>#16-05 South Bay Water Recycling</p> <p>#04 To sustain South Bay's operational and capital cost recovery status in the future, ESD should:</p> <p>A) Renegotiate the revenue sharing terms of the Integration Agreement to allow the City to access South Bay revenue to fund South Bay's projected capital costs sooner than is projected to occur under the Agreement as currently written; and</p> <p>B) Secure a recycled water wholesale cost of service study that can be used to maximize the ability to maintain cost recovery for South Bay.</p>	<p>ESD</p>	<p>Partly Implemented</p>	<p>A) South Bay Water Recycling (SBWR) staff have been in discussions with the Santa Clara Valley Water District (Valley Water) regarding the terms of the Integration Agreement, implementation of the Strategic Master Plan, and other agreements between the City and the District. Additional Council direction was given in September 2021 to negotiate with Valley Water until December 2021, with facilitator lead discussions occurring through Fall 2021. These discussions are continuing but have moved beyond simply renegotiating terms of existing contracts and instead have evolved into discussions about an additional water purification facility.</p> <p>B) ESD participated in a statewide rate study sponsored by the WaterReuse Research Foundation, which was completed in December 2018. SBWR reviewed the study findings to determine an optimum fee study structure that will address program needs. SBWR reports that currently wholesale rates are sufficient to cover program needs. Pending a new Comprehensive Agreement with Valley Water, final modifications to the Integration Agreement, and/or increasing maintenance costs for aging infrastructure, the wholesale rate structure will be periodically re-evaluated. Target Date: Dec-2024 (Delayed From: Jan-2017)</p> <p>Potential Monetary Benefit: At the time of the audit, we estimated the City would be able to invest an additional \$2.8 million annually for needed reliability projects if the City renegotiated the Integration Agreement with the Water District.</p>

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<p>#16-07 Office of the City Clerk</p> <p>#03 To ensure records of City Council proceedings are posted timely, the City Clerk should utilize existing technology to streamline the approval and posting of synopses and/or minutes.</p>	CLERK	Partly Implemented	The City has a contract with a vendor to update their agenda management software. The software within the contract also encompasses minutes and boards and commissions components. The software went live in January 2024. The Office of the City Clerk reports that work is still ongoing with the vendor on the interface for the site, and staff are also working on implementing the other parts of the software. This includes minutes, video, boards and commissions agendas and application process, and agendas for Council Committees. Target Date: Dec-2024 (Delayed From: Apr-2017)
<p>#16-07 Office of the City Clerk</p> <p>#20 The City Clerk's Office should:</p> <p>A) Develop consistent methodologies to track and calculate the performance measures for its statutory responsibilities that are reported in the City's Operating Budget,</p> <p>B) Identify staff leads tasked with maintaining these performance measures and reporting them on a frequent basis to the City Clerk, and</p> <p>C) Develop action plans to address areas where results do not meet established targets or expected results.</p>	CLERK	Partly Implemented	The Office of the City Clerk has documented methodologies for calculating performance measures, assigned team leads to maintain these performance measures, and has begun to document action plans where results do not meet established targets or expected results. The Administration will also be reviewing the performance measures as part of the City's Outcomes, Equity Indicators, and Performance Management effort. Once the action plans are completed, which addresses part (c) of the recommendation, this recommendation will be considered implemented. Target Date: Dec-2024 (Delayed From: Oct-2017)
<p>#16-10 The Apartment Rent Ordinance</p> <p>#15 To ensure customers are provided necessary services, the Housing Department should develop a strategic plan for the Rental Rights and Referrals Program that outlines desired goals and outcomes, and establishes measures of program effectiveness.</p>	HSG	Partly Implemented	The Housing Department presented a draft of their Rent Stabilization Program Strategic Plan to the Community and Economic Development City Council Committee on August 26, 2024. The committee approved the draft during the meeting and cross referenced the plan to the September 17, 2024 City Council agenda. This meeting occurred after the publication of this report. Target Date: Sep-2024 (Delayed From: Jun-2018)

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<p>#17-02 Office of Equality Assurance</p> <p>#01 To better administer the prevailing and living wage compliance programs, the Office of Equality Assurance should:</p> <p>A) Procure a software solution to automate payroll review to free up staff time for other responsibilities (e.g., site visits, review of supplemental documentation);</p> <p>B) Adopt a risk-based strategy for conducting site visits and reviewing supplemental documentation to efficiently verify the accuracy of information in submitted payrolls; and</p> <p>C) Ensure the program has sufficient supervisory resources following the implementation of Recommendation #3.</p>	OEA	<p>Partly Implemented</p> <p>-</p> <p>Priority</p>	<p>A) In the FY 2022-23 Adopted Operating Budget, Public Works received funding for an online data system to better administer prevailing and living wage compliance programs. In June 2023, the City Council authorized the City Manager to negotiate and execute an agreement for a software solution. The Office of Equality Assurance (OEA) has completed contractor testing that identified key updates prior to launch. The updates to the system are scheduled for completion in early September 2024. Upon completion of the updates, OEA will launch the software solution for all Public Works construction projects advertised after date of launch. OEA expects the software to be in use in October 2024.</p> <p>B) Public Works has developed a tracking system using Excel to maintain a list of compliance infractions and violations. Public Works reports that this tracking system allows staff to be consistent with enforcement, including penalties assessed, while also allowing staff to see trends with construction and make determinations on the need for additional oversight and site visits. In addition, two OEA staff review potential high- and moderate-risk projects with all OEA Specialists to aid in determining site visits.</p> <p>C) OEA developed and executed minimum wage enforcement agreements with multiple local agencies. The revenue collected was allocated to fund a Senior Analyst position, which was filled in September 2021. Additionally, during the FY 2022-23 Budget Review, OEA added three management level Contract Compliance Coordinators to develop sufficient supervisory resources throughout the division. Target Date: Oct-2024 (Delayed From: Jun-2018)</p> <p>Potential Monetary Benefit: At the time of the audit, we estimated that a software solution would free time for two FTE to be redeployed to other OEA functions that were understaffed.</p>
<p>#17-04 Open Government</p> <p>#02 The Office of Economic Development, in coordination with the City Attorney's Office, should develop a policy and procedures to clarify whether and how to disclose cost-benefit information for provisions of economic benefit to private entities when:</p> <p>a) The provision is a part of a larger incentive program to be issued to entities that meet specified criteria,</p> <p>b) Multiple provisions may benefit a single entity within a short timeframe,</p> <p>c) The City provides services on behalf of/for a private entity, and</p> <p>d) The entity receiving the benefit is a non-profit or public agency.</p>	OEDCA	Partly Implemented	<p>The City Attorney's Office (CAO), the Office of Economic Development and Cultural Affairs (OEDCA), and relevant partners have met several times to discuss OEDCA's recommended approach to the various scenarios listed in the recommendation. OEDCA has drafted a proposed policy memo that was reviewed by the CAO. OEDCA plans to work toward achieving a final consensus from internal stakeholders on the proposed approach. When that is completed, OEDCA reports it will post the policy memo as a user-friendly webpage on the OEDCA intranet page. Target Date: Dec-2024 (Delayed From: May 2024)</p>

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<p>#17-04 Open Government</p> <p>#09 The Administration should update City policies and guidance on the retention and disposition of electronic records and City email to reflect the current technological environment and allow for more effective management of public records. This includes the storage of records to efficiently respond to public records requests and the disposition of records per approved retention schedules.</p>	CMO	Partly Implemented	The purpose of this recommendation was to address the growth of electronic records, many of which are not public records, such as preliminary draft documents or old emails that may be routine, mass, or unsolicited. The City Manager's Office (CMO) reports that current efforts to address this recommendation include reviewing current City Policy Manual chapters related to Open Government, electronic records, and communications to clarify and condense as needed, reviewing surveys and data findings with department Administrative Officers, and working with the City Attorney's Office to determine proper protocols. Target Date: Jun-2025 (Delayed From: Dec 2024)
<p>#17-04 Open Government</p> <p>#10 To better manage electronic records on the City's enterprise file share and email systems, the Administration should consider a combination of strategies, including but not limited to:</p> <p>A) Developing procedures for department records administrators to conduct electronic file clean outs to dispose of unnecessary electronic files as well as those saved past the City's approved retention schedules.</p> <p>B) Periodic reminders to City staff to clean out their email folders, along with guidance on what is a public record that should be saved, and what is not.</p>	CMO	Partly Implemented	The City Manager's Office (CMO) reports that they have reprioritized resources to work on this recommendation. The Open Government Manager (OGM), in collaboration with the City Attorney's Office, updated the City's Public Records Act (PRA) training materials. In addition, the OGM regularly monitors the GovQA Records Center platform to ensure PRAs progress toward completion and communicates with and provides PRA response feedback to departmental PRA Coordinators. Lastly, the City Manager's Office is working to draft new and/or update policies related to electronic file clean-outs and adding such actions to staff exit surveys and checklist procedures. The Office will work with the City Attorney's Office and the Office of Employee Relations to approve any new and/or revised policies. Target Date: Jun 2025 (Delayed From: Dec-2024)
<p>#18-03 Department of Public Works</p> <p>#01 To better allocate training and non-project costs to capital projects, Public Works and the City Manager's Budget Office should appropriate a portion of capital staff time for such charges in the Public Works Program Support Fund (150), and allocate such costs to projects through the Public Works Cost Allocation Plan.</p>	PW / CMO	Partly Implemented	In coordination with the City Manager's Budget Office, Public Works initially allocated \$50,000 for training costs within the Public Works Program Support Fund (150). The Department and the Budget Office continue to work on determining the appropriate funding level to budget training costs in Fund 150 on an ongoing basis. PW is also working on revising their training and guidance to direct staff to distribute training costs across appropriate projects. Target Date: Dec-2024 (Delayed From: Jul-2019)
<p>#18-03 Department of Public Works</p> <p>#06 To ensure consistent project delivery, Public Works should:</p> <p>a) Update its project management manual using existing project management guidelines and checklists as well as current practices,</p> <p>b) Expand the manual to include guidance for each project phase and include duties of all divisions that are responsible for project delivery, and</p> <p>c) Establish a process to regularly review and update the manual as needed.</p>	PW	Partly Implemented	Public Works reports that Training and Development staff are working on standardizing project management forms and templates by April 2025. The Department also reports that additional resources may be needed to continue to make updates to its project management manual. Target Date: Jun-2025 (Delayed From: Mar-2019)

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<p>#18-03 Department of Public Works</p> <p>#07 Public Works should review and update its Standard Details and Specifications, in coordination with the City Attorney's Office and other departments, to ensure it contains up-to-date specifications, and establish a process to regularly review and update the manual as needed.</p>	PW / CAO / DOT / ESD	Partly Implemented	Public Works reports that several technical construction specifications and details have been updated, but that the effort is on hold. The Department reports that a retire rehire employee will return to continue updating the special provisions. Target Date: Jun-2025 (Delayed From: Dec-2020)
<p>#18-04 Audit of Vehicle Abatement</p> <p>#12 The Police Department should: a) revisit the calculation of impound costs and recommend that the City Council approve an adjustment to the vehicle release fee accordingly, and b) bring forward to the City Council a recommendation for the City to institute a subsidized vehicle release fee for low-income vehicle owners.</p>	PD	Partly Implemented	After reviewing the vehicle release fee, the Police Department adjusted the fee to \$122 per vehicle; the Council adopted the revised fee, effective February 2019. The Department of Planning, Building and Code Enforcement has executed a new agreement with a vendor for tow administrator services. The responsibility of administering the program will shift to the Police Department. The Police Department advises that further work on evaluating a subsidized vehicle release fee is on hold pending the full implementation of this program. At that point, the Administration plans to use data gathered through the new platform to review costs and evaluate a subsidized vehicle release fee. Target Date: Jul-2025 (Delayed From: Jun-2019)
<p>#18-06 Community Center Reuse (now the Neighborhood Center Partner Program)</p> <p>#03 To provide policy makers with information about the Reuse Program in all districts, PRNS should include information on contracted and actual reported services by program activity across all service providers and facilities in their annual reuse updates.</p>	PRNS	Partly Implemented	Parks, Recreation and Neighborhood Services (PRNS) developed reporting and monitoring requirements for the Neighborhood Center Partner Program (NCP), which were included in a 2021 Request for Qualifications and incorporated into service providers' executed contracts. To address concerns from NCP services providers, PRNS stated it consolidated and standardized its reporting tools for service hours. In Fall 2023, PRNS presented the total NCP program hours provided during 2022 to the Neighborhood Services & Education Committee (NSE). PRNS plans to present actual service hours by individual agency to the NSE at the December 2024 meeting. Target Date: Dec-2024 (Delayed From: Jul-2020)
<p>#18-10 Audit of Towing Services</p> <p>#15 For improved oversight over the towing services agreements, the administration of the contract should be consolidated in the Police Department with an evaluation of the resources needed to perform this responsibility.</p>	PD	Not Implemented	The City executed an agreement for software services for City-generated tow services. The City has begun implementation of the software. The Department of Planning, Building and Code Enforcement is the lead on implementation in partnership with the Police Department, with a plan to transfer oversight to the Police Department upon completion. It is anticipated the system will go "live" in October 2024 with plans for the Police Department to take over in November 2024. The FY 2024-25 Operating Budget added one senior analyst position to the Police Department to manage tow services. The Police Department reports that staff are actively working to implement this project and familiarize themselves with their respective roles. Target Date: Dec-2024 (Delayed From: Jul-2020)

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#19-01 Audit of 9-1-1 and 3-1-1 #05 To increase focus on outreach and recruiting for Communications staff, Police Communications and Fire Communications should each develop a recruiting plan for their respective divisions, and explore opportunities for collaboration and joint recruitment opportunities.	FIRE / PD	Partly Implemented	The Police Department has implemented a recruiting plan for Communication staff. The plan includes online and social media advertising, and attending job fairs, symposiums, and recruiting events. The Police Department reports that they will advise the Fire Communications Manager if there is an excess of Police dispatch applicants. According to the Fire Department, a draft Fire Communications recruitment plan is underway and is expected to be completed by December 2024. The Departments have been advised by Human Resources that joint hiring processes are not feasible since Fire Department and Police Department dispatcher classifications are separate classifications and are represented by different bargaining units. Target Date: Dec-2024 (Delayed From: Jun-2021)
#19-01 Audit of 9-1-1 and 3-1-1 #06 The Police and Fire Department should utilize external marketing firms to bolster marketing efforts to recruit communications staff for both Police and Fire staff.	FIRE / PD	Implemented	The Police Department has been using external marketing firms to bolster recruiting efforts; the latest contract was approved in June 2024 with Epic Productions. The Fire Department reports that they have evaluated the feasibility of an external marketing firm and determined that available funding for marketing efforts can be better utilized through internal staff.
#19-01 Audit of 9-1-1 and 3-1-1 #07 The Police and Fire Departments should work with the Public Works Department to make closer parking options available to Communications staff that work night shifts.	FIRE / PD	Partly Implemented	Police and Fire Communications personnel continue to have parking options across the street in a county lot. The N. San Pedro Street and Mission Street parking lot is also available and secured by Department card readers. The Police Department offers interior parking spots for Police Communications personnel working on swing and night shifts. The Fire Department purchased a vehicle for escorting personnel during hours of darkness in March 2023. The Fire Department reports that efforts to achieve security guard services through a vendor were unsuccessful due to the requirement that the security guard personnel undergo background checks through the Police Department. Due to security guard turnover, lack of responsiveness of security guard personnel during the background process, and failure to pass the background process, the Fire Department has determined that this concept is not feasible. The Fire Department intends to explore an alternative route to hire a temporary City position for this pilot project. Target Date: Dec-2024 (Delayed From: Dec-2020)
#19-01 Audit of 9-1-1 and 3-1-1 #09 To retain qualified staff that are more inclined to call taking versus dispatch, the Administration should explore the creation of a call taker position in the Fire Department.	FIRE	Partly Implemented	Through City Council and the Civil Service Commission approval, the Public Safety Communication Specialist classification was reinstated, effective December 7, 2023. The Fire Department reports that they plan to submit a request for new positions in the classification during the 2025-2026 Proposed Budget Development Process, which will be evaluated by the City Manager's Budget Office in the context of other City Council priorities and budgetary constraints. Target Date: Jul-2025 (Delayed From: Jun-2021)
#19-03 Development Noticing #01 Planning should propose updates to Council Policy 6-30 that set realistic goals for the timing of on-site notices, and require evidence of on-site posting prior to setting a hearing date.	PBCE	Partly Implemented	Planning Building and Code Enforcement (PBCE) reports they have identified staff resources and anticipate work to update the policy will begin in Fall 2024, with a target of taking the update for City Council consideration in December 2025. Additionally, the Department reports they have developed guidelines for staff to provide applicants with the initial City comment letter to ensure the public receives accurate information. The Department reports staff do not accept any future submittals from an applicant until they provide confirmation of the required on-site notice is posted. Target Date: Dec-2025 (Delayed From: Dec-2021)

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<p>#19-03 Development Noticing</p> <p>#03 Planning should propose updates to Council Policy 6-30 and develop and implement procedures to:</p> <p>A. Proactively identify projects and dominant neighborhood languages to ensure hearing notices are properly translated,</p> <p>B. Include guidance on when interpretation services for hearings should be provided, and</p> <p>C. Remove the requirement that requesting parties pay for the translation of hearing notices, and determine an appropriate funding source.</p>	PBCE	Partly Implemented	In January 2020, a language map was incorporated into the AMANDA integrated permitting system to help staff identify predominant languages in project areas. The Department reports they have identified staff resources to begin updates to Council Policy 6-30 in Fall 2024, with a target of taking the update for City Council consideration in December 2025. Target Date: Dec-2025 (Delayed From: Dec-2021)
<p>#19-03 Development Noticing</p> <p>#04 To clarify expectations on noticing practices, Planning should propose changes to Council Policy 6-30 to provide additional guidance on mailing radii and permit types.</p>	PBCE	Not Implemented	According to the Department, implementation of this recommendation would be included in a full review of Policy 6-30. The Department reports they have identified staff resources to begin updates to Council Policy 6-30 in Fall 2024, with a target of taking the update for City Council consideration in December 2025. Target Date: Dec-2025 (Delayed From: Dec-2021)
<p>#19-03 Development Noticing</p> <p>#05 Planning should propose changes to Council Policy 6-30 to set goals to increase the availability of online information prior to a public hearing.</p>	PBCE	Partly Implemented	According to the Department, implementation of this recommendation would be included in a full review of Policy 6-30. The Department reports they have identified staff resources to begin updates to Council Policy 6-30 in Fall 2024, with a target of taking the update for City Council consideration in December 2025. Target Date: Dec-2025 (Delayed From: Dec-2021)
<p>#19-04 The Mayor's Gang Prevention Task Force (now the San José Youth Empowerment Alliance)</p> <p>#04 The Department of Parks, Recreation and Neighborhood Services should ensure participant needs are consistently assessed by developing processes to:</p> <p>a) Assess youth participants through the adoption of a standardized assessment tool to be used for all Task Force programming,</p> <p>b) Create corresponding service plans based on those risk levels, and</p> <p>c) Track and report enrollment by risk level including pre and post results for all Task Force services.</p>	PRNS	Partly Implemented	A consultant created and piloted a screening tool with two agencies and four programs within the San José Youth Empowerment Alliance. The consultant adjusted the tool to align risk categories with risk levels identified by the screener. Parks, Recreation and Neighborhood Services (PRNS) reports implementing the risk assessment tool to screen participants for all Youth Intervention Services programs starting in July 2023. In FY 2023-24, the tool was implemented by Youth Intervention Services programs and Bringing Everyone's Strengths Together (BEST) grant programs for high school age youth. Feedback was received on the tool's language and length. BEST worked with the consultant on suggested edits and plan to roll out an updated tool for the 2024-25 program year. PRNS reports that this updated tool will be used across BEST and all applicable youth intervention programs. BEST is currently working with the consultant to create a screener tool appropriate for screening youth ages 6-14. Target Date: Oct-2024 (Delayed From: Jun-2021)

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<p>#19-04 The Mayor's Gang Prevention Task Force (now the San José Youth Empowerment Alliance)</p> <p>#08 The Department of Parks, Recreation and Neighborhood Services should work with the City Attorney's Office to update the current Memoranda of Agreement with school districts to include:</p> <ul style="list-style-type: none"> a) All services provided by City staff on school campuses, b) Roles and responsibilities for City staff and school administrators, including criteria for Safe School Campus Initiative activations, and c) Key documents that would be required to enroll participants, including parental consent forms. 	PRNS	Partly Implemented	The San José Youth Empowerment Alliance serves 18 school districts. Parks, Recreation, and Neighborhood Services (PRNS) has updated and executed agreements for 11 school districts: Alum Rock Union Elementary, Berryessa Union, Cambrian, Campbell Union High School, Campbell Union School (TK-8th grade), East Side Union High School, Franklin-McKinley, Fremont Union High School, Moreland, Santa Clara County Office of Education (alternative schools), and San Jose Unified. Additionally, staff report that draft agreements have been submitted to the following seven school districts for their review: Cupertino Union, Evergreen, Morgan Hill Unified, Oak Grove, Orchard, Piedmont, and Union. PRNS plans to set up meetings this fall with the remaining school Districts to request their support in finalizing the new amendments. Target Date: Jan-2025 (Delayed From: Jul-2020)
<p>#19-04 The Mayor's Gang Prevention Task Force (now the San José Youth Empowerment Alliance)</p> <p>#14 The Department of Parks, Recreation and Neighborhood Services should:</p> <ul style="list-style-type: none"> a) Reassess reported program outcomes and units of service for all Task Force programs, and b) Re-define and annually report key program outcome measures. 	PRNS	Partly Implemented	Parks, Recreation and Neighborhood Services (PRNS) hired a consultant to develop a performance measurement framework for Bringing Everyone's Strength Together (BEST) and Youth Intervention Services (YIS) to reassess program outcomes and units of service. Staff report implementing the new performance outcome measure framework for 2023-24 program evaluations for BEST grantees to guide activities, address local priorities, ensure appropriate data is collected, and assess the BEST program's effectiveness and impact. Staff report funds for the second phase evaluation for YIS programs were included as a re-budgeted item in the FY 2024-25 budget. A list of Department evaluation consultants was expected to be available in May 2024, but was delayed until July 2024. PRNS plans to select a consultant from the new list to help with implementing the evaluation for YIS. Target Date: Jun-2025 (Delayed From: Jul-2021)
<p>#19-04 The Mayor's Gang Prevention Task Force (now the San José Youth Empowerment Alliance)</p> <p>#15 To evaluate the satisfaction of services provided to youth participants and their families, the Department of Parks, Recreation and Neighborhood Services should establish a formal mechanism for youth to provide feedback through the annual administration of participant surveys. The results of the surveys should be included in the annual report to Council on Task Force activities.</p>	PRNS	Partly Implemented	Parks, Recreation and Neighborhood Services (PRNS) reports that all Bringing Everyone's Strengths Together (BEST) grantees have been conducting youth surveys. PRNS presented youth satisfaction survey results for BEST participants in their annual report to the Neighborhood Services and Education (NSE) Committee in May 2023, and the Department presented BEST survey results for the 2022-23 grant cycle to NSE in March 2024. For Youth Intervention Services (YIS), PRNS piloted a consultant-developed survey for two YIS programs and decided that a single survey may not be appropriate for all YIS programs due to differences in service intensity. PRNS plans to request that a second qualified evaluation consultant develop a survey or program-specific surveys that incorporate participant satisfaction and outcome questions and are appropriate for all seven YIS programs. A list of program evaluation consultants was expected to be available in May 2024, but was delayed until July 2024. PRNS anticipates that the YIS survey results will be the first key deliverable for 2024-25. Target Date: Jun-2025 (Delayed From: Jul-2020)

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<p>#19-06 Form 700s</p> <p>#02 The City Clerk's Office should establish standard procedures surrounding the assessment of late fines and referral of non-filers to the Fair Political Practices Commission (FPPC). The procedures should include using its e-filing system to track follow up activities, such as assessing late fines and sending non-filing notices.</p>	CLERK	Partly Implemented	The City Clerk's Office has made some updates to its Form 700 procedures around handling non-filers and is working on additional updates. Per the procedure, department liaisons are expected to run more frequent non-filer reports using the e-filing system. The procedures also provide that the City Clerk's Office will send a monthly non-filer report to each department head and liaison. Liaisons will be responsible for updating the e-filing system including adding alternative contact information accordingly. Staff from the City Clerk's Office will follow-up with liaisons regarding the status of both employee and consultant non-filers. The City Clerk's Office will be responsible for referring non-responsive filers to the FPPC for enforcement. Per the City Clerk's Office, they will be working with the City Attorney's Office to clarify some of the legalities of imposing and collecting fines as defined by the California Government Code. Once the procedures further address the standard process for assessing late fines for non-filers and the referral to the FPPC, this recommendation will be considered implemented. Target Date: Jun-2025 (Delayed From: Jun-2020)
<p>#19-07 Procurement Cards</p> <p>#01 The Finance Department should:</p> <ul style="list-style-type: none"> a) Periodically (at least monthly) review list of separated employees and ensure that p-cards of employees on that list are immediately deactivated, and b) Reassess and clarify policy expectations to deactivate p-cards when employees are on leaves. 	FIN	Implemented	This recommendation has been addressed in the City Procurement Cards: Administrative Guide that was published on April 17, 2024. The guide specifies when to terminate or suspend P-cards of employees that are on extended leave from the City and the process that must be followed. Additionally, the guide states the Citywide P-card Administrator must review the list of separate employees on a monthly basis to ensure their P-cards are deactivated immediately.
<p>#19-07 Procurement Cards</p> <p>#02 The Finance Department should:</p> <ul style="list-style-type: none"> a) Develop a process to annually share recertification data with p-card coordinators so departments can easily cross-check and verify compliance with the recertification quiz, b) Require p-card holders that have not completed the recertification to immediately do so, and c) Suspend p-cards for employees that do not comply with the recertification requirements within an agreed-upon timeframe. 	FIN	Implemented	<p>Finance updated the City Procurement Card Policy and created a City Procurement Cards: Administrative Guide in April 2024.</p> <ul style="list-style-type: none"> a) The Guide states that the Citywide P-card Administrator must annually provide recertification data to assist with verifying recertification compliance to Department P-card coordinators. b) The Policy requires cardholders to complete initial and renewal training. Finance staff track who has completed the quiz through uploaded certification to the new online Procurement Card Annual Recertification Form. The list is reviewed one-by-one to check the correct workflow was submitted, the recertification certificate is attached, and double checked with the website the quiz is located in to ensure cardholders have passed the training. c) The Policy states that cardholders that do not complete the annual recertification process will have their P-card suspended or terminated as directed in the management training. As a result of the new process, P-card holders who had not completed the necessary steps had their cards terminated.

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<p>#19-07 Procurement Cards</p> <p>#03 To help employees comply with applicable purchase requirements, Finance should:</p> <ul style="list-style-type: none"> a) Aggregate all policies and guidelines applicable to p-card purchases, including furniture purchases, in an easy and user friendly resource available on the City's intranet site; and b) Work with Public Works to clarify restrictions on vehicle related p-card expenses and that any questions regarding such purchases be directed to Public Works' Fleet Division, and include such guidance in the p-card administrative guide. 	FIN / PW	Implemented	The new P-Card Policy includes a section regulating the use of p-cards for certain items. This includes items on Finance's Commodity Code List that require pre-approval. Furniture and fleet-related purchases are included on this list.
<p>#19-07 Procurement Cards</p> <p>#04 The Finance Department should work with the Information Technology Department to clarify whether cloud based subscriptions are considered services and whether these types of services require Information Technology Department approval.</p>	FIN	Implemented	This recommendation has been addressed in the City Procurement Cards Policy that was published on April 17, 2024. Policy requires that software purchases, excluding click-through agreements and contracts, must acquire ITD approval.
<p>#19-07 Procurement Cards</p> <p>#05 We recommend Finance work with Office Depot to review past pricing and purchasing data to determine and ensure the City received:</p> <ul style="list-style-type: none"> a) Discounts on non-contracted items; b) Appropriate rebates, including those based on the sales of "piggybacked" cities; and c) Appropriate pricing under the terms of the agreement. 	FIN	Partly Implemented	<p>Finance has reviewed with Office Depot past City pricing and purchasing data for contracted items and has reached a settlement of \$63,000 with Office Depot to account for missed discounts and unpaid rebates on these items. Due to staffing challenges at both the Department and Office Depot, the Department has not yet been able to fully review pricing and purchasing data for non-contracted items or confirm rebates for "piggybacked" cities. Finance has received additional information from Office Depot on this item and is working to review. Target Date: Dec-2024 (Delayed From: Jun-2020)</p> <p>Potential Monetary Benefit: At the time of the audit, we estimated the City may have lost out on at least \$176,000 in savings.</p>
<p>#19-07 Procurement Cards</p> <p>#07 The Finance Department should:</p> <ul style="list-style-type: none"> a) Include in its department p-card coordinator training expectations about on-going monitoring of p-card purchases to ensure that departments are appropriately utilizing Citywide and department-specific open purchase orders when applicable; b) Work with the Information Technology Department to ensure that related purchase order information is available in all browsers, or that purchase orders specifically clarify that the related information is only available through Internet Explorer browsers. 	FIN / ITD	Implemented	Finance includes in its p-card training the expectation that departments use Citywide and department-specific open purchase orders when applicable and practical. This expectation is outlined in the P-Card Administrative Guide that was published in April, 2024. Finance has also published instructions to help City staff view complete purchase order information on all internet browsers.

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<p>#19-08 Street and Utility In-Lieu Fees</p> <p>#05 To ensure that the City's utility undergrounding fee is a fair estimate of the cost of utility undergrounding projects, Public Works should reassess the utility undergrounding in-lieu fee.</p>	PW	Partly Implemented	Based on the projected costs of a project that was underway at the time, during the audit there was concern that the undergrounding fee was not a fair estimate of the costs of utility undergrounding projects. While Public Works had anticipated updating the undergrounding fee based on recent project costs, two projects were delayed because of COVID-19, unforeseen utility congestion, and design issues. Staff anticipates one current project to be completed in Spring 2025 and another in late 2026, and intends to use the costs in these projects to assess the undergrounding fee. The first project experienced numerous procurement delays, and the second project is currently delayed due to easement needs for utility substructures. Meanwhile, Public Works intends to continue to update the underground fee per the Construction Cost Index, as has been done annually. Target Date: Jun-2027 (Delayed From: Jun-2021)
<p>#20-02 Fleet Maintenance and Operations</p> <p>#02 To help manage fleet asset levels and the allocation of fleet assets, Public Works should update the City Policy Manual 1.8.1 to:</p> <ul style="list-style-type: none"> a) Adjust or establish minimum utilization standards for all fleet assets, b) Require annual utilization reviews to identify underutilized assets, and c) Include procedures on coordinating utilization reviews with City departments and the use of underutilized assets, such as transferring underutilized assets to the Citywide motor pool, disposing them, or reallocating them as appropriate. 	PW	Partly Implemented	<p>Public Works is currently working with a vendor to analyze fleet utilization, right sizing, and fleet electrification. Staff are in the process of updating the policy. Target Date: Dec-2024 (Delayed From: Mar-2022)</p> <p>Potential Monetary Benefit: At the time of the audit, we identified \$160,000 in work orders generated in FY 2018-19 from fleet assets identified as potentially underutilized.</p>
<p>#20-02 Fleet Maintenance and Operations</p> <p>#03 In the context of overall budget priorities, Public Works should work with the Budget Office to develop short- and long-term staffing strategies to achieve desired performance results, that may include:</p> <ul style="list-style-type: none"> a) Further use of the rehire retirees program, b) Use of contractual services for additional repair types or asset classes, and/or c) Additional overtime opportunities for current staff. 	PW / CMO	Implemented	Public Works reports that it continues to utilize contractual services, rehire retirees, and overtime, as appropriate. In coordination with the Budget Office, five new temporary Equipment Mechanic Assistant positions were approved for FY 2023-24 and carried over into FY 2024-25 to provide additional capacity and to serve as a small-scale "hire ahead" program for incumbents to take on permanent roles quickly once they become available through future turnover and promotions. Public Works has identified additional positions to meet their longer term staffing needs and intends to work with the Budget Office in the future to address these within the context of the City's overall budget priorities.

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<p>#20-02 Fleet Maintenance and Operations</p> <p>#04 To improve Citywide preventive maintenance (PM) compliance, Public Works' Fleet Division should:</p> <p>a) Work with departments to confirm point of contacts for PM notifications and complete implementation of the automated PM notifications,</p> <p>b) Establish a Citywide PM compliance target, as well as internal PM compliance targets for departments/asset classes, and</p> <p>c) Implement a PM compliance incentive program, that could include expansion of the fuel shut-off program for noncompliant assets that meet criteria identified by the Fleet Division, or including departmental PM compliance performance into the fleet replacement prioritization process.</p>	PW	Partly Implemented	Public Works has implemented automated emails for preventative maintenance notifications, and its Technology Services team has developed dashboards that will help the Division and customer departments monitor preventive maintenance compliance. Public Works reports they will begin proactively informing customers in Fall 2024. According to the Department, there are currently no PM compliance targets due to ongoing vehicle availability issues. The Department also reports that because of the vehicle and equipment shortages, users have a higher workload and bring in vehicles late. Target Date: Dec-2024 (Delayed From: Dec-2021)
<p>#20-02 Fleet Maintenance and Operations</p> <p>#07 To enhance performance monitoring and inform resource allocation decisions, Public Works' Fleet Division should develop internal performance measures and reports to monitor availability of specific assets at the department level.</p>	PW	Partly Implemented	Fleet Management continues to work with Technology Services to develop additional internal reports to monitor the availability of specific assets. Currently, Fleet Management has reports for Airport Shuttle Bus availability, ACS Kennel Truck Availability, and Electric Vehicle charging stations. Fleet Management plans to create future internal reports to enhance performance monitoring. Target Date: Oct-2024 (Delayed From: Jan-2023)
<p>#20-02 Fleet Maintenance and Operations</p> <p>#08 To enhance accountability and transparency, Public Works' Fleet Division should develop and report on performance measures on work order timeliness.</p>	PW	Partly Implemented	Public Works reports that it has shifted to having an analytics module created by its Technology Services team due to vendor delays. Fleet Management has created internal downtime reports that can run via Access and plans to work with Technology Services to automate the report by December 2024. Target Date: Dec-2024 (Delayed From: March 2023)
<p>#20-02 Fleet Maintenance and Operations</p> <p>#09 To support consistent data entry and reporting, Public Works' Fleet Division should create procedures around:</p> <p>a) Classification of repair reason IDs in AssetWorks,</p> <p>b) Data entry of work orders and contracted services work orders, and</p> <p>c) Pulling reports on active assets, preventive maintenance compliance, vehicle utilization, work orders, and/or others as necessary.</p>	PW	Partly Implemented	Public Works reports it has finalized the classification of repair reason IDs in its fleet management software and has begun pulling reports, and that staff are making progress on the standardization of data entry. However, the Department also reports the Division is currently facing staffing resource challenges, delaying the creation of the Standards of Procedures (SOPs) to March 2025. Target Date: Mar-2025 (Delayed From: Dec-2021)
<p>#20-02 Fleet Maintenance and Operations</p> <p>#12 Public Work's Fleet Division should develop performance targets related to the timeliness of fleet asset purchases and actual costs of acquisitions against budgeted funds. Performance against those targets should be reported in the department's Fleet Management Annual Report.</p>	PW	Not Implemented	Public Works reports that it has been unable to start working on this recommendation because of global supply chain issues, although market conditions have slightly improved. Target Date: Jan-2025 (Delayed From: Jun-2022)

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<p>#20-03 Audit of Fire Development Services</p> <p>#03 To make it easier for customers to navigate the permitting process, the Bureau of Fire Prevention should update the website such that information is current and organized by discipline or customer type, and create simplified, concise resources for customers, similarly by discipline or project type.</p>	FIRE	Implemented	The Fire Department has finalized a comprehensive website design and updates to provide organization based on discipline and activity type. The website incorporates links to the permit submittal landing page, specific project guidance documents, Fire Department-related ordinances and policies (some available in multiple languages), and the contact numbers for additional questions and project related assistance. Additionally, the website has dashboards showing average time to wait for an inspection by discipline and the inspector utilization rate (whether inspectors are overbooked or under-booked for a given week).
<p>#20-03 Audit of Fire Development Services</p> <p>#13 The Fire Department should revise its calculation of the fire inspection cycle time measure to reflect the time from when an inspection was requested until when the inspection occurred, and revise its target, as appropriate.</p>	FIRE	Implemented	The Fire Department has created an inspection schedule available to applicants requesting an inspection through the call center. Information is provided regarding the available inspection slots for a 2 week period. Staff generate a bi-weekly report that indicates the wait times for an available inspection slot, depending on inspection type (i.e., Fire Engineering, Fire Alarms, Fire Sprinklers, and Hazardous Materials). This report is based on inspection module data through AMANDA. This information allows customers to understand wait times for inspections as they are scheduling. The Fire Department has updated the performance measure calculation to reflect the wait time for inspections across projects overall through the FY 2024-25 Adopted Budget process.
<p>#20-03 Audit of Fire Development Services</p> <p>#14 The Fire Department should review the methodology of its calculations of the number of plan reviews and the percent of time that plan check processing time targets are met, and should reset targets, as appropriate.</p>	FIRE	Implemented	The Fire Department has worked with Planning, Building and Code Enforcement - Building Division staff to establish a weekly overdue plan review report that identifies projects that have exceeded process target times and require greater oversight. The Fire Department has updated the performance measures as part of the FY 2024-25 Adopted Budget process that include average days to plan review and to the next available inspection.
<p>#20-04 Park Maintenance</p> <p>#05 To ensure that data collection efforts adequately meet its needs, PRNS should:</p> <ul style="list-style-type: none"> a) Refocus data collection priorities, determine short-term and long-term data collection and data analytics goals, and set clear objectives on achieving those goals, b) Reassess the use of Infor EAM to determine if it meets those needs, and c) Develop an ongoing training program for staff to ensure that data entry is consistent and accurate and meets its business goals. 	PRNS	Partly Implemented	Parks, Recreation, and Neighborhood Services (PRNS) reports that, in January 2024, changes were made to how park maintenance work orders are scheduled (from weekly to monthly). Other process improvements include requiring comments on work order requests, assigning repair work orders to specified crews, and creating a checkbox for safety concerns. The Department's Business Intelligence (BI) Manager plans to supervise a temporary employee who will assess reporting needs, create unique reports, and develop a structure for data extraction from their park asset management system for more advanced analysis. PRNS continues to review options for the park asset management going forward, but had a one-year extension of their current provider approved in June 2024. PRNS is working with the Public Works, Airport, and Environmental Services departments to understand overlaps they may have in asset management needs. The Finance Department is evaluating whether there may be enough overlap to justify a sole source agreement. If not, PRNS plans to initiate a Request for Proposal in early 2025. The Department also reports holding BI training as part of the park maintenance training series, and training new staff on BI during orientation. The BI Manager holds weekly office hours and trainings with groups as requested. Target Date: Dec-2025 (Delayed From: Jan-2022)

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<p>#20-04 Park Maintenance</p> <p>#11 To reduce travel time, PRNS should reassess routes with consideration for traffic peak times, park locations, and staffing.</p>	PRNS	Implemented	Parks, Recreation and Neighborhood Services (PRNS) completed maintenance route assessments/analyses and redistributed parks among crews for greater efficiency. PRNS also completed preparations and moved the staff of Park District 8 into the Overfelt Gardens Park, bringing the staff 6 miles closer to the parks they maintain.
<p>#20-04 Park Maintenance</p> <p>#13 PRNS should assess language access needs for parks in areas with higher concentrations of limited English speaking households and provide information and resources in multiple languages in those areas.</p>	PRNS	Partly Implemented	Parks, Recreation, and Neighborhood Services (PRNS) developed a budget proposal for FY 2024-25 to secure a consultant to create department-wide signage accessibility guidelines to meet multilingual requirements and the Language Equity Policy and Guidelines (City Policy Manual 6.1.10). The proposal would address updating wayfinding, nameplate, and rule signs at PRNS facilities to be universally accessible via pictograms and multiple languages, similar to the Trail Signage Guidelines developed in 2017. Due to competing priorities and the fiscal situation, the proposal was not funded. PRNS reports it is exploring other options to address the intent of this audit recommendation. Target Date: Jun-2025 (Delayed From: Jun-2023)
<p>#20-05 Development Partners' Work-in-Progress Reserves</p> <p>#01 To better assess workload and resources, Planning, Building and Code Enforcement's Planning Division should develop and implement procedures to track the work in progress on current development projects, based on staff hours worked, milestones, or some other metric.</p>	PBCE	Partly Implemented	Planning, Building and Code Enforcement (PBCE) reports that the Planning Division has created a draft work in progress report structure and have undertaken efforts to clean up data discrepancies in AMANDA to ensure the report returns reliable results. The Division expects to submit the report requirements to the Information Technology Department (ITD) in Fall 2024 to be created before the end of the fiscal year. Target Date: Dec-2024 (Delayed From: Sep-2021)
<p>#20-05 Development Partners' Work-in-Progress Reserves</p> <p>#02 To better assess workload and resources, Public Works Development Services Division should develop and implement procedures to track the work in progress on current development projects, based on staff hours worked, milestones, or some other metric.</p>	PW	Partly Implemented	Public Works has developed procedures for time tracking in AMANDA for engineering and inspection staff, and time tracking and data collection is ongoing. The Department has continued monitoring and reporting from this time tracking, and intends to correlate the time tracked with funds spent. Public Works intends to continue to coordinate between departments and development milestones to estimate current work in progress. Target Date: Jun-2025 (Delayed From: Jun-2020)
<p>#20-05 Development Partners' Work-in-Progress Reserves</p> <p>#04 To ensure that the Development Partners have adequate funding to support their development work, Public Works, the Fire Department, and Planning, Building and Code Enforcement should work with the Budget Office and the City Attorney's Office to develop reserve policies or guidelines around the appropriate uses of funds, including work-in-progress reserves.</p>	CMO / PW / PBCE / FIRE / CAO	Partly Implemented	The Administration has made progress by creating individual budgeted funds for each of the development fee programs. The City Manager's Budget Office, Finance Department, City Attorney's Office, and the Development Services partners plan to meet to discuss and develop reserve policies and guidelines following the development of work-in-progress reports from different departments. Target Date: Jun-2025 (Delayed From: Sep-2021)

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<p>#20-05 Development Partners' Work-in-Progress Reserves</p> <p>#05 To properly account for development fee revenues, the Finance Department should work with the City's external financial auditor to determine the proper accounting treatment of development fee revenues that have been collected for projects still in progress.</p>	FIN	Partly Implemented	The Finance Department reports a cross-department team comprising Planning, Building and Code Enforcement (PBCE), Public Works, Fire, Finance, and the City's external auditor (MGO) was established in January 2024 to address issues related to permit issuance. According to the Department, the team's objectives included identifying issues, confirming the population, assessing the sampled population, and developing an appropriate methodology. The Department reports the initial meeting between the team and MGO took place on January 2024, and included participants from PBCE and Finance. During this meeting, MGO proposed a sampling methodology and a formula for calculating work-in-progress liabilities. The Finance Department in coordination with the Development Partners and the Budget Office are analyzing the impact and anticipate making accounting adjustments for FY 2024-25. Target Date: Dec-2024 (Delayed From: Dec-2021)
<p>#21-01 Police Staffing, Expenditures, and Workload</p> <p>#02 To optimize police staffing, the Police Department should include an analysis of alternative schedules either in its current redistricting work or in a separate study, and report to the City Council on the results of the studies.</p>	PD	Partly Implemented	The Department entered into an agreement with Matrix Consulting to begin work on a redistricting and staffing deployment analysis. The vendor is currently in the information gathering stage of the process and is expected to provide a final report of the review in December 2024. Target Date: Dec-2024 (Delayed From: Jun-2023)
<p>#21-01 Police Staffing, Expenditures, and Workload</p> <p>#03 To determine the most suitable approaches for responding to certain types of calls, the Police Department should:</p> <ul style="list-style-type: none"> a. Begin tracking calls that may benefit from an alternative response, such as incidents involving individuals experiencing homelessness or individuals with disabilities. b. Determine whether some of the responses can be diverted to non-sworn staff or coordinated with other City departments or agencies. 	PD	Partly Implemented	The Department continues to track and analyze the nine call-types identified in its February 2024 report to City Council. The Department and the City Manager's Office plans to provide an update to this report in October 2024. The Department has concluded that none of the nine identified calls are suitable for non-sworn staff, such as Community Service Officers, at this time. Target Date: Dec-2024 (Delayed From: Jun-2023)
<p>#21-01 Police Staffing, Expenditures, and Workload</p> <p>#04 To ensure that targets for community policing address Council and community priorities, the Police Department should develop a long-term community policing strategy that describes how performance targets address those priorities and work with the City Administration to identify consistent sources of funding for priority policing positions, such as foot patrol.</p>	PD	Partly Implemented	The Department reports that it plans to evaluate community policing opportunities through a consultant. The Department reports that its Community Engagement Plan is in Phase 1 - information and data collection, stakeholder identification and staff interviews. Target Date: Dec-2024 (Delayed From: Jun-2023)

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<p>#21-01 Police Staffing, Expenditures, and Workload</p> <p>#05 To limit the risk of fatigue and more evenly distribute overtime hours across the department, the Police Department should:</p> <ul style="list-style-type: none"> a. Enforce existing limits on total overtime hours worked in a day, week, and year, including which types of overtime can be worked beyond these limits. b. Update eResource to ensure all prescheduled and biddable overtime assignments are captured in the system. c. Develop a policy to address frequent violations of Duty Manual specified overtime weekly limits. 	PD	Partly Implemented	<p>a) On May 19, 2021, the Department issued Memorandum #2021-015 titled "Overtime Controls." This memorandum limited overtime to that which is absolutely mandatory and unavoidable. The memorandum further clarified that no discretionary overtime would be allowed and that all overtime is subject to management review. All Captains and Division Managers are required to submit a memorandum quarterly to the Chief Executive Officer justifying the use of overtime.</p> <p>b) The Department has updated its scheduling software to include most biddable and prescheduled overtime and intends to continue to update it on an ongoing basis.</p> <p>c) The Department reports that any Department Initiated Investigation (DII) is initiated by the Chief of Police on referral to the Division of Internal Affairs. While there is no separate process to specifically investigate allegations of working overtime more than the current Department weekly limitations, these investigations would occur through the DII process. There are no "frequent violation" thresholds for a DII to be initiated for allegations for overtime worked over the weekly limits. The Internal Affairs Division advised that it plans to remind sworn staff regarding the Duty Manual maximum authorized hours allowed in its next quarterly publication/newsletter which is scheduled to be sent out in Fall 2024.</p> <p>We should note that the overtime costs continue to grow--the costs increased from \$47 million at the time of the audit to \$65 million for FY 2023-24. In a recent report to the City's Public Safety, Finance and Strategic Support (PSFSS) committee the Police Department noted that as of June 2024, it had about 100 vacancies. Further, the number of "street ready" officers was 886 out of 1,173 budgeted sworn positions. In addition to reducing overtime expenditures that have continued to grow, addressing violations of overtime limits will help in addressing staff fatigue and burnout. Target Date: Dec-2024 (Delayed From: Jun-2022)</p>
<p>#21-01 Police Staffing, Expenditures, and Workload</p> <p>#06 To ensure that supervisory staff can better assess the purpose and appropriateness of overtime use, the Police Department should:</p> <ul style="list-style-type: none"> a. Clearly define types of overtime considered mandatory and discretionary, including when follow up and report writing should be conducted on overtime. b. Develop guidelines for documenting Captain approval of discretionary overtime. c. Update internal procedures and train staff on how to log discretionary, mandatory, or voluntary overtime type codes in their timecards. 	PD	<p>Partly Implemented - Priority</p>	<p>The Department issued a memo, Memo #2023-23, which outlined overtime controls for the Department, described when follow up and report writing can be conducted on overtime, limited discretionary overtime, and provided that Captains and Division Managers are to report out on the use of overtime in their division on a quarterly basis. The Department reports that it has created a new overtime dashboard which is updated each pay period. Each supervisor can look at the dashboard and drill down to specifics by employee, unit, overtime code or other data inputs. Managers can now review overtime, including how it is being used, and review its overtime policies in consideration of the current staffing issues. The Department also reports that it is planning to pilot a new timecard system to assess whether it can to increase the accuracy and efficiency of time reporting. Target Date: Dec-2024 (Delayed From: Jun-2022)</p> <p>Potential Monetary Benefit: With greater controls and approval over overtime for discretionary time (e.g., admin, report writing, training, and follow up), we estimated savings of \$1,147,350 if such overtime was reduced by 7.5 percent at the time of the audit.</p>

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<p>#21-01 Police Staffing, Expenditures, and Workload</p> <p>#07 To ensure transparency, the Police Department should clarify which overtime assignments can be worked for pay or compensatory time and review and update the Memorandum of Agreement and/or General Orders, as appropriate.</p>	PD	<p>Closed</p> <p>(Subject to meet and confer)</p>	<p>The Department's annual overtime memorandum provides general guidance on pay cars. According to the memorandum, "preplanned overtime for pay cars will continue to be authorized as directed by the Chief and outlined in the MOU. These include grant funded programs, backfill pay cars for Patrol, Entertainment Zone, and other programs specifically identified for pay". In August 2024, the Department provided additional guidance to staff that "absent a specific VIS code or unit agreement, Department members may currently take 10 hours of overtime for pay, per pay period." While this clarity is not currently in the Memorandum of Agreement, we recommend closing this recommendation because of the internal guidance to staff.</p>
<p>#21-01 Police Staffing, Expenditures, and Workload</p> <p>#09 To supplement sworn police services and manage overall workload challenges in the department, the Police Department should:</p> <p>a. In the context of the overall budget, add more Community Service Officers (CSOs) to address Priority 3 and 4 incidents, and</p> <p>b. Develop guidelines to ensure more equitable distribution of CSOs across districts, such that districts with higher workloads receive appropriate coverage. This may include redistributing workload and assignments as vacancies occur.</p>	PD	<p>Partly Implemented</p> <p>-</p> <p>Priority</p>	<p>The 2024-25 Proposed Budget eliminated 6.0 Senior Community Service Officer and 1.0 Supervising Community Service Officer positions to better realign the Community Service Officer program. According to the Police Department, eliminating positions dedicated to strict supervision allows all CSOs to be deployed in the field. Further, in order to increase its community presence in the Downtown San José area, the Department has assigned six Community Service Officers to Downtown to help serve in an "ambassador" role with their presence and visibility. Additionally, according to the Department, staff assignments of CSOs are reviewed every six months and are based on previous call data. Finally, the redistricting study that the Department is working on potentially includes suggested realignment and redistribution of CSO work. This project is anticipated to be completed in December 2024. Target Date: Mar-2025 (Delayed From: Jun-2023)</p> <p>Potential Monetary Benefit: At the time of the audit, we estimated savings of \$751,500 if CSOs responded to additional calls rather than sworn officers using overtime. This is dependent on future hiring of additional CSOs.</p>
<p>#21-01 Police Staffing, Expenditures, and Workload</p> <p>#10 To better align Department call priorities with CSO work, the Police Department should update its Duty Manual to:</p> <p>a. Reassess its priority list of CSO-dispatchable calls and determine how to better utilize CSOs to address those priorities.</p> <p>b. Include common types of calls not currently listed in the Duty Manual, such as "Suspicious Vehicles" and "Expired Registration".</p> <p>c. Develop a strategy for CSO involvement in community policing, as described in the SJPD Duty Manual.</p>	PD	<p>Partly Implemented</p> <p>(Subject to meet and confer)</p>	<p>The Department has not begun work on updating the Duty Manual for parts a) and b) of this recommendation. Per the Department, CSOs are involved in various aspects of community engagement including backpack giveaways at local schools. As discussed in Recommendation #2101-09, in order to increase its community presence in the Downtown San José area, the Department has assigned six Community Service Officers to Downtown to help serve in an "ambassador" role with their presence and visibility. However, a formal community engagement strategy for CSOs is still pending. The upcoming redistricting study includes potential realignment and redistribution of CSO work. The report is expected to be completed in December 2024. Target Date: Mar-2025 (Delayed From: Jun-2023)</p>

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<p>#21-03 Real Estate Services</p> <p>#01 To better manage the City's real estate assets, the Real Estate Services Division should work with City departments to compile a comprehensive list of real estate assets that includes department ownership and intended or actual use of the property.</p>	OEDCA	Partly Implemented	Real Estate Services (Real Estate) entered into an agreement with a vendor to provide a real estate asset and lease management software. The software is targeted to go live at the end of 2024. The software is meant to give Real Estate the foundation to compile a comprehensive list of the City's real estate assets, including department ownership and uses. The software build-out is being led by the Information Technology Department in collaboration with partner departments, including Transportation; Finance; Parks, Recreation and Neighborhood Services; Housing; Environmental Services; and Public Works. Target Date: Dec-2024 (Delayed From: Jan-2024)
<p>#21-03 Real Estate Services</p> <p>#02 The Real Estate Services Division should work with the Information Technology Department, the Finance Department, and other City departments to implement a database platform to better manage the City's real estate assets that includes:</p> <ul style="list-style-type: none"> a) Property management information such as lease terms, payments, and related information, b) Property-related agreements or other relevant information to identify ownership or management responsibilities, and c) Any other information that the Real Estate Services Division deems necessary. 	OEDCA	Partly Implemented - Priority	Real Estate Services (Real Estate) entered into an agreement with a vendor to provide a real estate asset and lease management software. The software is targeted to go live at the end of 2024. The software is meant to give Real Estate the foundation to compile a comprehensive list of the City's real estate assets, including department ownership and uses. The software build-out is being led by the Information Technology Department in collaboration with partner departments, including Transportation; Finance; Parks, Recreation and Neighborhood Services; Housing; Environmental Services; and Public Works. Target Date: Dec-2024 (Delayed From: Jan-2024)
<p>#21-03 Real Estate Services</p> <p>#03 The Real Estate Services Division should work with other City departments to identify all vacant lands within the City's real estate portfolio, and report on that land and their intended uses to the City Council on an annual basis.</p>	OEDCA	Partly Implemented	Real Estate reports that the database software platform referenced in recommendations #1 and #2 from this audit (2103-01 and 2103-02) can be developed in a way that stores the information needed for annual reporting on the City's vacant land inventory. Target Date: Dec-2024 (Delayed From: Jan-2024)
<p>#21-03 Real Estate Services</p> <p>#04 The Real Estate Services Division should work with the multiple departments involved in maintenance of City properties and the Information Technology Department to:</p> <ul style="list-style-type: none"> a) Identify business process and service integration to ensure the data in its asset management software can be cross-referenced with other departments' databases, and b) Coordinate with other departments to ensure the City's vacant properties are provided with ongoing maintenance. 	OEDCA	Partly Implemented	Real Estate reports that the buildout of the database referenced in recommendation #2 from this audit (2103-02) will be led by the Information Technology Department to allow for optimal standardization of data across City departments. Once Real Estate's software database is established, Real Estate plans to work with other departments to standardize data and facilitate cross-referencing between departments. Target Date: Dec-2024 (Delayed From: Jan-2024)

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<p>#21-04 Code Enforcement Management Controls</p> <p>#01 The Department of Planning, Building and Code Enforcement should revise the Code Enforcement Division's incident policy to include direction around courses of action (e.g., temporary reassignment, partner-use, other actions) to address instances such as:</p> <ul style="list-style-type: none"> a) extortion or bribery attempts made to staff, b) serious allegations and complaints, or c) other instances deemed appropriate by the Administration. 	PBCE	Implemented	Code Enforcement finalized a new incident policy, added it to the internal department website, and presented it to staff. Additionally, Code Enforcement Supervisors and managers have been trained on it.
<p>#21-04 Code Enforcement Management Controls</p> <p>#03 To enforce the Massage Ordinance permitting requirements, the Administration should:</p> <ul style="list-style-type: none"> a) Create a roster of massage businesses based on active Business Tax Certificates and/or the list of certified massage therapists under the California Massage Therapy Council, and procedures to regularly update the roster, and b) Based on the roster of businesses, implement an outreach program to inform and educate massage businesses on the Massage Ordinance. 	CMO	Partly Implemented	<p>(a) Planning, Building and Code Enforcement and the Police Department (SJPD) have completed a Memorandum of Understanding (MOU) identifying roles and responsibilities around the Massage Ordinance, including procedures to regularly update the roster of covered businesses. Also, Code Enforcement reports that in quarter 1 of FY 2024-25, they will work with SJPD to review and add to the roster eligible businesses found on the Business Tax License or Massage Therapy Council lists that are not yet part of the program.</p> <p>(b) Code Enforcement reports that once the quarter 1 review is complete, staff will develop and implement an outreach model in quarter 2 to inform and educate massage businesses on the Massage Ordinance. Target Date: Dec-2024 (Delayed From: Jun-2024)</p> <p>Potential Monetary Benefit: During the audit, we found over 200 businesses with business tax certificates without massage permits. We estimated initial applications for unpermitted massage businesses would generate \$500,000 in permit fees and \$280,000 in ongoing renewal fees.</p>
<p>#21-04 Code Enforcement Management Controls</p> <p>#05 To ensure massage businesses renew their massage permits timely, the Police Department should establish a procedure for ensuring permitted businesses are notified when they need to renew their massage permit and the consequences of not renewing their permit.</p>	PD	Partly Implemented	<p>The Police Department (SJPD) reports that it is working with a permit software company to develop new permitting software. This new software will automatically notify massage businesses whose permits are expiring. The Permits Unit believes this software will take approximately 4-5 months to go live. Target Date: Mar-2025 (Delayed From: Dec-2024)</p> <p>Potential Monetary Benefit: At the time of this audit, we estimated initial applications for unpermitted massage businesses would generate \$500,000 in permit fees and \$280,000 in ongoing renewal fees.</p>

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<p>#21-04 Code Enforcement Management Controls</p> <p>#07 To clarify the purpose and responsibilities in the massage program, the Police Department and Department of Planning, Building and Code Enforcement should align on and create guidance through a Memorandum of Understanding or other means of documentation, to include:</p> <ul style="list-style-type: none"> a) Massage permit program goals; b) Roles and responsibilities of the different Police Department units and Code Enforcement; c) Expectations for code inspections upon application, renewal, and/or regular compliance; d) Protocols for how and when the Vice Unit should inform the Code Enforcement inspector and Code supervisor of investigatory activities; and e) Criteria and procedures for case referral between Code Enforcement, the Vice Unit, and the Permits Unit for businesses not in compliance with the Massage Ordinance or where there are indications of criminal activity. 	PBCE / PD	<p>Implemented</p> <p>-</p> <p>Priority</p>	<p>A Memorandum of Understanding (MOU) has been finalized that defines roles, responsibilities, and protocols for both Planning, Building and Code Enforcement and the Police Department related to the massage program.</p>
<p>#21-04 Code Enforcement Management Controls</p> <p>#08 To mitigate risk associated with the massage program, the Police Department and the Department of Planning, Building and Code Enforcement should consider:</p> <ul style="list-style-type: none"> a) Backgrounding Code Enforcement inspectors assigned to the massage program, at a level determined appropriate by the Police Department's Background Unit, and/or b) Implementing a policy for partner use for complaint-based massage inspections and other non-routine, high-risk inspections (e.g., inspections of unpermitted businesses) for the massage program. 	PBCE / PD	Implemented	<p>Code Enforcement has created a Partner Policy as recommended under part (b). The final policy has been added to the internal department website and presented to Code Enforcement staff. Additionally, Code Enforcement trained its supervisors and managers on the policy.</p>

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<p>#21-04 Code Enforcement Management Controls</p> <p>#11 To aid in evaluating program performance, the Department of Planning, Building and Code Enforcement should:</p> <p>a) Establish performance measures and targets for special programs, like cannabis and massage, that relate to program goals (e.g., annual inspection targets, percentage of completed inspections based on the roster, percentage of businesses brought into compliance),</p> <p>b) Either create system-based reports for special program performance measures or establish a process to check inspector-reported data for accuracy, and</p> <p>c) Report performance measures to the appropriate City Council committee.</p>	PBCE	Implemented	Code Enforcement has created and updated performance measures and targets for special programs, and system-based reports are in place. The Department intends to report on the performance measures at the Code Enforcement Annual Report at NSE in April 2025.
<p>#21-04 Code Enforcement Management Controls</p> <p>#12 To better set expectations for staff and address potential risks in its programs, the Department of Planning, Building and Code Enforcement should:</p> <p>a) Create and update Code Enforcement policies using a risk-based approach to identify where programs may not meet objectives, for example, incorporating policies or guidance for elements of supervisory review, documentation for deviating from policies, and for special programs,</p> <p>b) Combine the policies into a comprehensive digital manual, and</p> <p>c) Set a schedule for periodic review of policies and procedures to update as needed.</p>	PBCE	Partly Implemented	To meet (b) and (c), Code Enforcement has developed a comprehensive digital policy manual and a schedule for periodic review of policies and procedures. Code has created a priority matrix and work plan to update Code policies and procedures in the digital policy manual accordingly. Regarding (a), Code Enforcement staff plans to draft an overarching policy regarding policy deviation rather than attempting to handle deviations within each policy. Target Date: Dec-2024 (Delayed From: Nov-2022)
<p>#21-04 Code Enforcement Management Controls</p> <p>#13 To promote consistent case review practices, the Department of Planning, Building and Code Enforcement should develop training for new Code Enforcement supervisors.</p>	PBCE	Partly Implemented	Code Enforcement implemented a periodic case review policy for supervisors and managers. Code Enforcement reports that they will develop supervisor training in tandem with the policy to ensure an understanding of case review goals and objectives. Target Date: Dec-2024 (Delayed From: Jun-2024)
<p>#21-04 Code Enforcement Management Controls</p> <p>#17 Department of Planning, Building and Code Enforcement should develop targets and track Code Enforcement program performance to:</p> <p>a) Establish expectations for inspector activity and performance and incorporate into regular performance evaluations (e.g., time to case closure based on type of violation and number of open cases).</p> <p>b) Rebalance workloads or add resources, as needed.</p>	PBCE	Partly Implemented	To meet part (b.), Code Enforcement has changed program staffing and reassigned inspector areas and cases to balance workloads. Code Enforcement has also significantly reduced the inspector vacancy rate, helping to balance workloads. Code plans to evaluate data and develop reports as needed to establish new targets/standards for per-month case closure, time-to-case closure, violation closure rates, etc. Target Date: Jul-2025 (Delayed From: Dec-2022)

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<p>#21-04 Code Enforcement Management Controls</p> <p>#18 The Code Enforcement Division within the Department of Planning, Building and Code Enforcement should complete all outstanding performance evaluations and set a schedule for regular evaluations going forward.</p>	PBCE	Partly Implemented	According to the Department, all overdue performance evaluations are nearing completion. Target Date: Dec-2024 (Delayed From: Oct-2023)
<p>#21-04 Code Enforcement Management Controls</p> <p>#19 To align performance evaluations with Division goals, the Department of Planning, Building and Code Enforcement should review and revise its employee expectations and incorporate into Code Enforcement performance evaluations based on objective criteria and measurement (e.g., inspector use of photos, consistency in case notes; supervisor quality of supervisory case review).</p>	PBCE	Partly Implemented	Code Enforcement has completed a draft of new employee expectations, including six-month and one-year probationary checklists of skills and expertise required. The Department intends to use the checklists as criteria in performance evaluations. Target Date: Dec-2024 (Delayed From: Jun-2024)
<p>#21-05 Municipal Water Billing and Customer Service</p> <p>#04 To streamline the service order process, the Environmental Services Department, in coordination with the Information Technology Department, should update the process to enable staff to coordinate service orders electronically.</p>	ESD / ITD	Not Implemented	According to the Department, staff investigated using the Business Process Automation system to manage service orders with online forms. However, according to the Department, there is not a current method to automatically sync data between the City's utility billing system and an online form without significant investment. Staff report that they have explored options but it cannot be done due to current system constraints. The Department intends to address this with Advanced Metering Infrastructure (AMI) and an update to the City's utility billing system that it anticipates will be completed in 2027. Target Date: Jun-2027 (Delayed From: Jun-2022)
<p>#21-05 Municipal Water Billing and Customer Service</p> <p>#05 To better assess performance, the Environmental Services Department should revise the performance measure methodology for “% of customer service requests handled within 24 hours” to use operational data instead of customer survey data.</p>	ESD	Not Implemented	The purpose of this recommendation was to accurately measure the timeliness of responses to customer service requests. The Department reports that Advanced Metering Infrastructure (AMI), anticipated for completion in 2027, and an update to the City's utility billing system may result in further work order tracking and response, including a mobile work order module. Target Date: Jun-2027 (Delayed From: Dec-2023)

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<p>#22-02 Environmental Review for New Developments</p> <p>#01 To improve the coordination of reviews, the Department of Planning, Building and Code Enforcement should:</p> <p>a. Develop a training plan that includes both formal and informal training options on project management, environmental review, and entitlement review, and</p> <p>b. Expand the model in which planners handle both the entitlement and environmental reviews, with a division dedicated to projects with more complex environmental review.</p>	PBCE	Partly Implemented	<p>a) Planning, Building and Code Enforcement (PBCE) has developed a training plan that includes topics such as a high-level overview of the California Environmental Quality Act (CEQA) review process in San José, developing project descriptions, project and time management best practices, and others. PBCE also prepared an onboarding academy in September 2023 for all new planners. PBCE reports that it continued to host bi-monthly training for all Planning staff on various topics. PBCE updated the Environmental Resources Intranet page to include updated information on the CEQA process for public projects, including the process for obtaining CEQA references for City Council memos, links to helpful resources.</p> <p>b) PBCE reports that starting joint project management for more complex environmental reviews such as EIRs and Mitigated Negative Declarations has not been started as it focuses on other priorities. PBCE expects that training of staff (Recommendation 1.a.) will increase knowledge of CEQA for entitlement planners so they can start preparing more complex exemptions and Addendums/Determination of Consistencies. Target Date: Jun-2025 (Delayed From: Dec-2023)</p>
<p>#22-02 Environmental Review for New Developments</p> <p>#04 To promote consistency of environmental review data entry, the Department of Planning, Building and Code Enforcement should:</p> <p>a. Update and expand AMANDA guidelines and related expectations around data entry for areas such as recording of staff hours, use of entry codes, and use of comments, and</p> <p>b. Develop training for staff about the AMANDA guidelines.</p>	PBCE	Not Implemented	<p>a) Planning, Building and Code Enforcement (PBCE) reports that AMANDA 7 guidelines will be updated after updates are made to the ENV folder in AMANDA. Per PBCE, Planning will also update the guidelines to ensure more consistent data entry and tracking of milestones to help with annual reporting. PBCE reports that it has been focused on other priorities, such as the preparation of the Environmental Guidelines and Thresholds Guide.</p> <p>b) AMANDA 7 training was held for the Environmental Team in March 2022 regarding closing out folders for projects. PBCE reports that in-person training on AMANDA data entry occurred in July 2024, with follow up training conducted in August. Target Date: Jun-2025 (Delayed From: Dec-2023)</p>
<p>#22-02 Environmental Review for New Developments</p> <p>#06 To make the environmental review process more standardized and consistent, the Department of Planning, Building and Code Enforcement should update and expand relevant tools and templates for the environmental review team, as well as develop related procedures on the expected usage, including:</p> <p>a. Establish a standard project schedule tracker that staff are expected to use for projects, and</p> <p>b. Create additional tools and templates to support project management, such as agenda templates for meetings with different stakeholders, a consolidated list of the City's thresholds of significance, and City resolution templates for adoption for the different types of environmental reviews.</p>	PBCE	Partly Implemented	<p>a) Planning, Building and Code Enforcement (PBCE) developed templates in Excel to use for project schedule planning by staff and Environmental Consultants that have been posted on the Environmental Review Team SharePoint site. These templates include City target review times for the reviews of environmental impact reports (EIRs), negative declarations/mitigated negative declarations, and initial study/addendums. Templates are expected to be shared with consultants during the scope of work review or the project kick-off meeting.</p> <p>b) PBCE executed a service order in May 2024 for preparation of an Environmental Guidelines and Thresholds Guide, and per PBCE the consultant has begun the work. This same service order also includes the preparation of a set of standardized templates for common environmental review documents to update the City's templates. PBCE reports that this work is being prioritized over the next six to eight months, but that this may be delayed by other Council direction to prioritize other work related to homelessness and other environmental review reporting. Target Date: Mar-2025 (Delayed From: Jun-2023)</p>

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<p data-bbox="100 180 636 204">#22-02 Environmental Review for New Developments</p> <p data-bbox="100 237 772 375">#07 To educate City staff about available resources and expectations for the environmental review process, the Department of Planning, Building and Code Enforcement’s environmental review team should conduct annual trainings for City staff in other departments or teams.</p>	<p data-bbox="808 180 871 204">PBCE</p>	<p data-bbox="934 180 1066 204">Implemented</p>	<p data-bbox="1129 180 1999 711">Planning, Building and Code Enforcement (PBCE) developed a training plan that includes trainings on the California Environmental Quality Act (CEQA) for departments with frequent project-level CEQA reviews. Trainings started on topics such as project description development and the CEQA process for projects. PBCE reports that trainings will be ongoing. Further, PBCE updated its Environmental Resources Intranet page to include updated information on the CEQA process for public projects, updated guidelines for identifying environmental clearance for City Council Memos, and prepared a memorandum describing City staff roles and responsibilities in the environmental review process to educate and train City staff. PBCE conducted a training in February 2024 for City departments on the CEQA and National Environmental Policy Act (NEPA) process and expectations. In June 2024, PBCE held a training for Planning and Development Services Partners (Public Works, Environmental Services, and Parks, Recreation & Neighborhood Services departments). As part of the training, it addressed roles and responsibilities department reviewers play in the environmental review process. Slides from both trainings were posted to the Environmental Resources intranet page. Planning reports another training was conducted in August 2024 to review mitigation monitoring and Habitat Conservation Plan requirements post project approval, with a focus on the process for City-initiated projects.</p>

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<p>#22-02 Environmental Review for New Developments</p> <p>#08 To better manage the work done by environmental consultants, the Department of Planning, Building and Code Enforcement should:</p> <ul style="list-style-type: none"> a. Establish project management requirements for the relationship with consultants, including regular check-ins, expectations for communication with the consultant, and guidelines for dealing with delays, and b. Consider instituting a list of required consultants. 	PBCE	Partly Implemented	<p>a) Planning, Building and Code Enforcement (PBCE) developed standard operating procedures (SOPs) for environmental impact reports (EIRs), negative declarations/mitigated negative declarations, and addendums. The SOPs include check-in expectations and recommendations at certain milestones, such as after public comments are received from the circulation of the draft EIR. Additionally, staff have drafted interim Environmental Consultant Guidelines that provide expectations for consultants to maintain and update project schedules. Per PBCE, staff also reviewed guidelines for other jurisdictions that have expectations for quality of work and timeliness. PBCE executed a service agreement with an environmental consultant in May 2024 to assist in creating final Environmental Consultant Guidelines. PBCE reports that until the Environmental Consultant Guidelines are finalized, staff is working on a memo with general guidance for consultants, including expectations for quality of work, timeline management, responsiveness to lead agency direction and feedback, and guidelines for environmental scoping.</p> <p>b) Per a memorandum from the Director of PBCE in October 2022, all applications for private development that require California Environmental Quality Act (CEQA) analysis must use a consultant on the City's Approved Environmental Consultants list starting 1/1/2023. At the time of the audit, use of a City approved consultant was optional. The audit found that, since 2019, negative declaration/mitigated negative declaration projects with an approved consultant were completed about three months faster than projects with other consultants. PBCE reports that the City is finalizing its review of the Statements of Qualifications from consultant firms for CEQA and NEPA to update the City List of Approved Environmental Consultants. PBCE expects that the new updated list will be published to the City's website in Fall 2024. Once this occurs, PBCE reports that Planning will send all successful consultants a memorandum detailing expectations, roles, and responsibilities and will re-start the Environmental Consultant's Roundtable meetings to review this memo. Target Date: Mar-2025 (Delayed From: Jun-2023)</p>
<p>#22-02 Environmental Review for New Developments</p> <p>#09 The Department of Planning, Building and Code Enforcement should finalize and publish guidelines about the City's CEQA requirements and process for environmental consultants to help them prepare environmental documents according to the City's standards.</p>	PBCE	Not Implemented	<p>In Q4 FY 2021-22, staff drafted interim Environmental Consultant Guidelines to help consultants develop their scope of work and schedule. Planning, Building and Code Enforcement (PBCE) reports that staff also reviewed guidelines for other jurisdictions that have thresholds of significance and expectations for quality of work and timeliness. PBCE has engaged an environmental consultant to assist with drafting and finalizing Environmental Consultant Guidelines with thresholds of significance and updated templates. Staff have been working on examples of thresholds and mitigation measures to revise or clarify for the first draft of the document. PBCE reports that this is currently a priority for the team for the next six to eight months. Target Date: Mar-2025 (Delayed From: Jun-2023)</p>

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<p>#22-02 Environmental Review for New Developments</p> <p>#10 To ensure costs are appropriately recovered, the Department of Planning, Building and Code Enforcement should:</p> <ul style="list-style-type: none"> a. Review and update guidelines for how to track time spent on environmental reviews and what activities should be billed, and b. Review the cost recovery calculation for environmental review fees. 	PBCE	Partly Implemented	<p>a) Planning, Building and Code Enforcement (PBCE) developed standard operating procedures (SOPs) for environmental impact reports (EIRs), negative declarations/mitigated negative declarations, and addendums. The SOPs include guidelines for tracking time spent on environmental reviews and includes references of what activities should be billed. Per PBCE, reporting of AMANDA hours increased from bi-weekly to weekly reporting to improve time tracking. PBCE also reports that staff have started implementing simple house-keeping practices that will help with cost recovery, such as requesting vis-codes before attending meetings on upcoming projects, requiring payment of invoices prior to scheduling projects for hearings, and ensuring that staff regularly input their hours in AMANDA.</p> <p>b) The Environmental Review Team did a time tracking exercise in Spring 2024 to account for time not tracked in AMANDA, such as for tasks such as City Council agenda reviews, phone shifts, meetings, trainings, and inquiries not related to an active project. Based on this exercise and AMANDA hours for April through June 2024, PBCE reports that about half of a typical planner's time is spent on active cost recovery work. Prior to the next fee schedule update, PBCE expects that Planning will compile data of average hours worked by document type from the last four years to adjust the assumed hours in the base fee (i.e., 21 hours for a Mitigated Negative Declaration/Negative Declaration and 70 hours for an EIR). PBCE reports that adjusting the base fee will provide additional funds up-front to cover the work, with hours worked over the base fee billed at Planning's current hourly rate in the adopted fee schedule. Target Date: Jun-2025</p> <p>Potential Monetary Benefit: At the time of the audit, we determined that if the City was able to identify additional billable tasks (accounting for about 5 percent of planners' time), the City could save about \$63,000.</p>
<p>#22-02 Environmental Review for New Developments</p> <p>#11 To reduce workload on environmental review planners, the Department of Planning, Building and Code Enforcement should re-assign invoicing and other administrative duties to support staff, to the extent possible. This could include filling the administrative position assigned to the environmental review team.</p>	PBCE	Not Implemented	<p>Planning, Building and Code Enforcement reports that due to Planning's current budget situation, the recruitment for the Principal Office Specialist has been put on hold. Target Date: Jun-2026 (Delayed From: Dec-2022)</p> <p>Potential Monetary Benefit: We estimate the cost of invoicing and other administrative duties would be \$49,000 less if conducted by administrative staff rather than planners.</p>

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<p>#22-02 Environmental Review for New Developments</p> <p>#12 To enable the City Council to make informed decisions about strategic planning, the Department of Planning, Building and Code Enforcement should develop a process to regularly present to Council options for analyses that could streamline environmental reviews as part of the City's comprehensive planning efforts. This should include resources and tentative timelines needed to complete the work.</p>	PBCE	Partly Implemented	<p>Planning, Building and Code Enforcement (PBCE) reports that the Environmental Review Team is working with the Citywide Team to include program-level environmental clearance in the scope of long-range planning efforts. The City has selected consultant firms to prepare program-level environmental clearance for the Five-Wounds Urban Village and the Monterey Corridor in Coyote Valley. A service order for the Five-Wounds Urban Village has been executed. The Coyote Valley/Monterey Corridor Study Environmental Impact Report (EIR) has not yet begun. PBCE reports that the first Administrative Draft of the Five Wounds Urban Village Plan EIR is currently under City review. PBCE anticipates public circulation in late 2024 or early 2025. Per PBCE, the Saratoga Urban Village Plan EIR is on hold due to lack of budget to fund City staff to manage the project and the environmental consultant work. PBCE reports that Planning is drafting a policy outlining the criteria for when a program-level California Environmental Quality Act (CEQA) analysis is appropriate and standard operating procedures for determining budget and schedule early in the planning process. Per PBCE, the policy will include a process for estimating consultant costs and City staff time to review and manage the environmental clearance, and it will be based on the lessons the City is learning from pursuing project-level CEQA clearance for the Five Wounds Urban Village Plan, the Coyote Valley/Monterey Corridor Study, and the Saratoga Urban Village Plan. Further, PBCE expects the policy will address significant issues with program-level CEQA clearance, including finding adequate budget for both the environmental consultant and City staff time to review and manage preparation of the document, time and capacity to prepare and execute service orders, and team workload to accommodate complex program-level CEQA documents into the workplan. Finally, in addition to the three program-level EIRs in various stages of preparation, the Mayor's March Budget Message requested PBCE to present options for updating the Downtown Strategy 2040 EIR to streamline future development in downtown. PBCE plans to present options at the February 2025 CED Committee meeting. Target Date: Jun-2025 (Delayed From: Dec-2022)</p>
<p>#22-03 Citywide Grant Management</p> <p>#01 To assist departments that manage grants awards Citywide, the Administration should identify staffing resources to develop and maintain Citywide administrative guidelines or procedures, and training materials around the different phases of grant management, including:</p> <ul style="list-style-type: none"> i. Applying for grants, ii. Accounting, tracking, and monitoring of expenditures, including subrecipient and contractor management, iii. Grant closeout responsibilities, and iv. Preparing for federal audits and reviews, including notifying the Finance Department when the award is selected for an audit or review by a federal agency. 	FIN	<p>Partly Implemented</p> <p>-</p> <p>Priority</p>	<p>Staff has drafted a City Grants Acquisition, Management, and Compliance Policy which is currently under review with Finance Senior Staff. Target Date: Dec-2024 (Delayed From: Jun-2023)</p>

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<p>#22-03 Citywide Grant Management</p> <p>#02 To provide a forum for inter-departmental coordination and training, the Administration should formalize the grant working group's role in coordinating training for grant managers across departments, and assessing and developing Citywide resources.</p>	FIN	Implemented	This recommendation has been addressed with the formalization of a Grants Management Coordinating Group with grant managers from City departments, which meet monthly to discuss various grant management issues and concerns. In addition, this group includes trainings for grant managers during these monthly meetings.
<p>#22-03 Citywide Grant Management</p> <p>#03 To comply with federal and state guidelines for reimbursable indirect costs, the Finance Department should develop a process to regularly submit the City's Indirect Cost Allocation Plan to the City's cognizant federal and state agencies.</p>	FIN	Implemented	The City's indirect cost allocation plan has been approved by the City's state cognizant agency - the California Department of Transportation (Caltrans). Previously, the U.S. Department of Housing and Urban Development was the City's cognizant agency. According to the Finance Department, this is no longer the case as the City receives more direct federal funds that are passed through Caltrans.
<p>#22-04 Take-Home Vehicles</p> <p>#01 The Administration should clarify and update guidelines for take-home vehicles in City Policy Manual 1.8.1 Use of City and Personal Vehicles to:</p> <p>a) Better define roles and responsibilities of department liaisons, Public Works, and the City Manager's Office,</p> <p>b) Provide acceptable mechanisms to calculate call-backs, such as required documentation of reported numbers, and</p> <p>c) Require exemption requests, in instances where employees do not meet all the policy guidelines, to include justification and reasoning for the request, including cost/benefit analyses as appropriate.</p>	PW	Partly Implemented	Public Works reports that staff has drafted proposed edits for City Policy Manual 1.8.1 and plans to send it to senior management for review. Target Date: Oct-2024 (Delayed From: Nov-2022)
<p>#22-04 Take-Home Vehicles</p> <p>#02 To streamline the authorization process, Public Works should work with the Information Technology Department to simplify and develop an electronic approval process. This should include standard processes to:</p> <p>a) Identify take-home vehicles, which should include departments providing updates to Public Works and the City Manager's Office on a periodic basis to account for changes to the roster of employees approved for take-home vehicles, and</p> <p>b) Submit exemption requests for employees that do not meet all the policy requirements.</p>	PW	Partly Implemented	Public Works established a new electronic request and approval form through SmartSheets. The Department sends quarterly reminder emails to departments to update the list of individuals assigned take-home vehicles. The emails also ask for records relating to the actual number of call-backs, position and unit data associated with individuals with take-home vehicles, one-way commute mileage data, and assessments of the cost-benefits of providing mileage reimbursements or auto allowances rather than a take-home vehicle (where possible). According to staff, the expectations for these periodic department updates have been added to the draft CPM 1.8.1 Policy revision for review by the Public Works senior management and other stakeholders for review. Target Date: Oct-2024 (Delayed From: Jan-2023)

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<p>#22-04 Take-Home Vehicles</p> <p>#03 To monitor for potential personal use:</p> <p>a) Public Works should ensure take-home vehicles are equipped with telematics, as appropriate, and relevant department staff have access to telematics.</p> <p>b) The Administration should update the policy to require departments to monitor for personal use, such as through random audits to identify off-hour, evening, or weekend use, or requiring department directors to attest that controls are in place to prevent personal use of take-home vehicles.</p>	PW	Partly Implemented	Public Works reports that staff are conducting the final rollout of telematics migration that will allow all take-home assets, with the exception of certain units, to have remote visibility. Public Works reports that it is in the process of updating the City Policy Manual (CPM 1.8.1) requiring departments to self-monitor take-home vehicle usage. Target Date: Jan-2025 (Delayed From: Apr-2023)
<p>#22-04 Take-Home Vehicles</p> <p>#04 To ensure clear expectations for employees who may be subject to taxable fringe benefits, the Administration should update City Policy Manual 1.8.1 Use of City and Personal Vehicles the Take-Home Policy C.P.M 1.8.1 to include IRS guidelines around what vehicles are exempt from fringe benefit calculations.</p>	PW / FIN	Partly Implemented	Public Works and Finance staff drafted an update of CPM 1.8.1 and plans to send it to the senior staff for review. Target Date: Oct-2024 (Delayed From: Nov-2022)
<p>#22-04 Take-Home Vehicles</p> <p>#05 To ensure accuracy of IRS reporting of taxable fringe benefits, the Finance Department should:</p> <p>a) Work with Public Works to annually review the roster of take-home vehicles against IRS guidelines to identify vehicles subject to taxable fringe benefit reporting, and</p> <p>b) Revise the calculation of taxable fringe benefits to remove call-back events from the commute mileage.</p>	FIN / PW	Partly Implemented	The Finance Department revised the calculation of taxable fringe benefits (removed the call back events from commute mileage) and plans to work with Public Works (Fleet Division) to establish a mechanism for identifying which take-home vehicles are subject to taxable fringe benefit reporting per IRS guidelines. Fleet identified a location in the asset management system and needs to update each vehicle manually to identify and automate the report. The task has been assigned to a retire rehire as a project to be completed by the end of the calendar year. Target Date: Jan-2025 (Delayed From: Dec-2022)

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<p data-bbox="100 180 535 204">#22-05 Bill of Rights for Children and Youth</p> <p data-bbox="100 237 772 318">#01 To enhance the impact of children and youth programing, as part of the City's Children and Youth Services Master Plan development process, the City Administration should:</p> <p data-bbox="100 323 772 428">A. Identify a process and resources to develop and maintain an inventory of the City's children and youth programs and use the inventory to document gaps in services as it relates to the Bill of Rights for Children and Youth.</p> <p data-bbox="100 433 772 514">B. Continue to enhance equity in service delivery by developing Citywide procedures and monitoring mechanisms to increase accessibility to children and youth programs in underserved areas.</p> <p data-bbox="100 519 772 599">C. Implement a process for children and youth to access the spectrum of City programs and services, regardless of their entry point.</p>	<p data-bbox="808 180 871 204">CMO</p>	<p data-bbox="903 180 1102 204">Partly Implemented</p>	<p data-bbox="1134 180 2003 375">a) In collaboration with the Library and Parks, Recreation and Neighborhood Services (PRNS), the Administration created and maintains a centralized portfolio to record and track programs and services that was cross-referenced with the Bill of Rights for Children and Youth. The Administration reports it continues to identify and meet with potential partners to assist in addressing identified gaps, and to leverage the resources and expertise of other organizations (e.g., Santa Clara County Office of Education, community-based organizations, etc.).</p> <p data-bbox="1134 380 2003 794">b) The Library and PRNS report they are continuing to enhance equity in service delivery. PRNS developed internal procedures and practices to conduct targeted outreach to underserved and under-resourced communities to provide them priority registration for youth recreation, enrichment, aquatics, and other programs. PRNS used American Rescue Plan funds to increase its scholarship budget to provide greater access to families who would not be able to afford program registration costs. In summer 2024, the Library reports that it assessed 20 school age programs using the "The Quality Standards for Expanded Learning in California – After School Network" and developed improvement plans. Additionally, the City's Youth Commission promotes resources and opportunities to ensure equitable access to marginalized youth. The Administration reports that while the Children and Youth Services Master Plan, which was approved by City Council in April 2024, has a citywide focus, they are intentionally developing a "safety-net", that includes an infrastructure and processes, to increase accessibility of City programs to children and youth of underserved communities.</p> <p data-bbox="1134 799 2003 1071">c) As a part of the overall Children and Youth Services Master plan, the Administration reports that it continues to work collaboratively across City departments and external community stakeholders to develop a Citywide integrated and coordinated strategic approach. Over the past six months, the Administration reports that it has convened over 200 community stakeholders (parents, youth, County of Santa Clara/City staff, community-based organizations, etc.) and more recently on June 18, 2024 nearly 100 diverse community stakeholders were convened to develop a process and strategy to provide a seamless approach for children, youth, and their families to access the spectrum of City programs and services, regardless of entry point. Target Date: Jun-2025 (Delayed From: Jun-2024)</p>

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<p>#22-05 Bill of Rights for Children and Youth</p> <p>#02 To promote continuous improvement of City’s children and youth programs and services, and as part of the Children and Youth Services Master Plan development process, the City Administration should:</p> <p>A. Define metrics to assess overall progress towards desired outcomes identified in the Bill of Rights for Children and Youth.</p> <p>B. Develop a reporting schedule to the appropriate City Council committee on these metrics.</p> <p>This may require establishing data sharing agreements with partners, potentially including school districts and the Santa Clara County Office of Education.</p>	CMO	Partly Implemented	<p>a) As mentioned in the status update for recommendation #1 from this audit (2205-01), the Administration created and annually updates an inventory of programs and services and is identifying gaps. As part of the Children and Youth Services Master Plan document design, the Administration has identified current metrics and progress towards desired outcomes that departments are regularly reporting to City Council as they relate to the Bill of Rights for Children and Young Adults. The Administration reports engaging departments and external partners to review their respective outcomes and identify strategies to align shared outcomes with the Children and Youth Services Master Plan. In addition, City staff are currently working with external partners to refine program performance measures in alignment with the Children and Youth Services Master Plan priority areas.</p> <p>b) The completed Children and Youth Services Master Plan for the City of San José and was presented to the Neighborhood Services and Education (NSE) Committee in February 2024 and was approved by the City Council on April 9, 2024. The Administration has established an annual reporting schedule to provide ongoing updates to NSE and City Council. The Children and Youth Services Master Plan update is scheduled for April 2025. Target Date: Jun-2025 (Delayed From: Jun-2024)</p>
<p>#22-06 COVID-19 Food Distribution Expenditures</p> <p>#01 For FEMA and ARPA funded expenditures, the Administration should document in its emergency cost recovery files:</p> <ul style="list-style-type: none"> • specific justification for all sole-source and non-competitive contracts, as well as any changes to existing contracts beyond the scope of the original agreement, including appearances of conflicts of interest and efforts made to identify potential conflicts, • cost or price analysis for all purchases and contract modifications over the City’s formal bidding threshold, and • other information as required to document compliance with federal requirements for competitive procurements (e.g., affirmative steps to include minority-owned firms in solicitation lists and separate negotiation of profit for solely responsive bidders). <p>For expenses where the Administration is unable to document compliance with appropriate requirements, it should reallocate those expenses to alternate funding sources.</p>	FIN	<p>Closed</p> <p>-</p> <p>Priority</p>	<p>Finance created sole-source justification memos, signed by the Purchasing Deputy Director, for food distribution contracts that were sole-sourced using ARPA or FEMA funds. Finance also documented a cost or price analysis for food distribution contracts used during COVID-19 by comparing the average costs per meal or grocery box for each contract. Because of turnover of key staff involved with food distribution contracts, documenting compliance with some federal requirements for competitive procurement (such as the affirmative steps to include minority-owned firms in solicitation lists and separate negotiation of profit for solely responsive bidders) may not be feasible. We are therefore closing this recommendation. We urge the Administration to continue to identify documentation to ensure compliance with the federal procurement requirements in the event of a future audit.</p>

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<p>#22-06 COVID-19 Food Distribution Expenditures</p> <p>#02 To verify service delivery and reduce the potential for questioned costs from grant agencies, Parks, Recreation and Neighborhood Services in coordination with the Finance Recovery Group should:</p> <ul style="list-style-type: none"> Using a risk-based approach, collect sample documentation from food vendors to support reported service levels and eligibility of contracted populations where the City does not currently have detailed data on service delivery. Documentation should support that grant funds met contract terms. As needed, collect documentation to supplement or clarify invoices that do not tie to service reports. 	PRNS / FIN	Partly Implemented	<p>According to Parks, Recreation and Neighborhood Services (PRNS), the Department conducted several risk-based reviews of supporting documentation from food partners during site visits and when receiving invoices for contracts from June to December 2022. Additionally, staff reported cross-referencing intake forms, delivery documents, invoice totals, and service and expenditure reports. PRNS has worked with food vendors to clarify errors or outliers in invoices or service reports. PRNS and the Finance Recovery Group are retroactively monitoring the remaining food distribution contracts. One PRNS Part-Time Recreation Leader has been assigned to request invoices, intake forms or participant data, and performance reports from the contracted vendors. The Finance Recovery Group identified 14 agreements with a high need for sample documentation. Of these 14 agreements, PRNS reports receiving full documentation for six contracts, and partial documentation for the eight remaining contracts. PRNS plans to submit the documentation to the Finance Recovery Team for review to prepare for the event of an audit and address further documentation requests as needed. Target Date: Dec-2024 (Delayed From: Jun-2023)</p> <p>Potential Monetary Benefit: During the audit, \$3.1 million in sampled invoices did not have associated documentation to support delivered services, such as zip codes, delivery dates, or unique IDs. Additional documentation would protect the City in case of future federal audits.</p>
<p>#22-06 COVID-19 Food Distribution Expenditures</p> <p>#03 To prepare for the next emergency, the Administration should update the Emergency Operations Plan to reassign the Purchasing Division's roles and responsibilities to ensure segregation of duties and formalize procurement tools as developed by staff during the COVID-19 emergency.</p>	CMO	Partly Implemented	<p>The Office of Emergency Management (OEM) presented an updated Emergency Operations Plan and support annexes to City Council, which were approved in May 2024. Purchasing and Procurement staff are reassigned to different functions, which separates staff making purchases from staff requesting purchases in the Logistics Section. The Finance Department intends to work with an outside contractor to create a Cost Recovery Document to incorporate the procurement tools developed by staff during the COVID-19 emergency. Target Date: Jun-2025 (Delayed From: Jun-2023)</p>
<p>#22-06 COVID-19 Food Distribution Expenditures</p> <p>#04 To increase emergency preparedness, the Administration should establish processes in accordance with Uniform Guidance for City staff to review submitted documentation and verify information through site visits and desk reviews, and reference such guidance within the Emergency Operations Plan.</p>	FIN / CMO	Partly Implemented	<p>The Finance Department (Finance) has created a draft of a Citywide Grant Acquisition, Management, and Compliance Policy, which is being reviewed by Finance senior staff. Among its goals, the draft policy aims to limit the City's exposure to grant-related liability. The draft policy refers to Uniform Guidance as a key resource for federal grants management. Per the draft policy, awarded departments must regularly monitor grant-funded activities to ensure compliance with grant requirements. Monitoring activities may include reviewing a grantee's financial reports, relevant documentation, and setting up site visits. Additionally, the draft policy states that grantees are required to maintain and submit accurate programmatic reports. Programmatic reports should include detailed information on grant-related activities and data, such as project status and participant information. Target Date: Dec-2024 (Delayed From: Jun-2024)</p>

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<p>#22-08 Tree Removals and Replacements</p> <p>#03 To ensure that fees are appropriately aligned with work performed, the Department of Planning, Building and Code Enforcement should review the process associated with a live tree removal permit and update the permit fee accordingly.</p>	PBCE	Implemented	In June 2023, Planning, Building and Code Enforcement (PBCE) reported staff in the Planning Division had completed an hourly breakdown of the time spent on tree removal applications and analyzed and compared the results to the Planning Fee Schedule charge, finding no major discrepancies. The Department reports the hourly breakdown included work completed by the Forestry team, located in the Department of Transportation. According to PBCE, the Forestry team is currently staffed for the necessary work associated with their support of the Planning Department, funded through the General Fund.
<p>#22-08 Tree Removals and Replacements</p> <p>#05 To verify that trees are planted according to replacement requirements for development permits, the Department of Planning, Building and Code Enforcement should develop a process for staff to collect a certification of substantial completion of landscape and irrigation installation prior to the issuance of a certificate of occupancy, as described in the Municipal Code.</p>	PBCE	Partly Implemented	According to Planning, Building and Code Enforcement (PBCE), Planning has updated its submittal guidelines to include requirements for landscape and irrigation plan sets to be submitted as part of the Development Review Entitlement process. PBCE reports the Planning Division has drafted a Certificate of Compliance form which will need to be submitted prior to issuance of a Certificate of Occupancy. Staff are working to update the Certificate of Occupancy inspection form and process to require the submittal of a Certificate of Compliance. This includes updating the permitting system to require the collection of landscape and irrigation installation certifications prior to issuance of a Certificate of Occupancy. Target Date: Jan-2025
<p>#22-08 Tree Removals and Replacements</p> <p>#06 To sufficiently recuperate lost canopy due to tree removals, Planning, Building and Code Enforcement, in coordination with the Department of Transportation, should:</p> <ol style="list-style-type: none"> Review the tree replacement ratio to determine if it is appropriately meeting the goals of the community forest program, Revise the tree replacement policy to include considerations for canopy size and optimal species of replacement trees, and Provide permit applicants with guidance for appropriate tree selection to meet the replacement policy requirements and to best ensure tree survival. 	PBCE / DOT	Partly Implemented	In December 2023, the Administration reported the adoption of Citywide Design Standards and Guidelines 2.3.8 Landscaping and Stormwater Management would accomplish many of the objectives outlined in this recommendation. According to the Planning, Building and Code Enforcement Department, the current replacement ratio used to calculate and assess any in-lieu fees is appropriate for the current capacity and needs for the Community Forest Program. Additionally, the Department reports the Department of Transportation Forestry team is drafting best practices and guidelines for species selection and tree planting to promote the survival of trees in various urban environments throughout San José. These guides are meant to be continuously updated as necessary based on the best current practices to ensure the survival of these trees planted in San José. Target Date: Dec-2024
<p>#22-08 Tree Removals and Replacements</p> <p>#07 To ensure that in-lieu fees are spent in timely and appropriately, the Department of Transportation should:</p> <ol style="list-style-type: none"> Identify locations or uses for unspent in-lieu fee revenues that have accumulated since 2018, Develop a set of procedures to ensure that plantings are accurately charged to the in-lieu fee appropriation, Develop a set of criteria/policy that dictates how and when in-lieu fees should be used on plantings, and Regularly review data from AMANDA to determine new in-lieu fees that were collected. 	DOT	Implemented - Priority	As of June 2024, the Department of Transportation (DOT) has identified locations or uses for all unspent in-lieu fee revenues that accumulated between 2018 and the time of the audit. Additionally, DOT Forestry staff have completed updating the Development Mitigation Fee Policy to include a set of procedures ensuring off-site replacement tree plantings are accurately charged to the in-lieu fee appropriation, defining how and when in-lieu fees should be used on plantings, and instructions for staff to regularly review data from the City's permitting system to determine new in-lieu fees that were collected.

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<p>#22-08 Tree Removals and Replacements</p> <p>#08 The Department of Transportation should create metrics to measure progress towards the City's tree planting objectives, such as the number of tree removals, tree replacements, planting efforts, and cost-effectiveness of different planting approaches.</p>	DOT	Partly Implemented	The Department of Transportation (DOT) reports the development of new metrics to measure progress towards City planting objectives is still ongoing. According to the Department, the Transportation and Aviation City Service Area will be evaluated in FY 2024-25 with new measures to be adopted by FY 2025-26 per the City Manager's Office. The Department reports Forestry Division staff is waiting to adopt new community forest metrics to align efforts with that work. Additionally, the Department reports between July 1, 2023 and June 30, 2024, 1,939 trees were planted within the public right of way and within parks. Target Date: Jun-2026 (Delayed From: Dec-2023)
<p>#22-08 Tree Removals and Replacements</p> <p>#10 To ensure the City is able to increase the scale of tree planting and grow the canopy effectively, the Department of Transportation should work with the Community Forest Advisory Committee to develop an outreach plan, including metrics to determine success of the outreach program.</p>	DOT	Partly Implemented	The Department of Transportation (DOT) reports they have developed a multi-year outreach campaign to encourage residents to request new street trees to be planted in the public right of way. The Department plans to develop materials in the five most spoken languages in the City: Vietnamese, Spanish, English, and traditional and simplified Chinese. Outreach materials would include direct mail to property owners in San Jose, leave-behind materials including doorhangers, as well as social media posts about planting and pruning efforts. The Department reports research will be conducted in partnership with City Council Offices to align messaging and methods most appropriate for each neighborhood. Press releases and social media posts about the pruning of 5,000 street trees and planting of 2,800 new trees will be drafted and provided to the media. According to the Department, property owners will be notified the street tree(s) adjacent to their property will be pruned while the San José Conservation Corps will visit identified vacant planting sites to gain buy in from the adjacent property owner. The Department plans on developing outreach materials, messaging, and methods in year one, with the goals of contacting around 5,600 property owners in year two, and an additional 5,600 property owners in year three to facilitate the planting goal of 2,800 new street trees. DOT Forestry staff are currently developing metrics to determine the success of the program. Target Date: Jun-2026 (Delayed From: Dec-2023)
<p>#22-09 Firearm Regulations</p> <p>#01 To ensure that the San José Municipal Code better aligns with the California Penal Code, the City Administration should update sections 10.32.020, 6.90.320, and 6.90.330 of the Municipal Code.</p>	CAO / CMO	Partly Implemented	The City Attorney's Office has drafted changes to the Municipal Code and plans to bring it forward for Council approval once it has been reviewed by relevant staff. Target Date: Dec-2024 (Delayed From: Oct-2023)
<p>#22-09 Firearm Regulations</p> <p>#02 To provide consistency and clarify responsibilities, the Police Department should update the Duty Manual to reflect the different types of gun violence restraining orders, and develop procedures on the current process for each, including staff responsibilities on disseminating communications on applicable administrative or law updates in a timely manner.</p>	PD	Not Implemented	The Department reports that it is in the process of reviewing and updating relevant Duty Manual sections. Target Date: Dec-2024 (Delayed From: Jun-2024)

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<p>#23-01 San Jose Conservation Corps</p> <p>#01 To better assess program effectiveness, Parks, Recreation and Neighborhood Services should include performance metrics related to timeliness or effectiveness of work in its next agreement with the Conservation Corps for the BeautifySJ program.</p>	PRNS	Partly Implemented	Parks, Recreation and Neighborhood Services (PRNS) reports that BeautifySJ established a performance measure for 80 percent of clean-ups to be completed on-time and met with the San Jose Conservation Corps (SJCC) in August 2023 to discuss the new measure. BeautifySJ also reports that in October 2023, staff met with SJCC leads to review training and reporting requirements for their staff, and outlined how to properly file reports, request equipment, perform billing, report on tonnage, and sort through collected items. The Department reports they plan to incorporate new performance metric requirements in their upcoming agreements with SJCC. Target Date: Dec-2024 (Delayed From: Jul-2024)
<p>#23-01 San Jose Conservation Corps</p> <p>#03 The Finance Department should work with Parks, Recreation and Neighborhood Services and the City Attorney's Office to determine the breakdown of indirect costs in the agreements with the San Jose Conservation Corps and take the necessary steps to ensure compliance with federal Uniform Guidance.</p>	PRNS / CAO	Partly Implemented	Parks, Recreation and Neighborhood Services (PRNS) reports working with the Finance Department and City Attorney's Office to determine the breakdown of indirect costs in the agreement. The Department also reports that they are finalizing an amended agreement with the San Jose Conservation Corps that complies with federal Uniform Guidance. Target Date: Oct-2024 (Delayed From: Dec-2023)
<p>#23-01 San Jose Conservation Corps</p> <p>#04 To promote safety for Conservation Corps members, the City Administration should: a) Work with the San Jose Conservation Corps to finalize safety operating procedures for handling biowaste and hazards and provide the necessary tools to properly dispose of these hazards. b) Develop training requirements and guidance based on OSHA standards, and memorialize these requirements in future BeautifySJ agreements with the Conservation Corps.</p>	PRNS / CMO	Partly Implemented	Parks, Recreation and Neighborhood Services (PRNS) reports that BeautifySJ staff met with San Jose Conservation Corps (SJCC) supervisors in June 2023 to discuss required trainings for handling bloodborne pathogens and general first aid. Current SJCC staff have completed CPR and bloodborne pathogen trainings, and PRNS reports they have incorporated it into their onboarding process prior to staff beginning fieldwork. PRNS reports that SJCC is working on incorporating a biowaste and sharps handling training into their onboarding process as well. PRNS received proof of all completed trainings by SJCC, and created a training log to track current and future SJCC employees. BeautifySJ and SJCC developed standard operating procedures for handling and reporting hazards in September 2023. The Department received SJCC's training records consistent with the new training requirements and plans to incorporate the new requirement into its upcoming agreements with SJCC. Target Date: Dec-2024 (Delayed From: Mar-2024)
<p>#23-01 San Jose Conservation Corps</p> <p>#05 To streamline the hazard notification process, the Department of Parks, Recreation and Neighborhood Services should establish a process, such as a work order or other system, to timely notify and follow up with the appropriate parties of hazards in the field for proper disposal.</p>	PRNS	Partly Implemented	Parks, Recreation and Neighborhood Services (PRNS) reports working with the Information Technology Department to develop a new Encampment Management System that will allow for streamlined reporting of hazards, with soft launch beginning in February 2024 and rollout to the public in November 2024. BeautifySJ reports training San Jose Conservation Corps (SJCC) staff in June 2023 on how to record reports and refer to the proper teams when safety hazards arise. PRNS also reports retraining SJCC leadership on survey data entry and reporting procedures in October 2023, and holding internal retraining for their staff in early 2024. Target Date: Nov-2024 (Delayed From: May-2024)

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<p>#23-03 Integrated Waste Management Enforcement Program</p> <p>#01 The Environmental Services Department should clarify the Integrated Waste Management Enforcement team's mission, goals, and role in enforcing section 9.10 of the San José Municipal Code, including reassessing how to prioritize workload and developing success metrics for the team's activities.</p>	ESD	Implemented	The Environmental Services Department (ESD) has revised and finalized the Integrated Waste Management Enforcement team's mission, goals, and role in enforcing section 9.10 of the San José Municipal Code. ESD also reassessed how to prioritize workload and reviewed data to develop success metrics for the team's activities.
<p>#23-03 Integrated Waste Management Enforcement Program</p> <p>#05 To identify potentially unreported violations, the Environmental Services Department should update the Integrated Waste Management Enforcement procedures for proactive inspections to focus inspector attention on areas that have fewer complaints based on factors such as multi-family housing and commercial density, and tailor proactive work based on the needs of identified communities.</p>	ESD	Not Implemented	The Environmental Services Department has connected a GIS map with the Integrated Waste Management Enforcement team's database with the help of Public Works to visualize areas of the City with low enforcement activity for inspectors to enforce violations found and provide educational outreach. ESD plans to update the proactive inspection standard operating procedures to appropriately serve all city areas equitably. The IWM Enforcement Team also intends to develop outreach practices to partner with and educate community members to ensure they have the tools necessary to report concerns in their neighborhoods. Target Date: Dec-2024 (Delayed From: Jun-2024)
<p>#23-03 Integrated Waste Management Enforcement Program</p> <p>#06 The Environmental Services Department should procure a new software solution for the Integrated Waste Management team that allows for streamlined data entry and management to free up time for inspectors to spend more time in the field.</p>	ESD	Not Implemented	<p>The Environmental Services Department reports that procuring a new database for the Integrated Waste Management (IWM) and Watershed Protection's (WSP) enforcement teams is in progress. Stakeholders in IWM and WSP met throughout 2021 and 2022 to create a list of features and improvements needed in the current database. Procurement is currently awaiting approval by the Procurement Prioritization Board. The procurement request has been assigned to a purchaser and is awaiting the next steps in the RFP process. Target Date: Jun-2026 (Delayed From: Jun-2026)</p> <p>Potential Monetary Benefit: We estimate that reducing the time required for data entry and administration would free up one hour of inspector time per day. The annual savings of four inspectors having one more hour per day would be \$77,000.</p>
<p>#23-04 Housing Performance Measures</p> <p>#01 In conjunction with the Administration's initiative to revise performance measures in the Operating Budget, and implement the City Focus Areas, the Administration and Housing Department should, using logic models or some other means:</p> <p>a) Revise the Housing Department's performance measures in the City's Operating Budget to reflect better indicators of performance for the Department, and</p> <p>b) Reduce and align the number of performance measures across the City's Operating Budget and other Housing-related performance reports or dashboards (to the extent allowable based on funding sources).</p>	HSG	Partly Implemented	As part of the City Service Area (CSA) performance modernization through the Outcomes, Community Indicators, and Performance Management Initiative, the Housing Department revised its performance measures to better reflect performance measures of the Department. Additional work remains to align these measures with the Homelessness Program and Affordable Housing Development dashboards. Target Date: Oct-2024

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<p>#23-04 Housing Performance Measures</p> <p>#02 To ensure consistency and reliability of performance measures, the Housing Department should document methodology for measures in the Operating Budget and other year-over-year reports and dashboards.</p>	HSG	Partly Implemented	As part of the City Service Area (CSA) performance modernization through the Outcomes, Community Indicators, and Performance Management Initiative, Housing Department staff plans to collect historical performance data and document the methods used for collecting and visualizing that data. This work is planned to be done in coordination with the City Manager's Office of Administration, Policy, and Intergovernmental Relations. The Department anticipates that documentation will help demonstrate accountability, share progress, and inform stakeholders in a manner that is both repeatable and reliable, which is essential to build trust and confidence in the Department's reporting. As reported by the Department, Housing staff are working with department managers to create methodology sheets for all performance measures. As of June 2024, Housing reports that 70% of the methodology sheets have been completed and the remaining sheets are projected to be completed in September 2024. Target Date: Oct-2024 (Delayed From: Jul-2024)
<p>#23-04 Housing Performance Measures</p> <p>#03 The Administration and the Housing Department should identify and report meaningful targets to provide context for reported results for key performance measures in its different reporting platforms.</p>	HSG	Implemented	The Housing Department included revised performance measures and targets in the proposed FY 2024-25 budget document. The targets identified include the number of occupied affordable housing units, engagement with households facing eviction, and a number of workshops for educational purposes. The revised measures and budget document were approved by City Council as a part of the budget action in June 2024.
<p>#23-05 Retirement Services</p> <p>#01 To ensure that the Office of Retirement Services has efficient operations and strong internal controls around administrative functions, the Office of Retirement Services and the Retirement Boards, in coordination with the City Administration and the City Attorney's Office, should either:</p> <p>a) Adopt the City's policies and procedures related to information systems and technology, and support services such as procurement, invoice processing, and other relevant administrative functions, or</p> <p>b) Develop a set of internal policies and procedures that are in alignment with the City's policies and procedures.</p>	RET	Partly Implemented - Priority	The Retirement Boards have adopted City policies relating to information systems and technology, ethical conduct, and fair employment, among others. The Retirement Boards have adopted the City's procurement policies for some goods and services, but continue to work with a consultant and their fiduciary counsel to develop separate policies for the remaining services. The City Attorney's Office, at the direction of the City Council, developed Municipal Code changes that would explicitly state that the City's procurement process in Part 4.12 of the Municipal Code apply to the Retirement Boards. These changes were presented to the Retirement Boards in spring 2024. The City Attorney's Office advises that they have discussed these changes with the Boards' outside counsel and are waiting for further response from the outside counsel before proceeding. Target Date: Dec-2024 (Delayed From: Jun-2024)

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<p>#23-07 Residential Building Permits</p> <p>#01 To ensure the Planning, Building and Code Enforcement's staffing plan accurately considers Building's ongoing staffing challenges, the Department should develop a longterm staffing strategy that:</p> <p>a. Expands its recruiting efforts by bolstering advertising for specific positions, including outreach and career fairs in which potential candidates can learn more about the department.</p> <p>b. Continues and potentially prioritizes recruitment for entry-level positions, such as Engineer I/II, and works with local universities to create short-term career programs, such as internships.</p> <p>c. Considers how the department uses consultants and other staff, such as inspectors or other positions, for reviewing residential plans as appropriate.</p>	PBCE	Implemented	Planning, Building and Code Enforcement (PBCE) created a long-term staffing plan to address ongoing staffing challenges. The plan has three strategic objectives: enhance recruitment and outreach efforts, prioritize entry-level recruitment, and optimize the use of consultants and specialized staff. So far, PBCE reports expanding outreach efforts by sending over 2,000 recruitment postcards to licensed engineers in the area. Staff also note providing recruitment information at a San José State University career fair. PBCE has filled vacancies for Engineer I/II and Senior Engineer positions. The Plan Review group's vacancy rate has dropped from 34 percent at the time of the audit to 12 percent as of August 2024. The Building Division continues to use inspection staff for reviewing plans for smaller projects, as well as supplementing the Plan Review group with consultant staffing as appropriate.
<p>#23-07 Residential Building Permits</p> <p>#02 In conjunction with the long-term staffing strategy, to ensure that the Building Division has the resources needed to accommodate ongoing workload, Planning, Building and Code Enforcement should reassess the assumptions in its permit fee model and update and document current staffing assumptions related to the expected time necessary for staff to complete work, vacancy rates, dedicated ADU staffing, use of consultants for residential plan review, estimated workload volume, and use of reserves.</p>	PBCE / CMO	Not Implemented	Planning, Building and Code Enforcement (PBCE) plans to ensure the assumptions utilized in the fee model are correct on an annual and on-going basis to ensure the needed resources are available to complete the work, including incorporating long-term staffing requirements that staff will identify and model. Target Date: Oct-2024 (Delayed From: Sep-2024)
<p>#23-07 Residential Building Permits</p> <p>#03 In order to ensure consistency of plan review fees, Planning, Building and Code Enforcement should:</p> <p>a. Provide ongoing training to Plan Reviewers on charging actual time, even when hours spent exceed the initial estimates. Further, the training should include whether Senior Engineers may charge time to customers for oversight and coordination when plan reviews are completed by consultants.</p> <p>b. Work with the Information Technology Department to adjust plan check fees in AMANDA to the current fiscal year adopted fee rates.</p>	PBCE / ITD	Not Implemented	Planning, Building and Code Enforcement (PBCE) aims to draft a policy to address and clarify billable versus non-billable time for plan review staff, and reports holding discussions on billing time during plan review staff meetings. PBCE reports that the Information Technology Department is re-programming AMANDA to ensure that correct plan review fees are assessed based on the current adopted fee schedule when additional plan review or inspection fees are required to be paid. Target Date: Oct-2024 (Delayed From: Sep-2024)

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<p>#23-07 Residential Building Permits</p> <p>#04 To improve the process for assigning projects to Plan Review staff or consultants, Planning, Building and Code Enforcement should:</p> <p>a. Develop a process to assign projects to appropriate staff in a timely manner.</p> <p>b. Clarify which types of projects should be reviewed by inspectors and track the timeliness of completing reviews for first comments and resubmittals.</p> <p>c. Standardize the process for assignment of projects among staff for plan review.</p>	PBCE	Implemented	Planning, Building, and Code Enforcement (PBCE) developed a policy regarding plan review routing and assignments, which is posted on their Policies and Procedures Hub. Per the policy, project routing staff (typically a senior engineer) is responsible for routing projects to review groups. The policy distinguishes which projects should be routed to the over the counter supervisor and accessory dwelling unit supervisor; the remaining projects are assigned to general plan review staff. The policy specifies a performance target of assigning projects to a reviewer and scheduling projects into their workload within two business days of the Plan Review Division receiving plans. Supervisors of each review group are responsible for monitoring reviewers' workload on a daily basis, and reviewing overdue projects on a weekly basis.
<p>#23-07 Residential Building Permits</p> <p>#05 In order to provide realistic estimates for the plan review phase of a project, Planning, Building and Code Enforcement should communicate its actual timeframes for providing first comments to customers, and reassess whether its plan review targets are still achievable given staffing resources, and update the estimates if needed.</p>	PBCE	Implemented	Planning, Building, and Code Enforcement (PBCE) reports assessing the published plan review timelines by reviewing the actual time to send first review comments to customers. The Building Division is almost fully-staffed with engineers and is minimizing their use of consultants, and Building is able to send comments near the plan review target dates. Given the Division's performance and staffing resources, Building does not intend to adjust the target dates. The Building Division's webpage states there is a delay in the published plan review timelines. The current timeframe customers may expect to receive their first comments can be found on the Building Permit Services webpage. Customers can also navigate to the PBCE customer service dashboard where they can also find information on the number of newly submitted projects that have not received first comments by their target date on the dashboard.
<p>#23-07 Residential Building Permits</p> <p>#06 To reduce the number of resubmittals, Building should develop a formal policy for when plan reviewers should call or meet with customers to discuss review comments with a goal of reducing delays for customers.</p>	PBCE	Implemented	Planning, Building and Code Enforcement (PBCE) created a policy that instructs plan reviewers to notify their supervisor when they cannot approve plans for building code compliance after reviewing the applicant's third plan resubmittal. Before review comments for the third resubmittal are distributed, the supervisor is responsible for requesting a meeting between the plan reviewer, design professional, and property owner to discuss the remaining comments. Per the policy, the plan reviewer should document any directions or agreements made during the meeting. The reviewer should also log the time spent meeting with the applicant in AMANDA. PBCE has posted the policy on its Policy and Procedures Hub on Sharepoint, and the Department reports that policy was shared to its plan review team.

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<p>#23-07 Residential Building Permits</p> <p>#07 To provide consistent oversight of consultant services and ensure compliance with agreement requirements, Planning, Building and Code Enforcement should develop written procedures to:</p> <ul style="list-style-type: none"> a. Clarify roles and responsibilities on providing oversight; b. Track plan review hours expended to ensure accuracy of invoiced time; c. Spot check consultant work completed to ensure consistency in quality and accuracy; d. Document compliance with the City's Form 700 requirements; e. Ensure approval of all consultants prior to beginning work; <p>and</p> <ul style="list-style-type: none"> f. Provide data entry access to consultants. 	PBCE	Implemented	<p>Planning, Building and Code Enforcement developed a policy on the management and oversight of plan review consultants, which has been posted on the Department's Policy and Procedures Hub. According to the policy:</p> <ul style="list-style-type: none"> a. A contract manager, designated by the Building Division Deputy Director, is responsible for overseeing the work performed by consultants and acting as a liaison between consultants and City staff. b. The program manager works with senior engineers to coordinate project assignments to consultants. To ensure the accuracy of invoiced time, the program manager tracks the number of review hours expended by consultants on a monthly basis. Additionally, the contract manager is responsible for reviewing consultants' monthly invoices to review the accuracy of the plan review hours billed and charged. c. A senior engineer will review 10% of building plan reviews approved by each consulting firm on a quarterly basis. d. PBCE's senior analyst or the PBCE liaison for Form 700 filings will verify and document the filing status of consulting staff listed on service orders. e. The Building Division Deputy Director or Plan Review Division Manager is responsible for ensuring new consulting staff that have not worked under a building plan review service order meet the required qualifications and experience outlined in the master agreements. f. The Contract Manager coordinates with the Information Technology Department to ensure consultants have access to Building's plan review systems.
<p>#23-07 Residential Building Permits</p> <p>#09 In order to make current appointments more efficient and reduce the likelihood of customer no-shows, Planning, Building and Code Enforcement should:</p> <ul style="list-style-type: none"> a. Enforce its appointment cancelation policy for applications submitted without required documents that have been unresponsive to contact by Permit Center staff; b. Formalize a queuing process to make canceled appointments available to future appointment holders who have uploaded application materials early; and c. Educate customers on having a successful permit and plan review experience through outreach, recorded webinars, and training brochures on required steps, forms, fees, and communication methods. 	PBCE	Partly Implemented	<p>With the launch of self-start applications and a new project management software in October 2023, Planning, Building and Code Enforcement (PBCE) removed the requirement for most intake appointments with a Permit Specialist. Projects submitted through expedited review lines, such as residential express, continue to require an appointment to conduct plan review for qualified projects at the time of intake. Staff report they are developing a cancelation policy and queuing process for projects submitted through residential express. For the remaining projects that are submitted through SJePlans, PBCE reports that applications are distributed to Permit Specialists for intake review on a first-come, first-serve basis. To help ensure a successful permit intake, plan review, and issuance experience for customers, the Department added written instructions and tutorial videos on SJePlans, such as how to upload application materials and respond to plan review comments. Building held its annual open house event in May 2024, where staff were available for questions from the public and presented on various topics, such as tips for accessory dwelling unit projects. Target Date: Oct-2024 (Delayed From: Jun-2024)</p>

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<p>#23-07 Residential Building Permits</p> <p>#10 To standardize current permit processes, Planning, Building and Code Enforcement should develop standard operating policies for the Permit Center on assigning projects for permit issuance, follow-up on outstanding fees, and guidance on forwarding projects to the appropriate Development Partners.</p>	PBCE	Not Implemented	Planning, Building and Code Enforcement (PBCE) reports that it is in the process of creating procedural documents for the Permit Center team for assigning projects for issuance, following-up on outstanding fees, and forwarding projects to appropriate Development Partners. The procedures would apply to standard projects that go through SJePlans, as well as select projects that do not use SJePlans. Once developed, PBCE plans to train staff to adhere to these standards and place these documents in its Policy and Procedure Hub to ensure up-to-date access by all team members. Target Date: Oct-2024 (Delayed From: Sep-2024)
<p>#23-07 Residential Building Permits</p> <p>#11 In order to reduce reliance on customers informing staff on final payment of permit fees and to speed up the permit issuance, Planning, Building and Code Enforcement should work with the Information Technology Department (ITD) to create a trigger in AMANDA to notify Permit Specialists once a customer has paid final fees instead of having to check manually.</p>	PBCE / ITD	Partly Implemented	According to Planning, Building and Code Enforcement (PBCE), the Information Technology Department programmed AMANDA to automatically email the assigned permit specialist when an intake or final issuance fee is paid, thereby streamlining the permit issuance process. PBCE reports that it is developing a written procedure to ensure permit center staff follow the necessary steps to ensure the notification is processed as intended. Target Date: Oct-2024 (Delayed From: Sep-2024)
<p>#23-07 Residential Building Permits</p> <p>#12 To assess whether the SJePlans pilot implementation successfully meets Building's goal of providing customers with a coordinated plan review experience across Development Partners, Planning, Building and Code Enforcement, after six months, should assess whether SJePlans addressed, at a minimum, the following:</p> <ul style="list-style-type: none"> a. Consistent resubmittal instructions and steps between Development Partners; b. All uploaded application files are available to all Development Partners' staff; and c. Routing projects between Building staff and between Development Partners to eliminate sending project files via email. 	PBCE	Implemented	According to Planning, Building and Code Enforcement (PBCE), the Department, Public Works, and Fire Prevention assessed the effectiveness of SJePlans six months after it was launched in October 2023. Per their assessment, SJePlans has helped provide a coordinated plan review process between the Development Partners. Once assigned to a project, staff from the relevant Development Partners can view uploaded files in SJePlans. Because all files are accessible to the project's assigned users in SJePlans, sending project files via email is not necessary. During the resubmittal process, all review comments and file markups from the Developing Partners are accessible on SJePlans. Customers are instructed to upload any resubmittal materials into their project's SJePlans folder. The customer must respond to unresolved comments from the Developing Partners on SJePlans before proceeding to the next review cycle.
<p>#23-07 Residential Building Permits</p> <p>#13 To improve communication and outreach to Permit Center customers, Planning, Building and Code Enforcement should update the website to remove redundancies, clearly differentiate service lines by clarifying expectations for each Permit Center line or reducing the number of "lines", and providing clear instructions on the permit process.</p>	PBCE	Partly Implemented	Planning, Building and Code Enforcement (PBCE) plans to refine the information online based on feedback from applicants and staff that assist customers. The Department also plans to consolidate the number of redundancies on the website, specifically targeting information on ADU projects. PBCE restructured its website to show its residential permit services, application process, and qualifying projects on a single webpage. PBCE also updated the website information regarding project intake and service lines due to the implementation of SJePlans and self-start applications. Further, the Department launched its Application Wizard on SJPermits (online permit application system) to assist customers in determining the correct permit type and process for their projects. PBCE posted instructional videos on SJePlans, such as how customers can respond to plan review comments and resubmit plans through the new platform. Target Date: Oct-2024 (Delayed From: Sep-2024)

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<p>#23-07 Residential Building Permits</p> <p>#14 In compliance with City Administrative Policy 1.2.9, Planning, Building and Code Enforcement should set minimum standards for responding to inquiries/requests, including providing approximate follow-up timeframes.</p>	PBCE	Implemented	Planning, Building and Code Enforcement (PBCE) developed a policy on response times, which is posted on the Department's Policies and Procedures Hub. The policy aligns with the City Administrative Policy by instructing staff to acknowledge or respond to external inquiries within one business day, and provide an approximate timeframe when the inquiry cannot be resolved immediately.
<p>#23-07 Residential Building Permits</p> <p>#15 To maximize language accessibility and comply with the City's Language Equity Policy & Guidelines, Planning, Building and Code Enforcement should:</p> <ul style="list-style-type: none"> a. Include language translation options for the sjpermits.org website and phone lines, and b. Develop a process to identify and prioritize vital documents for translation related to the residential permit process in accordance with the policy. 	PBCE	<p>Not Implemented</p> <p style="text-align: center;">-</p> <p style="text-align: center;">Priority</p>	<ul style="list-style-type: none"> a. Planning, Building and Code Enforcement (PBCE) plans to work with the Information Technology Department to add translation options to SJPermits.org and its phone lines. PBCE reports that the SJPermits.org portal is being updated, with a translation option included as a requirement for the new portal. b. The Department developed a draft policy on steps PBCE staff should take when requesting translation and interpretation services for project outreach and communication. PBCE reports that staff are creating a process to identify and prioritize vital documents for translation to include in this policy. Target Date: Dec-2025 (Delayed From: Dec-2024)
<p>#24-01 Non-Management Performance Appraisals</p> <p>#01 To ensure completion of outstanding non-management employee performance appraisals and ensure completed appraisals have been properly transmitted to the Human Resources Department to update employee personnel files:</p> <ul style="list-style-type: none"> a) The Human Resources Department should provide departments and the City Manager's Office a list of overdue performance appraisals on a regular basis, such as monthly or quarterly, and b) The City Manager's Office should develop a process to follow-up with departments to ensure that the outstanding performance appraisals are addressed. 	HR / CMO	Implemented	The Human Resources (HR) Department and the Information Technology Department created a query for departments to run themselves to view the status of appraisals for employees. The Office of Employee Relations communicated to departments revisions to the Non-Management Performance Program Policy (City Policy 3.3.3). HR regularly runs the appraisals report for the HR Director (quarterly at a minimum), and reports that the HR director provides this information to the City Manager. HR and CMO report that the HR Director or Deputy City Managers either follow up directly with departments. Per the CMO, the City Manager followed up directly with a few departments in June.
<p>#24-01 Non-Management Performance Appraisals</p> <p>#02 To prevent non-management employees who change positions within the organization from going without an appraisal for an extended period, the Human Resources Department should:</p> <ul style="list-style-type: none"> a) Provide departments and the City Manager's Office with a report on a regular basis, such as monthly or quarterly, that tracks non-assessment entries and the upcoming appraisal status for these employees, and b) Establish guidelines to clarify department responsibilities for appraisals for staff that change positions. 	HR	Implemented	The Human Resources Department (HR) and Information Technology Department created a query for departments to run themselves to see the appraisal status of employees. The Office of Employee Relations (OER) updated City Policy 3.3.3 Non-Management Performance Program, which clarifies which supervisor is responsible for completing the appraisal for employees that change positions. OER communicated changes to the policy to departments. HR reports that it has been notifying departments to complete appraisals before staff leave or are promoted to help close the loop and reduce the number of non-assessment entries used.

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<p>#24-01 Non-Management Performance Appraisals</p> <p>#03 To ensure non-management part-time staff are receiving appraisals, the Administration should clarify expectations for departments to provide annual appraisals and establish processes to track completion of non-management performance appraisals for part-time staff.</p>	HR / CMO	Implemented	The Office of Employee Relations (OER) updated City Policy 3.3.3 Non-Management Performance Program. The policy specifies that part-time benefited employees should receive an annual performance appraisal, and that part-time unbenefited employees who work more than one consecutive year, regardless of the number of hours worked per year, should receive annual performance appraisals beginning in their second year of employment. The query the Human Resources Department and Information Technology Department created for departments for viewing employee appraisal status was modified to include part-time staff, which is not based on hours worked but time in position.
<p>#24-01 Non-Management Performance Appraisals</p> <p>#04 To ensure alignment of timeliness standards across departments, the Human Resources Department should clarify with departments and document expected non-management employee performance appraisal timeliness standards by establishing a common expected processing period.</p>	HR	Implemented	The Office of Employee Relations updated City Policy 3.3.3 Non-Management Performance Program to reflect timeliness expectations for non-management performance appraisals. Per the policy, Departments are expected to complete annual performance appraisals within 60 calendar days of the end of the rating period. The Human Resources Department and the Information Technology Department also updated the query on appraisals statuses for departments.
<p>#24-01 Non-Management Performance Appraisals</p> <p>#05 To streamline the non-management employee performance appraisal process, the Human Resources Department should work with the Information Technology Department to implement automated workflows, which could include routing of appraisals for signatures within departments, routing of appraisals to the Human Resources Department for data entry and filing, and notifications for upcoming appraisals.</p>	HR	Partly Implemented	The Human Resources Department (HR) started the automation work with the Management Performance Program (MPP) process. This was because those appraisals occur only once a year and less employees are affected. Per HR, if the process works with MPP, HR and the Information Technology Department plan to work together to create a similar process for the Non-Management Performance Program or find a new solution that might work better for appraisals that are not all processed on the same timeline. Target Date: Jun-2025
<p>#24-01 Non-Management Performance Appraisals</p> <p>#06 To educate staff about completing non-management employee performance appraisals, the Administration should provide additional training and/or online resources for departments related to non-management performance appraisals, including expectations for supervisors in accordance with the Management Performance Program guidelines.</p>	HR / CMO	Implemented	The Office of Employee Relations (OER) presented a training in February 2024 on completing appraisals. It covered areas such as writing and delivering the appraisal, difficult conversations, effective communication and more. The training video recording and presentation slides are posted on the Resources for Supervisors page under OER's intranet site. In addition, the resource page includes language for the Management Performance Program (MPP) around how the MPP performance appraisal should consider whether the employee has completed all non-management performance appraisals the employee is responsible for authoring. The Human Resources Department (HR) reports that OER continues to provide training for Departments on the appraisal process through the City's Leadership and Supervision Academy and on an as needed basis when requested by departments. HR reports that it also continues to answer questions and provide guidance with Citywide department managers. The updated City Policy 3.3.3 Non-Management Performance Program also now includes a section on resources that states that departments can make requests for training to the Office of Employee Relations. The section also references and links to the Resources for Supervisors page on OER's intranet site.

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<p>#24-01 Non-Management Performance Appraisals</p> <p>#07 To accurately report performance related to non-management employee performance appraisals, the Administration should:</p> <p>a) Adjust the current HRMS report to accurately measure whether non-management performance appraisals were provided on schedule,</p> <p>b) Rename the current City Service Area dashboard measure to reflect the percentage of nonmanagement employees who received an appraisal to align with the calculation in the current HRMS report, or</p> <p>c) Establish separate performance measures that capture both the completion percentage and on schedule timeliness of non-management performance appraisals.</p>	HR / CMO	Partly Implemented	The Human Resources Department worked with the City Manager's Office to revise the performance measure. The revised measure for non-management employees, which is in the FY 2024-25 budget, is now "% of employee performance reviews submitted within 60 days of the end of the rating period". The target is 90%. The query for the performance measure has also been adjusted. HR reports that it will further revise the performance measure name. Once what the performance measure name is called and what the query is capturing aligns, this recommendation will be considered implemented. Target Date: Dec-2024
<p>#24-01 Non-Management Performance Appraisals</p> <p>#08 To ensure consistency and reliability of its performance measures around non-management appraisals completion and/or timeliness, the Human Resources Department should document the methodology for the measures reported in the Adopted Operating Budget and other year-over-year reports and dashboards.</p>	HR	Partly Implemented	The Human Resources Department worked with the City Manager's Office to revise the performance measure. The revised measure for non-management employees, which is in the FY 2024-25 budget, is now "% of employee performance reviews submitted within 60 days of the end of the rating period". The target is 90%. HR reports it will further revise the performance measure name. Once the performance measure name is revised and the methodology of how the performance measure is prepared is further documented, this recommendation will be considered complete. Target Date: Dec-2024
<p>#24-02 Language Accessibility</p> <p>#01 To ensure continued progress in meeting the City's Customer Service Vision and Standards, the Administration should develop mechanisms and procedures to monitor language accessibility of common points of customer contact across departments, including phone trees, translations of vital documents, and signage posted at City facilities.</p>	CMO	Partly Implemented	In 2023, the Office of Communication's Language Access Manager began conducting site visits at City facilities to offer language accessibility support. In partnership with the Office of Racial and Social Equity, the Office of Communications began the next round of site visits in August 2024 to ensure compliance with the City's Language Equity Policy and Guidelines and the Americans with Disabilities Act, and site visits are expected to occur every 18 months. The City Manager's Office is working on a three-phase plan to translate department phone trees, which involves creating a list of frequently contacted numbers, phone tree updates, and phone tree translation into languages spoken by at least 5 percent of the city's population. The Office of Communications reports that it is considering additional mechanisms and procedures to improve language accessibility to support the City's Customer Service Visions and Standards. Target Date: Dec-2025
<p>#24-02 Language Accessibility</p> <p>#02 The Administration should require departments that regularly provide direct customer service to residents or businesses designate Language Access Coordinator(s) who fulfill the responsibilities outlined in the Language Equity Policy and Guidelines. This may require an update to the policy.</p>	CMO	Partly Implemented	The Office of Communications, in collaboration with the Office of Racial and Social Equity, has created an Accessibility Liaison Plan, set to launch by December 2024. The plan asks departments to appoint at least one representative as their Accessibility Liaison. These liaisons will participate in monthly meetings to exchange ideas, ask questions, and provide input on language access, disability access, and inclusion. The Office of Communications reports that it plans to meet with the City Attorney's Office to determine if the policy needs to be updated. Target Date: Dec-2025

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<p>#24-02 Language Accessibility</p> <p>#03 To effectively support staff in fulfilling their roles, the Office of Communications should develop a Language Access Coordinator training and resources to share with coordinators.</p>	CMO	Partly Implemented	The City Manager's Office is developing an online Language Access and Customer Service Training Module available for all City employees by December 2024 to support the City's Customer Service and Vision Standards and equity initiatives. As part of the Accessibility Liaison monthly meetings, the Office of Communications reports that it is developing a liaison-specific training to support liaisons in fulfilling their roles and responsibilities outlined in the Language Equity Policy & Guidelines. Target Date: Dec-2025
<p>#24-02 Language Accessibility</p> <p>#04 To ensure departments incorporate language considerations into their services, the Administration should require departmental Language Access Plans for either customer facing departments or all departments, as appropriate. This may require an update to the Language Equity Policy and Guidelines.</p>	CMO	Not Implemented	The Office of Communications reports that it is exploring opportunities to streamline equity efforts in the City. Target Date: Dec-2025
<p>#24-02 Language Accessibility</p> <p>#05 The Office of Communications should develop and distribute a template for Language Access Plans which at a minimum asks departments to address:</p> <ul style="list-style-type: none"> • Procedures for addressing language accessibility in verbal, written, and visual communication, • Identifying customer-facing positions for requiring language access training, and • Procedures for identifying necessary resources for language services. 	CMO	Not Implemented	The Office of Communications reports that it is exploring opportunities to streamline equity efforts in the City. Target Date: Dec-2025
<p>#24-02 Language Accessibility</p> <p>#06 To ensure vital documents are accessible to residents and businesses, the Office of Communications should:</p> <p>A. Develop guidance on identifying, prioritizing, and translating vital documents and distribute this guidance to City departments.</p> <p>B. Explore expanding the City's use of translation technologies where culturally appropriate translations could be achieved. This may require consultation with the City Attorney's Office.</p>	CMO	Partly Implemented	In July 2024, the Office of Communications acquired an Instant Translation Assistant (ILA) device, which uses AI to translate and interpret over 125 languages/dialects. The Information Technology Department was chosen to pilot and test its effectiveness and accuracy. At the end of the three-month pilot, the Office of Communications reports that it will analyze the results and determine the next steps. The Office of Communications also reports that it is exploring options to utilize the City Clerk's contract for Wordly, an AI software that provides speech-to-text translations, as a Citywide service. The Office is in the process of updating guidance for vital document translation. Target Date: Dec-2025
<p>#24-02 Language Accessibility</p> <p>#07 To ensure City vendors and consultants provide language services to San José residents and customers, the Administration and the City Attorney's Office should develop standard contract terms that align with the Language Equity Policy and Guidelines.</p>	CMO / CAO	Not Implemented	The Office of Communications reports that, in collaboration with the City's Attorney's Office, it will reassess the best ways to require compliance with the Language Equity Policy and Guidelines for select contracts depending on their scope of work, while avoiding concerns expressed by the Finance Department of having all vendors follow the requirements. Target Date: Dec-2025

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<p>#24-02 Language Accessibility</p> <p>#08 To ensure that language equity is intentionally incorporated into departmental considerations, the Office of Racial Equity should update relevant guides and tools to include considerations for language access. This may require consultation with the Office of Communications.</p>	CMO	Implemented	The Office of Racial and Social Equity updated and developed current guides and tools, such as the Racial Equity Impact guide, memo instructions, and Racial Equity Action Plans, which include language access considerations in their instructions or descriptions.
<p>#24-02 Language Accessibility</p> <p>#09 To ensure continued progress towards equitable language access for City services, the Administration should better define its language equity goals, and develop performance metrics and a system to monitor performance.</p>	CMO	Partly Implemented	In 2023, the Office of Communication's Language Access Manager began conducting site visits at City facilities to offer language accessibility support. In partnership with the Office of Racial and Social Equity, the Office of Communications began the next round of site visits in August 2024 to ensure compliance with the City's Language Equity Policy and Guidelines and the Americans with Disabilities Act, and site visits are expected to occur every 18 months. The Office of Communications also reports that it is considering additional performance measures around language equity. Target Date: Dec-2025
<p>#24-02 Language Accessibility</p> <p>#10 To better balance the workload of bilingual staff, the Administration should clarify the purpose of the bilingual staff lists and develop guidelines for contacting bilingual staff or when to use external vendors.</p>	CMO	Not Implemented	The Office of Employee Relations reports that it is reviewing the Bilingual Pay Policy to include guidelines of when City employees should be contacted for bilingual services and when to use external vendors. Target Date: Nov-2024
<p>#24-02 Language Accessibility</p> <p>#11 To provide clarity regarding how interpretation services are provided, the Administration should:</p> <p>A. Update the Language Equity Policy and Guidelines to clarify expectations of bilingual staff regarding interpretation.</p> <p>B. Develop a service model for providing professional interpretation services, including guidance for use of external vendors and assessing the potential for in-house interpreters, where appropriate.</p>	CMO	Not Implemented	The Office of Communications reports that it is developing a service model for providing professional interpretation service and will review the Language Equity Policy and Guidelines to clarify the expectation of bilingual staff regarding interpretation. The Office of Communications also reports that it will analyze the potential for in-house interpreters. Budgeted resources may need to be identified for parts of this scope and would be addressed in the City's budget process within the context of other City Council priorities and budgetary constraints. Target Date: Dec-2025
<p>#24-02 Language Accessibility</p> <p>#12 To ensure accurate information is available for certified bilingual staff, the Human Resources Department should work with City departments to reconcile bilingual certification records.</p>	HR	Implemented	The Human Resources Department (HR) worked with City departments to review over 800 City staff receiving bilingual pay and confirm their bilingual pay eligibility. From this review, 15 employees either had cancelations or changes to their bilingual pay.

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<p>#24-03 Retirement Services</p> <p>#01 To ensure appropriate controls over procurement and contracting, the Office of Retirement Services should develop internal processes and procedures for key areas, including:</p> <ul style="list-style-type: none"> a. Following the Municipal Code and City procedures regarding use of competitive bidding and unique services/sole source procurements. b. Establishing master agreements with service orders for consultants where specific scopes of services are not established at the time of the contract execution. c. Ensuring purchase orders or contract agreements are in place with service providers. d. Executing contracts prior to the start of the contract term. e. Using the City's standard terms and conditions for contracts as applicable. f. Working with City support staff, such as Finance Purchasing, Risk Management, and the Information Technology Department on procurements and contracts when required by City policy. 	RET	Partly Implemented	At their June and August Board meetings, the Retirement Boards adopted chapter City Policy 5.1 regarding procurement for non-professional services. The Boards discussed an internal ORS policy for procurement and contracting for professional services. The Police and Fire board directed further updates for Board review. Once those updates are adopted, both Boards proposed that the internal policy be presented to the City's Finance Director for review. Meanwhile, the City Attorney's Office, at the direction of the City Council, developed Municipal Code changes that would explicitly state that the City's procurement process in Part 4.12 of the Municipal Code apply to the Retirement Boards. These changes were presented to the Retirement Boards in spring 2024. The City Attorney's Office advises that they have discussed these changes with the Boards' outside counsel and are waiting for further response from the outside counsel before proceeding. Target Date: Dec-2024
<p>#24-03 Retirement Services</p> <p>#02 To clarify responsibilities around the contracting process, the Office of Retirement Services should train its staff on internal and City procurement and contracting procedures. This should include instructions on when procurements or contracts should be coordinated with the Information Technology Department, Finance Purchasing, Finance Risk Management, and the City Clerk.</p>	RET	Partly Implemented	The Office of Retirement Services (ORS) reports that staff have compiled the resources for training on procurement and has hired a temporary accountant to assist with centralizing the location for the current contracts, including creating a database that tracks all the steps of the procurement process. Work is still ongoing to gather and collate all the data. ORS reports that staff have initiated training on internal and City procurement and contracting procedures. A full training schedule is under development, and ORS plans to have staff enroll in City procurement training when classes are offered. Staff will be trained on internal procurement and contracting procedures when these polices are finalized. Target Date: Dec-2024
<p>#24-03 Retirement Services</p> <p>#03 To ensure all invoice payments can be made through Finance Accounts Payable and avoid the use of wire transfers, the Office of Retirement Services should work with the City's Finance Department to create purchase orders or establish contracts to be filed with the City Clerk. This should be done for all current service providers and subscription services.</p>	RET	Not Implemented	The Office of Retirement Services (ORS) reports that staff have worked with the City's Finance Purchasing division to process all invoice payments through Finance accounts payable, and that wire transfers are not currently used to make payments to providers. Staff continues to work with Finance to establish purchase orders with the providers. Target Date: Dec-2024