City Auditor's Semi-Annual Recommendation Follow-Up Report: July – December 2024

Farishta Ahrary City Auditor







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Our Mission

To provide a catalyst for improvements of municipal operations and promote a credible, efficient, effective, equitable, fair, focused, transparent, and fully accountable City government.

Our Vision

To improve City services by providing independent, objective, and reliable information regarding the City's ability to meet its goals and objectives and establish an adequate system of internal controls, root out improper governmental activities (i.e., fraud, waste, or abuse), and address racial, gender, and ethnic inequities.

Suggest an Audit

The Office of the City Auditor conducts performance audits of the City of Sacramento's operations to determine whether these operations and programs are operating efficiently and effectively. If you would like to offer ideas for audits to save the City money, increase revenues, or improve the efficiency and effectiveness of City operations and programs, please fill out our online form:

https://forms.cityofsacramento.org/f/Suggest_an_Audit_Form

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In the interest of public accountability and being responsible stewards of public funds, the City has established a whistleblower hotline. The hotline protects the anonymity of those leaving tips to the extent permitted by law. The service is available 24 hours a day, 7 days week, 365 days per year. Through this service, all phone calls and emails will be received anonymously by third party staff.

Report online<u>at http://www.cityofsacramento.ethicspoint.com</u>or call toll-free: 888-245-8859.

The City of Sacramento's Office of the City Auditor can be contacted by phone at 916-808-1166 or at the address below:

915 I Street MC09100 Historic City Hall, Floor 2 Sacramento, CA 95814

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Recommendation Follow-Up Process

The Office of the City Auditor (Office) makes recommendations to strengthen accountability and improve the efficiency and effectiveness of City programs. In many cases, this involves verifying compliance with laws and regulations, identifying internal control weaknesses and failures, and assessing whether the City has acquired and used its resources efficiently. Sacramento City Code section 2.18.040 states "[t]he city auditor shall periodically review audit recommendations and investigations as practical to determine if responsive action has been taken. The city auditor may request status reports from audit subjects regarding actions taken to address audit findings and recommendations." The Office monitors the implementation of all recommendations and reports on the status of open recommendations every six months with this semiannual report.

In accordance with the City Auditor's approved Fiscal Year (FY) 2024/25 Work Plan, we have prepared a report on the status of open recommendations for the six-month period ending June 2024. To prepare this report, we met with department staff, reviewed documentation provided by departments, and performed testing to evaluate implementation progress. We would like to express our appreciation to City staff for their cooperation and assistance during our reviews.

Recommendation Progress

We classified recommendations based on the responsible party's progress:

- Not started The responsible party temporarily postponed implementing the audit recommendation or did not demonstrate sufficient progress toward implementing the recommendation.
- Started The responsible party began implementing the recommendation, but considerable work remains.
- Partly Implemented The responsible party satisfied some elements of the audit recommendation, but additional work and testing remains.
- Implemented The responsible party provided documentation and the Auditor verified the satisfactory implementation of the audit recommendation.
- > <u>Dropped</u> The auditor recommends eliminating the recommendation since a change in circumstances rendered it unnecessary.

Benefits of Implementing Recommendations

One of the goals in performing our work is to identify areas in which the City could reduce expenses or increase revenues. However, in some cases it can be difficult to calculate the financial benefit that a recommendation could produce. For example, it would be difficult to determine avoided costs of potential workers' compensation claims in the future.

While much of our work aims to identify financial benefits, recommendations are not solely focused on identifying savings. Sometimes they focus on areas that identify key benefits that are not easily quantifiable. For example, it could be difficult to quantify the value of increased

residents' satisfaction with City services due to implementation of recommendations, or the benefits of having policies in place that reduce the City's overall risk.

We expect that most of our work will yield both financial and non-financial benefits. Some examples of benefits captured include identifying revenue the City should have collected, errors that led the City to overpay expenses, and potential savings by modifying practices or agreements. Figure 1 illustrates the potential financial benefits identified in our reports as well as the estimated realized financial benefits resulting from the implementation of all recommendations made by the Office of the City Auditor.

Figure 1: Potential Financial Benefit Identified and Estimated Financial Benefit Realized Since Establishment of the Office of the City Auditor



Source: Auditor generated.

As the figure above covers various types of potential benefits and relies on decisions and agreements that may or may not be made, it does not represent an expectation that the City will necessarily save or recover the full amount identified. For example, although the *Audit of the Community Development Department* identified \$2.3 million in fees that the City did not collect, recovering those fees may prove difficult due to barriers to collection.

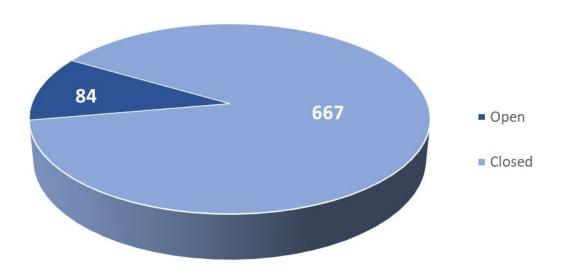
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Implementation Progress of Recommendations

89% of All Recommendations Have Been Closed

Since the establishment of the Office of the City Auditor in 2010, the Office has issued over 85 reports and made 751 recommendations. At the end of this recommendation follow-up period, 667 (89%) of total recommendations had been closed. Figure 2 illustrates the number of recommendations open compared to the number of recommendations closed as of December 31, 2024.

Figure 2: Recommendation Status

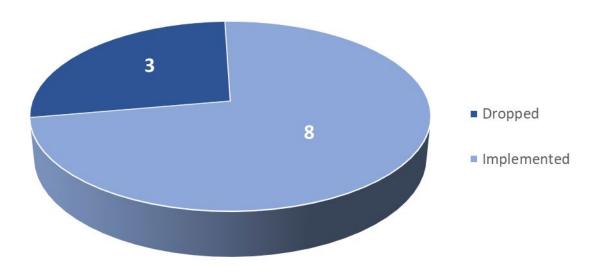


Source: Auditor generated.

11 Recommendations Were Closed During the Reporting Period

During this reporting period, 11 recommendations were closed. Of these, 8 recommendations were implemented, and 3 recommendations were dropped. Figure 3 illustrates the number of recommendations implemented and dropped during the reporting period.

Figure 3: Recommendations Closed During the Reporting Period

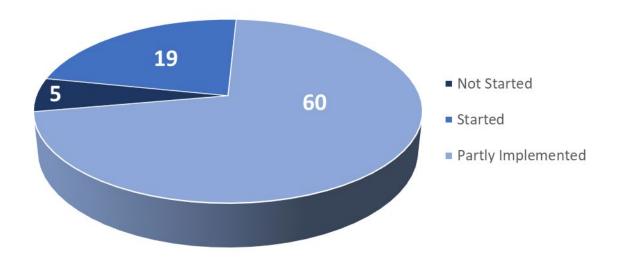


Source: Auditor generated.

Status of Open Recommendations

Open recommendations are classified based on the responsible party's progress towards implementation. Figure 4 illustrates the progress of all open recommendations. During the reporting period, the City made notable new progress towards implementing 43 of these recommendations.

Figure 4: Status of Open Recommendations

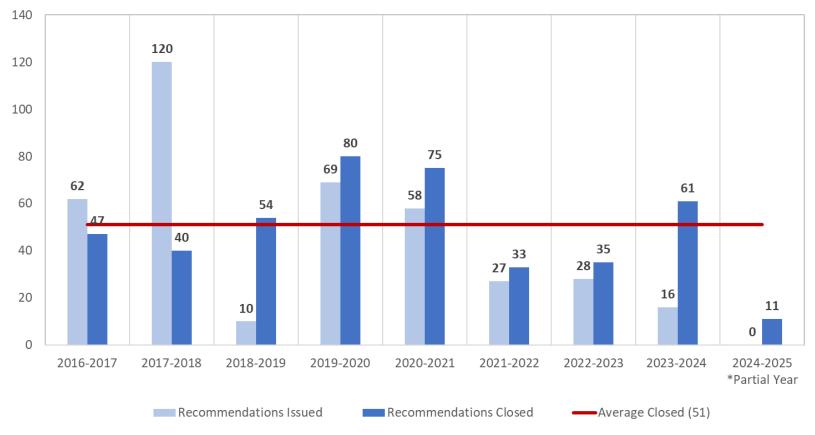


Source: Auditor generated.

The Number of Recommendations Issued and Closed Per Year

Figure 5 illustrates the number of recommendations issued and closed in the last nine fiscal years. The average number of recommendations closed per year is 51.

Figure 5: Recommendations Issued Compared to Recommendations Closed by Fiscal Year



Source: Auditor generated.

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Open Recommendations by Department

Recommendations made by the Office of the City Auditor are directed towards specific departments or entities. In some cases, implementation requires extensive coordination between multiple parties. Recommendations directed towards multiple parties are listed under the lead department. Figure 6 illustrates the outstanding recommendations by department. For context, the number of closed and total recommendations issued to each department is also listed.

Figure 6:	Recommend	lations by	Department
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Department	Open	Closed	Total	% Closed
City Attorney	0	1	1	100%
City Clerk	0	1	1	100%
City Council	12	10	22	45%
City Manager	18	34	52	65%
Community Development	0	51	51	100%
Finance	5	96	101	95%
Fire	0	58	58	100%
Human Resources	1	109	110	99%
Information Technology	1	47	48	98%
Non-City Organization	0	33	33	100%
Office of Cannabis Management	2	26	28	93%
Police	3	18	21	86%
Public Works	15	67	82	82%
Sacramento Housing and Redevelopment Agency	0	12	12	100%
Utilities	20	92	112	82%
Youth, Parks, and Community Enrichment	7	12	19	63%
Grand Total	84	667	751	89%

Source: Auditor generated.

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Post Audit Recommendation Follow Up Status by Audit

The following tables provide the status of audit recommendations, by audit report, generally in the order the audits were issued. Please note that recommendations closed in a prior period are not listed.

Audit of City Policies and Procedures

Report #2011-04

Finding	#	Recommendation	Status	Update
The Inventory of Citywide	14	Update PR-1001-01 to include a clear	Implemented	During this period, the Human Resources Department
Policies Could be More		description of how Administrative		updated the "City Policies" section of CARA (formerly
Complete and Organized		Policies and Procedures are integrated		CCM) with all current City policies. The Policy Process
		and accessed in CCM.		Workflow, which is located on Nexus, includes
				instructions that requires all new policies to be uploaded
				into CCM/CARA. Historical and department-specific
				policies and procedures will be added to CARA as the
				bandwidth of Labor Relations staff allows.

Audit of City Light-Duty Vehicle Use

Report #2011-05

Finding	#	Recommendation	Status	Update
The lack of a detailed City take-home vehicle policy has allowed the City to approve almost 250 take-home vehicles, resulting in a substantial cost	10	Revise the City's transportation policy to consolidate City direction and enhance criteria for allocating take-home vehicles.	Started	No progress was made during the reporting period. The policy is still with Labor Relations for review.
The lack of a detailed City take-home vehicle policy has allowed the City to approve almost 250 take-home vehicles, resulting in a substantial cost	13	Work towards incorporating into all City labor agreements language that clearly states the City's rights and authority over vehicle assignments and removals.	Started	The Labor Relations Division has added this item to the proposal list for potential negotiation with SPOA and SCXEA when these contracts open next. SPOA's contract negotiations were opened in January 2025, and SCXEA's contract negotiations are set to open in September 2025.

Audit of Citywide Purchase-Card Use

Report #2012-06

Finding	#	Recommendation	Status	Update
The purchase card program lacked complete policy guidance and oversight	8	Provide mandatory annual purchasing card-use training for cardholders and require them to sign a form agreeing to program terms and acknowledging their responsibilities.	Partly Implemented	All P-Card training has been moved to Acumen but some technical issues arose in trying to assign this training annually. The Procurement Division is continuing to work with the Human Resources Department to find a solution.
The purchase card program lacked complete policy guidance and oversight	9	Provide mandatory annual purchasing card-approval training for approving officials and require them to sign a form agreeing to program terms and acknowledging their responsibilities	Partly Implemented	All P-Card training has been moved to Acumen but some technical issues arose in trying to assign this training annually. The Procurement Division is continuing to work with the Human Resources Department to find a solution.

Audit of the Department of Utilities Labor Reporting

Report #2016-04

Finding	#	Recommendation	Status	Update
Policies Can Be Improved and Opportunities for Cost Savings Through Renegotiation Exist	8	Review the existing employee user access to pay types and restrict access to only those pay types for which an employee is eligible.	Started	The Finance department has identified a methodology to update the eCAPS codes and anticipates completing the task by the end of the calendar year.
Policies Can Be Improved and Opportunities for Cost Savings Through Renegotiation Exist	14	Review and update all Department of Utilities internal policies related to labor reporting.	Partly Implemented	The department is waiting on Labor Relations to review the DOU Policy and Procedure Manuals and advise on next steps.

Audit of the City's Risk Management Division

Report #2016-05

Finding	#	Recommendation	Status	Update
The City May Reduce Risk and Liability by Making Improvements to Some Programs and Policies	16	Continue to work towards implementing the updated draft of the Transportation Policy to increase the insurance requirement of employees driving their personal vehicles for City business.	Partly Implemented	No progress was made during the reporting period.

Audit of the Department of Utilities Inventory

Report #2017-04

Finding	#	Recommendation	Status	Update
Strengthening the Physical Security of Department of Utilities Inventory Could Reduce the Risk of Fraud, Waste, and Abuse	3	Review the number and appropriateness of employees with access to the inventory warehouse and formalize which positions can be granted access to each warehouse in the inventory policies.	Partly Implemented	Phase 1 is still in progress with sitework ongoing (including asphalt removal, electrical infrastructure, grading, and repaving) scheduled for February 2025. Phase 2 includes fencing, concrete pad, container, and rack installation and is scheduled to start March 2025.
Strengthening the Physical Security of Department of Utilities Inventory Could Reduce the Risk of Fraud, Waste, and Abuse	5	Establish a policy that prohibits employees from borrowing City-owned tools and equipment for personal use and document employee acknowledgement.	Partly Implemented	No progress was made during the reporting period. The draft Inventory Policy remains with Labor Relations for review.
While the Department of Utilities' Inventory Count Procedures Appear Robust, the Execution Breaks Down	7	Develop a process to ensure all warehouses are included in the inventory counts.	Partly Implemented	No progress was made during the reporting period. The draft Inventory Policy remains with Labor Relations for review.
While the Department of Utilities' Inventory Count Procedures Appear Robust, the Execution Breaks Down	9	Formalize specific count methodologies in a written policy.	Partly Implemented	No progress was made during the reporting period. The draft Inventory Policy remains with Labor Relations for review.
While the Department of Utilities' Inventory Count Procedures Appear Robust, the Execution Breaks Down	11	Formalize a procedure for accurately recording inventory count adjustments in a written policy.	Partly Implemented	No progress was made during the reporting period. The draft Inventory Policy remains with Labor Relations for review.
While the Department of Utilities' Inventory Count Procedures Appear Robust, the Execution Breaks Down	13	Add an additional step to the water meter serial number count that reconciles the Water Meter Receipt and Issue Log with Cityworks.	Partly Implemented	No progress was made during the reporting period. The draft Inventory Policy remains with Labor Relations for review.

While the Department of Utilities' Inventory Count Procedures Appear Robust, the Execution Breaks Down	14	Review, update, and enforce inventory policies related to the tracking of water meters.	Partly Implemented	No progress was made during the reporting period. The draft Inventory Policy remains with Labor Relations for review.
The Department of Utilities Lacks Formal User Access Policies and Procedures Regarding Their Inventory Systems	22	Formalize logical access to the inventory systems in a written policy.	Partly Implemented	No progress was made during the reporting period. The draft Inventory Policy remains with Labor Relations for review.

Audit of Procurement for Services of \$25,000 or Less

Report #2017-05

Finding	#	Recommendation	Status	Update
Procurement Guidance and Training were Insufficient to Ensure Employees Properly Procured Services on Behalf of the City	2	Update EBO policies, templates, and other guidance for accuracy and consistency.	Implemented	Procurement policies referencing the EBO threshold have been updated to remove dollar amounts and reference the City Code. The policies have been fully approved and are uploaded to both the City's public website and the City Nexus.
Procurement Guidance and Training were Insufficient to Ensure Employees Properly Procured Services on Behalf of the City	3	Develop processes to ensure EBO analysis and reports are completed as required by City policy.	Started	Procurement is determining what reports and audits can be run to gain compliance with the monitoring requirements of the EBO policy.
Procurement Guidance and Training were Insufficient to Ensure Employees Properly Procured Services on Behalf of the City	5	Define and publish specific roles and responsibilities of procurement stakeholders.	Implemented	The specific roles and responsibilities of procurement stakeholders have been redefined and published in Sacramento City Code section 3.56.010 as well as recently updated Procurement policies. The policies have been fully approved and are uploaded to both the City's public website and the City Nexus.
Procurement Guidance and Training were Insufficient to Ensure Employees Properly Procured Services on Behalf of the City	12	Determine the intent and purpose of purchase orders, and clarify their requirements and use in City guidance and templates.	Implemented	Procurement policies have been recently updated to augment the definition, intent, and purpose of purchase orders. The policies have been fully approved and are uploaded to both the City's public website and the City Nexus.

Audit of the Department of Parks and Recreation's Strategic Planning and Part-time Employee Benefits Management

Report #2017-08

Finding	#	Recommendation	Status	Update
The Department of Parks and Recreation Has Not Updated Key Strategic Planning Guidance	1	Update the Parks and Recreation Master Plan.	Implemented	The Sacramento City Council approved Resolution No. 2024-0261 adopting the Parks Plan 2040 on August 20, 2024.
The Department of Parks and Recreation Has Not Updated Key Strategic Planning Guidance	6	Define when it is appropriate to use the "General Info" or "Other" call categories.	Partly Implemented	Staff transitioned to a new system (Salesforce) and staff were trained with the new system to appropriately categorize calls. The Office of the City Auditor will review call data during the next recommendation follow-up period to determine if use of "General Info" and "Other" call categories appears appropriate.
Developing a Formal Cost Recovery Philosophy May Help the Department of Parks and Recreation Better Align Its Pricing Practices with Its Mission and Core Values	9	Develop department-specific policies and procedures.	Started	The department appears to have refined procedures for hiring, onboarding, and part-time employee management and tracking; the department is working on drafting policies for this process. The department will also perform an analysis to identify gaps in existing department-specific policies and procedures. Once the analysis is complete, the department will use the findings to determine the specific policies and procedures needed to address these gaps.

Developing a Formal Cost Recovery Philosophy May Help the Department of Parks and Recreation Better Align Its Pricing Practices with Its Mission and Core Values	10	Define the department's cost recovery goals and objectives.	Started	The department is participating in a Citywide fee study that will help inform fee adjustments, and cost recovery goals and objectives.
Developing a Formal Cost Recovery Philosophy May Help the Department of Parks and Recreation Better Align Its Pricing Practices with Its Mission and Core Values	11	Evaluate the department's fees and charges to determine if they are in alignment with the department's mission, vision, and cost recovery goals.	Started	The department is participating in a Citywide fee study that will help inform fee adjustments, and cost recovery goals and objectives.
Developing a Formal Cost Recovery Philosophy May Help the Department of Parks and Recreation Better Align Its Pricing Practices with Its Mission and Core Values	12	Comply with the Citywide Fees and Charges Policy by establishing cost recovery goals and identifying cost recovery levels.	Started	The department is participating in a Citywide fee study that will help inform fee adjustments, and cost recovery goals and objectives.
Developing a Formal Cost Recovery Philosophy May Help the Department of Parks and Recreation Better Align Its Pricing Practices with Its Mission and Core Values	14	Consider updating the fee structure for some programs and services to include a non-resident fee.	Started	The department is participating in a Citywide fee study that will help inform fee adjustments, and cost recovery goals and objectives.
Nearly Half of the Supervisors Responsible for Administering and Monitoring Part-Time Employee Hours and Benefits Have Not Received Labor Relations Training	18	Develop policies and procedures on part-time employee reporting, responsibility, and training.	Partly Implemented	The department appears to have refined procedures for hiring, onboarding, and part-time employee management and tracking; the department is working on drafting policies for this process.

Audit of the Department of Utilities Workplace Safety

Report #2018-02

Finding	#	Recommendation	Status	Update
The Department of Utilities Lacks Sufficient Controls Over the Administration and Use of Safety and Personal Protective Equipment	1	Review and update existing policies and procedures concerning safety and personal protective equipment to fill in gaps and clarify its appropriate use.	Partly Implemented	The Department has developed a continuous process to review and update Standard Operating Procedures including a review of safety. Additionally, the Water, Wastewater, and Drainage draft Policies and Procedures manuals have been updated and are with Labor Relations for review.
The Department of Utilities Should Implement Health and Safety Best Practices to Reduce Risks and Improve Accountability	21	Develop a formal management of change process.	Partly Implemented	No progress was made during the reporting period. The draft Management of Change procedure remains with Labor Relations for review.
The Department of Utilities Should Implement Health and Safety Best Practices to Reduce Risks and Improve Accountability	22	Review and update departmental safety policies and procedures.	Partly Implemented	The Department has developed a continuous process to review and update Standard Operating Procedures including a review of safety. Additionally, the Water, Wastewater, and Drainage draft Policies and Procedures manuals have been updated and are with Labor Relations for review.

Audit of Retiree Health Benefits

Report #2019/20-04

Finding	#	Recommendation	Status	Update
Recordkeeping of Retiree Benefit Eligibility and Elections Could be Strengthened Performing Dependent Verifications Ensures Qualified Dependents are Enrolled in City-Sponsored Health Plans and Could Save the City up to \$600,000 Annually	6	Recommendation Work with the IT department to identify and resolve eCAPS health benefit report errors for retirees. Establish a process to perform regular dependent eligibility verification reviews that includes procedures on how to address instances of non-compliance with verification requests.	Party Implemented Dropped	UpdateThe Human Resources Department worked with theInformation Technology Department (IT) to identify thereason why the reporting errors occur. IT is working toupdate the affected retirees' eCAPS profiles to ensurecorrect reporting.We met with the Human Resources Department (HR) todiscuss this recommendation. While HR expressed adesire to conduct dependent eligibility verifications in thefuture as staffing and resources permit, they stated that afull review of active employee and retiree dependentswould require an extensive amount of work which wouldbe difficult to undertake given the current staffing andresource limitations. Additionally, HR acknowledged thepotential for cost savings through the implementation ofregular dependent eligibility verification reviews,however, these could be offset by the costs to conductthe reviews. We discussed with HR the current controls inplace to mitigate the instances of non-eligible dependentsbeing added or kept as eligible dependents after
				becoming ineligible; the system of internal controls appears to be appropriately designed; however, we did not test its effectiveness. Based on the above information, we will drop this recommendation.
Performing Dependent Verifications Ensures Qualified Dependents are Enrolled in City-Sponsored Health Plans and Could Save	7	Review and address HMS' active employee dependent eligibility verification results.	Dropped	We met with the Human Resources Department (HR) to discuss this recommendation. While HR expressed a desire to conduct dependent eligibility verifications in the future as staffing and resources permit, they stated that a full review of active employee and retiree dependents would require an extensive amount of work which would

the City up to \$600,000 Annually				be difficult to undertake given the current staffing and resource limitations. Additionally, HR acknowledged the potential for cost savings through the implementation of regular dependent eligibility verification reviews, however, these could be offset by the costs to conduct the reviews. We discussed with HR the current controls in place to mitigate the instances of non-eligible dependents being added or kept as eligible dependents after becoming ineligible; the system of internal controls appears to be appropriately designed; however, we did not test its effectiveness. Based on the above information, we will drop this recommendation.
Performing Dependent Verifications Ensures Qualified Dependents are Enrolled in City-Sponsored Health Plans and Could Save the City up to \$600,000 Annually	8	Perform a retiree dependent verification review for participants of City-sponsored plans.	Dropped	We met with the Human Resources Department (HR) to discuss this recommendation. While HR expressed a desire to conduct dependent eligibility verifications in the future as staffing and resources permit, they stated that a full review of active employee and retiree dependents would require an extensive amount of work which would be difficult to undertake given the current staffing and resource limitations. Additionally, HR acknowledged the potential for cost savings through the implementation of regular dependent eligibility verification reviews, however, these could be offset by the costs to conduct the reviews. We discussed with HR the current controls in place to mitigate the instances of non-eligible dependents being added or kept as eligible dependents after becoming ineligible; the system of internal controls appears to be appropriately designed; however, we did not test its effectiveness. Based on the above information, we will drop this recommendation.

Audit of the 911 Emergency Communications Center

Report #2019/20-05

Finding	#	Recommendation	Status	Update
Finding 1: Call Answer Times Have Improved and Are Exceeding State Standards	2	Consider improving the supervisor-to- dispatcher ratio to provide better supervisory coverage.	Partly Implemented	The Sacramento Police Department held promotional assessments on 1/28/25 to develop a Dispatcher III list. Successful candidates will be eligible for promotion to fill the vacant floor supervisor position that was created during the recent budget process. Filling this position will assist in implementing the recommendation to improve the supervisor-to-dispatcher ratio, but is dependent upon reaching adequate Dispatcher II staffing levels to accommodate the existing workload.
Finding 2: Quality Assurance and Disaster Preparedness Could Be Improved by Adopting Industry Best Practices	7	Develop and document a continuous quality assurance program based on industry standards that includes reviewing a percentage of all calls and incorporates an evaluator calibration process.	Partly Implemented	The Sacramento Police Department held promotional assessments on 1/28/25 to develop a Dispatcher III list. Promotion from this list will allow the filling of the new Quality Assurance Supervisor position created during the recent budget process. The QA Supervisor will work with Communications Center management to develop and implement a comprehensive QA program consistent with the City Auditor's recommendation. Filling this position is contingent upon achieving adequate Dispatcher II staffing levels to manage critical job functions.

Audit of the Department of Utilities Vehicle Fleet

Report #2018/19-11

Finding	#	Recommendation	Status	Update
The Department of Utilities	8	Formalize the Fleet Engine Idling Limit	Partly	No progress was made during the period. The policy
Can Realize Cost Savings		Policy and post the policy on the City's	Implemented	remains with the Labor Relations Division for review.
Through Improved		Policies and Procedures webpage.		
Management of Their Vehicle				
Fleet				
System Access and Data	19	Review the data captured by the M5	Partly	Fleet staff on modified duty reviewed vehicle folders to
Quality Could Be Improved to		system, determine key data fields, and	Implemented	identify which key fields are not in M5. This information is
Better Enable Management		implement controls to ensure these		currently being assessed and will be updated as needed. A
to Perform Analyses and		fields contain accurate and complete		spreadsheet of updates will be provided to the Auditor's
Identify Trends		information.		office for review.
The City Can Mitigate Risk by	24	Revise the City Employee's	Partly	No progress was made during the reporting period. The
Better Documenting and		Transportation Policy and Procedures to	Implemented	policy is still with Labor Relations for review.
Tracking Employee Licensure,		require employees to provide proof of		
Certifications, and Insurance		licensure when using pool vehicles.		
Information				

Audit of City-Owned and Leased Real Property

Report #2019/20-02

Finding	#	Recommendation	Status	Update
The City Has Potential Surplus and Remnant Parcels That Could Be Leveraged to Achieve A Variety of City Goals	2	Develop policies and procedures to provide guidance on how asset- managing departments should ensure all City-owned properties are appropriately secured and maintained.	Not Started	No progress was made during the reporting period. The policy is still with Labor Relations for review.
The City's Real Property Management Is Decentralized and Would Benefit from Detailed Policy Development	8	Work with the City Attorney's Office to create lease contract templates that include key contract provisions to ensure consistency in City lease contracts.	Partly Implemented	The City Auditor's Office met with the Real Estate Services Section (RESS) to discuss the standard lease sections currently in use. A meeting with the City Attorney's Office and RESS will be scheduled to discuss potentially creating lease contract templates using the standard lease sections currently in use.
The City's Real Property Management Is Decentralized and Would Benefit from Detailed Policy Development	11	Work with the Finance Department to establish a uniform policy that provides the process and steps required for acquisition and disposition of City- owned properties. Procedures should include details regarding compliance with Sacramento City Code and California State Law, financial reporting standards between the Real Estate Service Section and the Department of Finance, and the method of storing documents and financial records.	Started	The department is working with the Information Technology Department to develop their asset database and will request the development of a query that allows the Finance Department access to data that can be filtered by time period.

Appropriate Management of City-Owned and Leased Real Property Is Required to Ensure Financial Statements Comply with the Government Accounting Standards Board	15	Work with other City departments to identify data elements that may be helpful or necessary in decision making or reporting purposes and develop a process to collect and document the new data elements in the Asset Database.	Implemented	The department now has an Information Technology resource to perform this work and has worked with various City departments to identify data elements that may be helpful or necessary in decision making or reporting purposes. Data will be populated into the system on an ongoing basis.
Appropriate Management of City-Owned and Leased Real Property Is Required to Ensure Financial Statements Comply with the Government Accounting Standards Board	16	Work with other City departments to identify real property tracking needs and utilize a Citywide software program or develop another platform to centralize the management of the City's real property	Started	The Information Technology Department is collaborating with departments to audit information in the INFOR 7i system to compare parcel data with the GIS database. The department is also redesigning the system to account for easements and right-of-ways, as well as uploading new parcels and associating them with sites and buildings. INFOR 7i will allow visibility to other departments and allow the Risk Management Division to view buildings for insurance purposes. Additionally, the department is scanning real estate-related paper documents to import them into the citywide document management system (CARA).
Appropriate Management of City-Owned and Leased Real Property Is Required to Ensure Financial Statements Comply with the Government Accounting Standards Board	17	Centralize City lease inventory and document clear processes for all City departments to follow to standardize maintenance of City lease inventory, including utilizing the Asset Database or new platform used for real property inventory to ensure consistent tracking and consolidation of Citywide lease inventory.	Started	No progress has been made during this reporting period.
Appropriate Management of City-Owned and Leased Real Property Is Required to Ensure Financial Statements Comply with the Government Accounting Standards Board	18	Work with the City's Finance Department to develop policies and procedures on lease revenue billing and collection processes	Started	The Public Works Department worked with the Finance Department to correctly bill some tenants and collect rent. Public Works is assessing how to handle billing and collection on a consistent basis.

Audit of the City's Green Efforts

Report #2020/21-04

Finding	#	Recommendation	Status	Update
Improved Monitoring and Reporting of Sustainability Data, Progress, and Outcomes Is Essential for Tracking Impacts and Realizing the Intended Benefits	6	Develop and track performance measures as they relate to published sustainability goals.	Partly Implemented	The Climate Action & Adaptation Plan (CAAP), as approved in Resolution #2024-0067, includes proposed performance measures, and a strategy for monitoring and tracking progress. City staff are working with a consultant team to develop a monitoring tool in conjunction with finalization of the CAAP. The monitoring tool ('CapDash') will launch in 2025 and will be available to both internal staff and the general public. Staff from the Community Development Department will regularly update the tool to facilitate ongoing tracking.
Improved Monitoring and Reporting of Sustainability Data, Progress, and Outcomes Is Essential for Tracking Impacts and Realizing the Intended Benefits	7	Ensure sustainability reports consistently track and report progress over time.	Partly Implemented	Regular reporting will be conducted on the Climate Action & Adaptation Plan (CAAP) sustainability goals (as part of the broader annual General Plan reporting) by the Community Development Department, with an upcoming report in Spring 2025.
Centralized Management and Oversight of the City's Sustainability Efforts May Better Position the City to Establish Sustainability as an Organizational Priority and Core Value	12	Develop guidance on prioritizing Citywide sustainability goals.	Partly Implemented	Staff is revising the Staff Sustainability Training on Acumen in preparation for a Citywide launch in 2025.

Centralized Management and Oversight of the City's Sustainability Efforts May Better Position the City to Establish Sustainability as an Organizational Priority and Core Value	13	Establish a Citywide internal communication strategy and accountability mechanism for sustainability goals and priorities.	Partly Implemented	The Climate Action & Adaptation Plan (CAAP) includes sustainability goals, proposed performance measures, and a strategy for monitoring and tracking progress. City staff are working with a consultant team to develop a monitoring tool in conjunction with finalization of the CAAP. The monitoring tool ('CapDash') will launch in 2025 and will be available to internal staff as an accountability mechanism for sustainability goals and priorities. Regular reporting will be conducted on the CAAP sustainability goals (as part of the broader annual General Plan reporting) by the Community Development Department, with the an upcoming report in Spring 2025.
Centralized Management and Oversight of the City's Sustainability Efforts May Better Position the City to Establish Sustainability as an Organizational Priority and Core Value	18	Assist other City departments and offices with incorporating sustainability into their department-level operations through the creation, implementation, and tracking of specific performance goals.	Partly Implemented	The Climate Action & Adaptation Plan (CAAP) includes proposed performance measures, and a strategy for monitoring and tracking progress. Staff will revisit these department sustainability performance goals through the Climate Action Task Force to identify department specific goals.
Awareness of and Compliance with Sustainable Policies, Procedures, and Plans Could Be Strengthened	20	Develop a process for notifying City employees of changes to Citywide sustainability policies, procedures, and plans and document their acknowledgement of these changes.	Implemented	Staff collaborated with the Recycling & Solid Waste Division and the Human Resources Department to launch a composting video as a required training on Acumen to notify employees about sustainability requirements from SB1383. Staff will continue to collaborate with the Green Team, Climate Action Task Force, and department staff to determine additional tools and resources for training and documentation. Elements may be incorporated into the optional staff sustainability training.
Awareness of and Compliance with Sustainable Policies, Procedures, and Plans Could Be Strengthened	24	Review and update the Sustainable Purchasing Policy.	Partly Implemented	The Sustainable Purchasing Policy has been updated and is undergoing final approval.

Audit of the Cannabis Storefront Dispensary Permitting Process

Report #2020/21-09

#	Recommendation	Status	Update
1	Seek direction from City Council to	Partly	The Office of Cannabis Management (OCM) continues to evaluate transfer code modifications and plans to present
	should be allowed. The Office of Cannabis	Implemented	to both the Law and Legislation Committee and the City
	Management in conjunction with the City		Council in 2025, as an integral part of a comprehensive
			code refinement initiative. OCM is looking to review all of Title 5 in a comprehensive assessment later this year to
	the policy and legal goals of the City		address the audit recommendation.
3	Seek direction from City Council to	Partly	The Office of Cannabis Management (OCM) continues to
	determine standards and definitions of	Implemented	evaluate transfer code modifications and plans to present
			to both the Law and Legislation Committee and the City
	should include a definition of clear		Council in 2025, as an integral part of a comprehensive code refinement initiative. OCM is looking to review all of
	ownership and limits on ownership for all		Title 5 in a comprehensive assessment later this year to
	cannabis dispensary owners. The Office		address the audit recommendation.
	с ,		
	then propose a City Code update that		
	articulates the ownership policy and		
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	# 1 3	 Seek direction from City Council to determine whether dispensary transfers should be allowed. The Office of Cannabis Management in conjunction with the City Attorney's Office should then propose a City Code update that clearly articulates the policy and legal goals of the City Council, that are in conformance with State law. Seek direction from City Council to determine standards and definitions of ownership of cannabis dispensaries in the City. At minimum, these discussions should include a definition of clear ownership and limits on ownership for all cannabis dispensary owners. The Office of Cannabis Management in conjunction with the City Attorney's Office should then propose a City Code update that 	1Seek direction from City Council to determine whether dispensary transfers should be allowed. The Office of Cannabis Management in conjunction with the City Attorney's Office should then propose a City Code update that clearly articulates the policy and legal goals of the City Council, that are in conformance with State law.Partly Implemented3Seek direction from City Council to determine standards and definitions of ownership of cannabis dispensaries in the City. At minimum, these discussions should include a definition of clear ownership and limits on ownership for all cannabis Management in conjunction with the City Attorney's Office should then propose a City Code update that articulates the ownership policy and goals of the City Council, that are inPartly

Continuous Review of Cannabis Policymaking, Education & Community Outreach

Report #2020/21-16

Finding	#	Recommendation	Status	Update
The Revenue Division Should	12	Develop and implement a risk-based	Implemented	The Permits and Taxes team in the City's Revenue Division
Expand BOT Compliance		approach to selecting cannabis		has incorporated risk analysis into the process of selecting
Audits to Consider All		businesses for BOT compliance audits.		Cannabis Business Operations Tax audit subjects. The risk-
Cannabis Businesses in the				based elements of the audit subject identification process
City to Reduce the Risk of				includes steps such as calculating variances in monthly tax
Noncompliance.				remittances from cannabis businesses, comparing
				monthly remittances against a baseline monthly average
				remittance, and the length of time over which the
				businesses have remitted taxes to the Revenue Division.
				These processes are applied to tax remittance data from
				businesses in the cultivation, delivery, dispensary,
				distribution, manufacturing, microbusiness and testing
				sectors of the cannabis industry.

Audit of the Sacramento Community Police Review Commission

Report #2021/22-06

Finding	#	Recommendation	Status	Update
The Lack of Clearly Defined Roles and Responsibilities has Led to Confusion and Frustration	1	The City Council should clarify the purpose, powers, and duties of the Sacramento Community Police Review Commission and how it interacts with other City departments to achieve its objectives. The City Council should memorialize the specific purpose, powers, and duties, through resolution, ordinance, or codifying the changes in the City Code.	Started	No progress was made during the reporting period.
The Sacramento Community Police Review Commission Requires Resources and Investment from the City to Effectively Achieve its Objectives.	2	The City Council should determine the staffing needs and responsibilities, and funding for the Sacramento Community Police Review Commission. The City Council should memorialize the specific role of staff provided, the funding source, and what City office or department will house the position, through resolution or codifying the changes in the City Code.	Started	No progress was made during the reporting period.
The Sacramento Community Police Review Commission Requires Resources and Investment from the City to Effectively Achieve its Objectives.	3	The City Council should determine the training curriculum that SCPRC Commissioners should be required to complete and potential remedies if training is not completed.	Started	No progress was made during the reporting period.

The Sacramento Community Police Review Commission Requires Resources and Investment from the City to Effectively Achieve its Objectives.	4	The City Council should codify the training requirements for the Sacramento Community Police Review Commission in, at minimum, City Council ordinance. The Sacramento Community Police Review Commission also should include the training requirements in its policies and procedures.	Not Started	No progress was made during the reporting period.
The Sacramento Community Police Review Commission Requires Resources and Investment from the City to Effectively Achieve its Objectives.	5	Identify resources to provide the Sacramento Community Police Review Commission with an increased internet presence.	Started	No progress was made during the reporting period.
The Sacramento Community Police Review Commission Requires Resources and Investment from the City to Effectively Achieve its Objectives.	6	Work with the Sacramento Community Police Review Commission, the City Manager's Office and City Council to develop policies and procedures for communicating with the public.	Not Started	No progress was made during the reporting period.
The Sacramento Community Police Review Commission Requires Resources and Investment from the City to Effectively Achieve its Objectives.	9	Provide secure email accounts for Sacramento Community Police Review Commission Commissioners and require the use of these email addresses to conduct Commission-related business.	Started	No progress was made during the reporting period.
The Sacramento Community Police Review Commission Requires Resources and Investment from the City to Effectively Achieve its Objectives.	10	Develop and implement policies for email use and provide training to the Sacramento Community Police Review Commissioners.	Started	No progress was made during the reporting period.

The Sacramento Community Police Review Commission Requires Resources and Investment from the City to Effectively Achieve its Objectives.	11	Determine the level of access to information across City government needed by the Sacramento Community Police Review Commission to fulfill its City Code mandated duties. The City Council should memorialize the Sacramento Community Police Review Commission's access to information in either resolution, ordinance, or in the City Code.	Not Started	No progress was made during the reporting period.
The Sacramento Community Police Review Commission is in Need of a Recommendation and Follow-Up Process to Ensure the Recommendations are Documented, Presented to the City Council, and Recommendations that are Approved are Implemented by the Relevant Department.	14	Determine whether the City Council should vote on SCPRC recommendations. This dialogue should identify a process for the presentation of the recommendations and vote. Finally, the process should be presented to City Council to be memorialized in City Council resolution or ordinance.	Not Started	No progress was made during the reporting period.
The Sacramento Community Police Review Commission is in Need of a Recommendation and Follow-Up Process to Ensure the Recommendations are Documented, Presented to the City Council, and Recommendations that are Approved are Implemented by the Relevant Department.	15	Determine whether the City should track and report on the implementation status of Sacramento Community Police Review Commission recommendations. The City Council should consider adopting a process to track and report on the implementation status of SCPRC recommendations that includes the department responsible. Finally, the City Council should consider whether to memorialize the requirement and process in resolution or ordinance.	Partly Implemented	No progress was made during the reporting period.

The Sacramento Community Police Review Commission is in Need of a Recommendation and Follow-Up Process to Ensure the Recommendations are Documented, Presented to the City Council, and Recommendations that are	16	Determine whether to provide resources for making SCPRC recommendation responses and implementation status publicly available in a transparent and timely manner. The City Council should identify additional funding for the tracking process. Finally, the City Council should consider whether to memorialize the funding provision in resolution or	Partly Implemented	No progress was made during the reporting period.
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Vendor Audit of Wide Open Walls

Report #2022/23-01

Finding	#	Recommendation	Status	Update
Executing A Contract with the	1	Update the Grant Distribution Policy to	Partly	The City Manager's Office decided to remove the
Wrong Entity and Awarding		clarify that sponsorships should also have	Implemented	recommended provision from the draft Grant Distribution
Funding Without Written		written agreements documenting the		Policy update on the opinion that sponsorships are not
Agreements Compromised		intended use of City funds, the		grants. Instead of requiring formal written agreements,
the City's Ability to Audit		requirement for recipients to document		they are in the process of finalizing an Event Sponsorship
Wide Open Walls and David		the appropriate use of funds, and		Administrative Guide, which will require: 1) a completed
Sobon Events		expectations that such records will be		and signed Sponsorship Request Form, and 2) a purchase
		made available to assess compliance in a		order for every sponsorship.
		timely manner.		

Language Access Gap Analysis, Survey Results, and Policy Recommendations

Report #2022/23-05

Finding	#	Recommendation	Status	Update
Policy recommendations from gap analysis	1	Establish and maintain robust language access capabilities for Spanish speaking LEP residents.	Partly Implemented	During this period, the City Manager's Office hired a Language Access Coordinator and they are working on implementing the recommendations. The Language Access Policy is under meet and confer.
Policy recommendations from gap analysis	2	Evaluate whether any department programs serve a significantly higher LEP population than that of the overall City- wide population and apply more robust language services towards those programs.	Partly Implemented	During this period, the City Manager's Office hired a Language Access Coordinator and they are working on implementing the recommendations. The Language Access Policy is under meet and confer.
Policy recommendations from gap analysis	3	The City should refer to the U.S. Census and Language Link usage data from the City's 311 and 911 departments to regularly evaluate the number and proportion of LEP individuals and use this information in assessing the sufficiency of the City's language access services.	Partly Implemented	During this period, the City Manager's Office hired a Language Access Coordinator and they are working on implementing the recommendations. The Language Access Policy is under meet and confer.
Policy recommendations from gap analysis	4	Provide guidance on whether programs should perform additional outreach to LEP persons to increase the frequency of contact with LEP language groups.	Partly Implemented	During this period, the City Manager's Office hired a Language Access Coordinator and they are working on implementing the recommendations. The Language Access Policy is under meet and confer.

Policy recommendations from gap analysis	5	Provide guidance on whether programs that interact frequently with LEP individuals should provide meaningful language access services at a broader scale than departments who have infrequent encounters.	Partly Implemented	During this period, the City Manager's Office hired a Language Access Coordinator and they are working on implementing the recommendations. The Language Access Policy is under meet and confer.
Policy recommendations from gap analysis	6	Evaluate whether funding for language services is sufficient based on the volume of LEP individuals that interact with City departments or programs and the relative importance of the services they provide.	Partly Implemented	During this period, the City Manager's Office hired a Language Access Coordinator and they are working on implementing the recommendations. The Language Access Policy is under meet and confer.
Policy recommendations from gap analysis	7	Train City staff on language access procedures. This training may include the process for arranging interpreters where appropriate, the list of providers the City currently contracts with and what services they provide, and the differences between translation and interpretation services.	Partly Implemented	During this period, the City Manager's Office hired a Language Access Coordinator and they are working on implementing the recommendations. The Language Access Policy is under meet and confer.
Policy recommendations from gap analysis	8	Provide guidance and train staff on how to respond in situations where a minor or family member is asked to serve as an interpreter.	Partly Implemented	During this period, the City Manager's Office hired a Language Access Coordinator and they are working on implementing the recommendations. The Language Access Policy is under meet and confer.
Policy recommendations from gap analysis	9	Provide direction on how and when bilingual staff are used for translation services and when professional translators should be used for vital documents, website content, and for lengthy documents.	Partly Implemented	During this period, the City Manager's Office hired a Language Access Coordinator and they are working on implementing the recommendations. The Language Access Policy is under meet and confer.

Policy recommendations from gap analysis	10	We recommend the City leverage the resources and best practices on the LEP.gov website in developing the Citywide language access policy, to ensure the City's websites are accessible and that the use of machine translation is accurate.	Partly Implemented	During this period, the City Manager's Office hired a Language Access Coordinator and they are working on implementing the recommendations. The Language Access Policy is under meet and confer.
Policy recommendations from gap analysis	11	Develop guidance for City departments to identify their vital documents and determine how to provide robust language services for those documents.	Partly Implemented	During this period, the City Manager's Office hired a Language Access Coordinator and they are working on implementing the recommendations. The Language Access Policy is under meet and confer.
Policy recommendations from gap analysis	12	Train City employees on how to determine if an individual is LEP and how and when to offer language assistance.	Partly Implemented	During this period, the City Manager's Office hired a Language Access Coordinator and they are working on implementing the recommendations. The Language Access Policy is under meet and confer.
Policy recommendations from gap analysis	13	Employ additional means to proactively notify LEP individuals of the availability of language services.	Partly Implemented	During this period, the City Manager's Office hired a Language Access Coordinator and they are working on implementing the recommendations. The Language Access Policy is under meet and confer.
Policy recommendations from gap analysis	14	Develop a mechanism that allows LEP individuals to file a complaint to provide feedback about the City's language access services.	Partly Implemented	During this period, the City Manager's Office hired a Language Access Coordinator and they are working on implementing the recommendations. The Language Access Policy is under meet and confer.
Policy recommendations from gap analysis	15	Consider providing on-going funding for citywide language access marketing, so that more community members are aware of the language access services provided by the City.	Partly Implemented	During this period, the City Manager's Office hired a Language Access Coordinator and they are working on implementing the recommendations. The Language Access Policy is under meet and confer.

Policy recommendations	16	Consider appointing a citywide LEP	Partly	During this period, the City Manager's Office hired a
from gap analysis		coordinator or a working group of	Implemented	Language Access Coordinator and they are working on
		individuals from different departments to		implementing the recommendations. The Language
		regularly monitor/update the agency's		Access Policy is under meet and confer.
		response to LEP needs.		

Audit of the Sacramento Police Department's Evidence and Property Division – Sexual Assault Evidence Kits

Report #2023/24-04

Finding	#	Recommendation	Status	Update
Opportunities Exist for the Sacramento Police Department to Update Evidence Procedures Related to Sexual Assault Evidence as Recommended by Best Practices	5	Consider requiring regularly scheduled audits and identify metrics to collect and report to SPD management.	Partly Implemented	During this period, the Sacramento Police Department continued to work on an automated audit process that will produce quarterly reports to determine the status of sexual assault evidence kits as well as any anomalies. They performed an update to their records management system software during the period. They are conducting data verification checks and troubleshooting any issues. They anticipate that the automated audit process will be
				complete in the summer of 2025.

Audit of the Department of Utilities Supervisory Control and Data Acquisition (SCADA) System

Report #2023/24-08

Finding	#	Recommendation	Status	Update
Audit standards allow for the	1-8	Audit standards allow for the exclusion of	Partly	Audit standards allow for the exclusion of information
exclusion of information from		information from a publicly available or	Implemented	from a publicly available or widely distributed report in
a publicly available or widely		widely distributed report in circumstances		circumstances associated with public safety, privacy, or
distributed report in		associated with public safety, privacy, or		security concerns. Due to the critical and sensitive nature
circumstances associated		security concerns. Due to the critical and		of SCADA, this report omits details that could put SCADA
with public safety, privacy, or		sensitive nature of SCADA, this report		at risk.
security concerns. Due to the		omits details that could put SCADA at risk.		
critical and sensitive nature of				
SCADA, this report omits				
details that could put SCADA				
at risk.				