

City Auditor's Semi-Annual Recommendation Follow-Up Report: January– June 2026

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City Auditor



City of
SACRAMENTO
Office of the City Auditor
September 2026



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.

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

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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) 2026/27 Work Plan, we have prepared a report on the status of open recommendations for the six-month period ending June 2026. 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.
- Dropped – 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

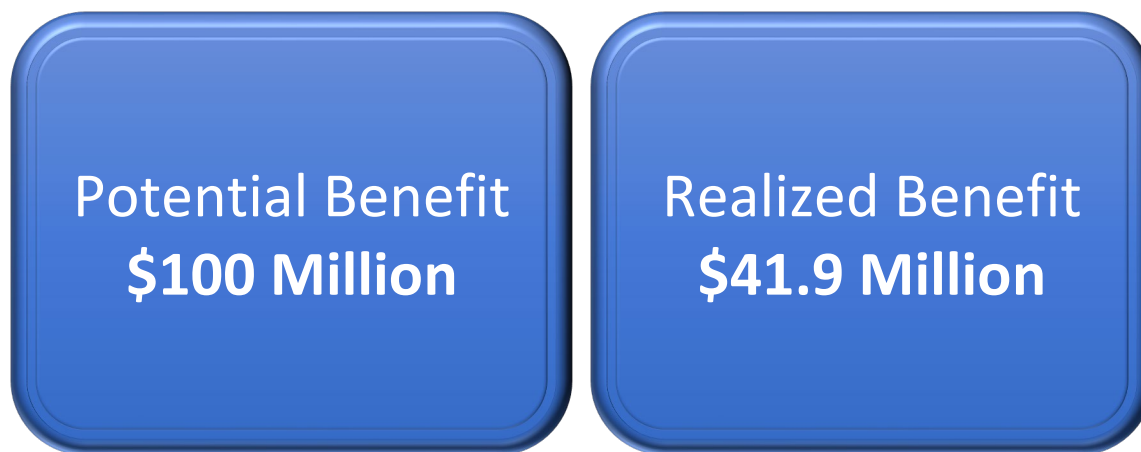
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residents' satisfaction with City services due to implementation of recommendations, or the benefits of having policies in place that reduce the City's overall risk.

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.

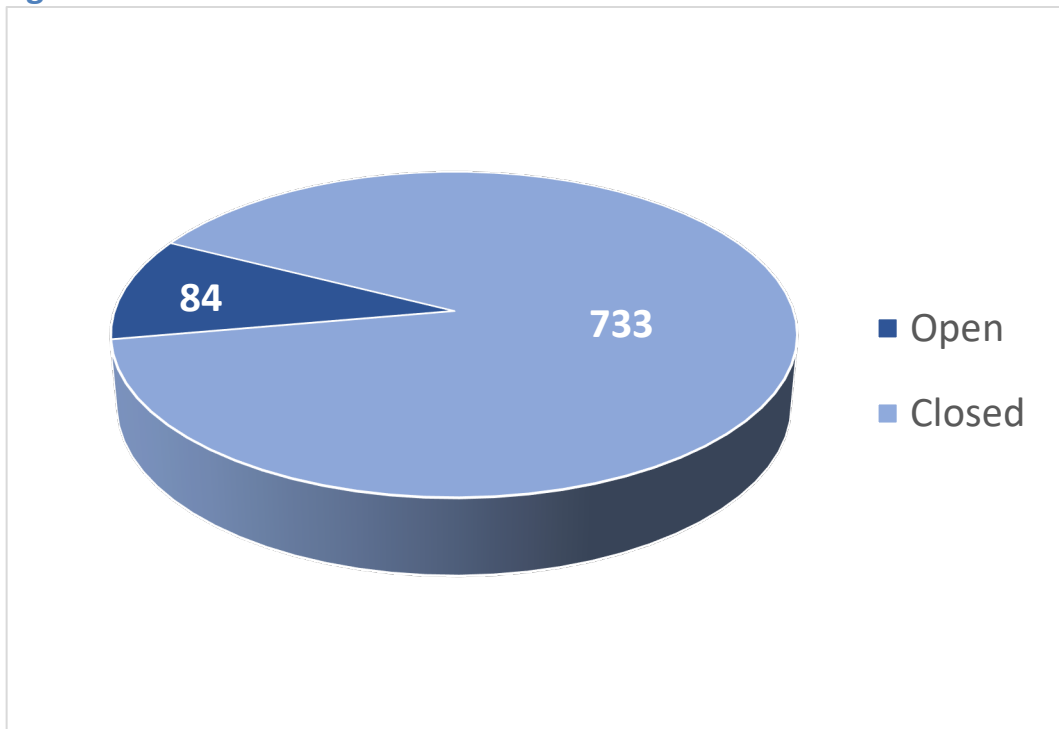
As the figure above covers various types of potential benefits and relies on decisions and agreements that may or may not be made, it does not represent an expectation that the city will necessarily save or recover the full amount identified. Some benefits are also difficult to verify after the fact. For example, the *Audit of the City's Green Efforts* identified \$282,000 in potential savings from reducing excess vehicle idling; however, avoided idling cannot be directly tracked, making these savings difficult to confirm.

Implementation Progress of Recommendations

90% of All Recommendations Have Been Closed

Since the establishment of the Office of the City Auditor in 2010, the Office has issued over 90 reports and made 817 recommendations.¹ At the end of this recommendation follow-up period, 733 (90%) of total recommendations had been closed. Figure 2 illustrates the number of recommendations open compared to the number of recommendations closed as of June 2026.

Figure 2: Recommendation Status



Source: Auditor generated.

¹ Several reports were issued near the end of this reporting period. Since follow-up on their recommendations did not occur during this period, they are not reflected in the figures presented. These reports, which account for 34 recommendations, will be included in the subsequent reporting period.

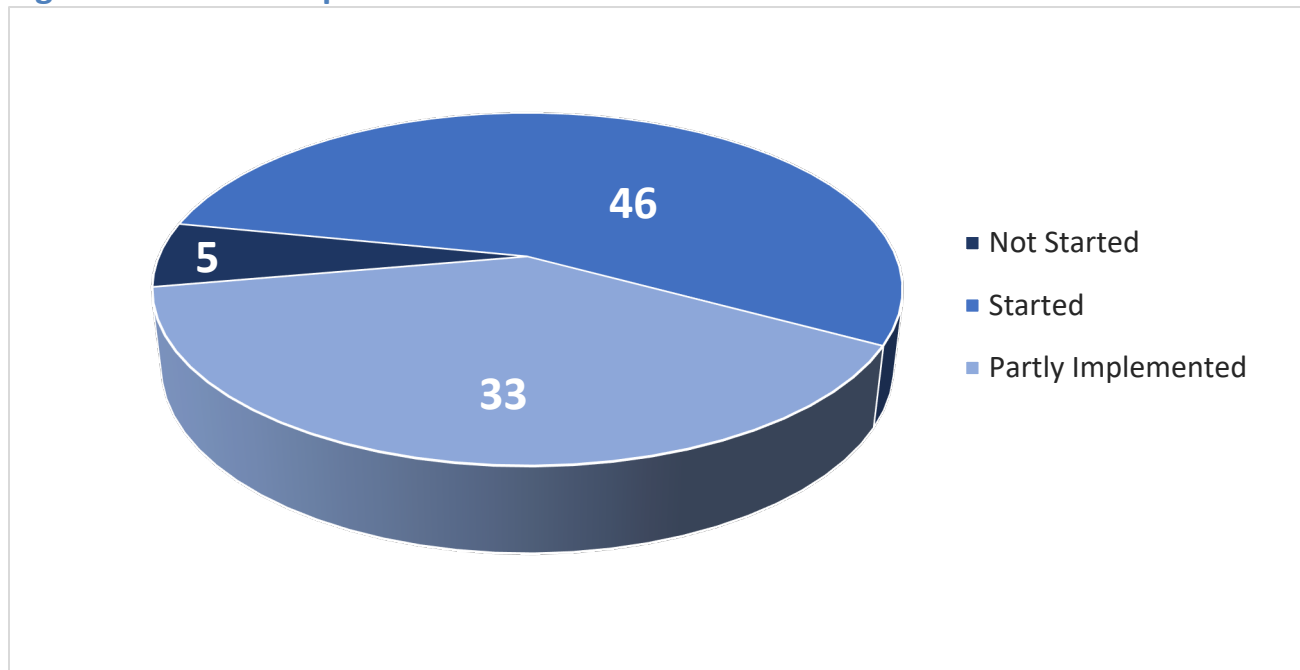
25 Recommendations Were Closed During the Reporting Period

During this reporting period, 25 recommendations were closed as implemented.

Status of Open Recommendations

Open recommendations are classified based on the responsible party's progress towards implementation. Figure 3 illustrates the progress of all open recommendations. During the reporting period, the City made notable new progress towards implementing 37 of these recommendations.

Figure 3: Status of Open Recommendations

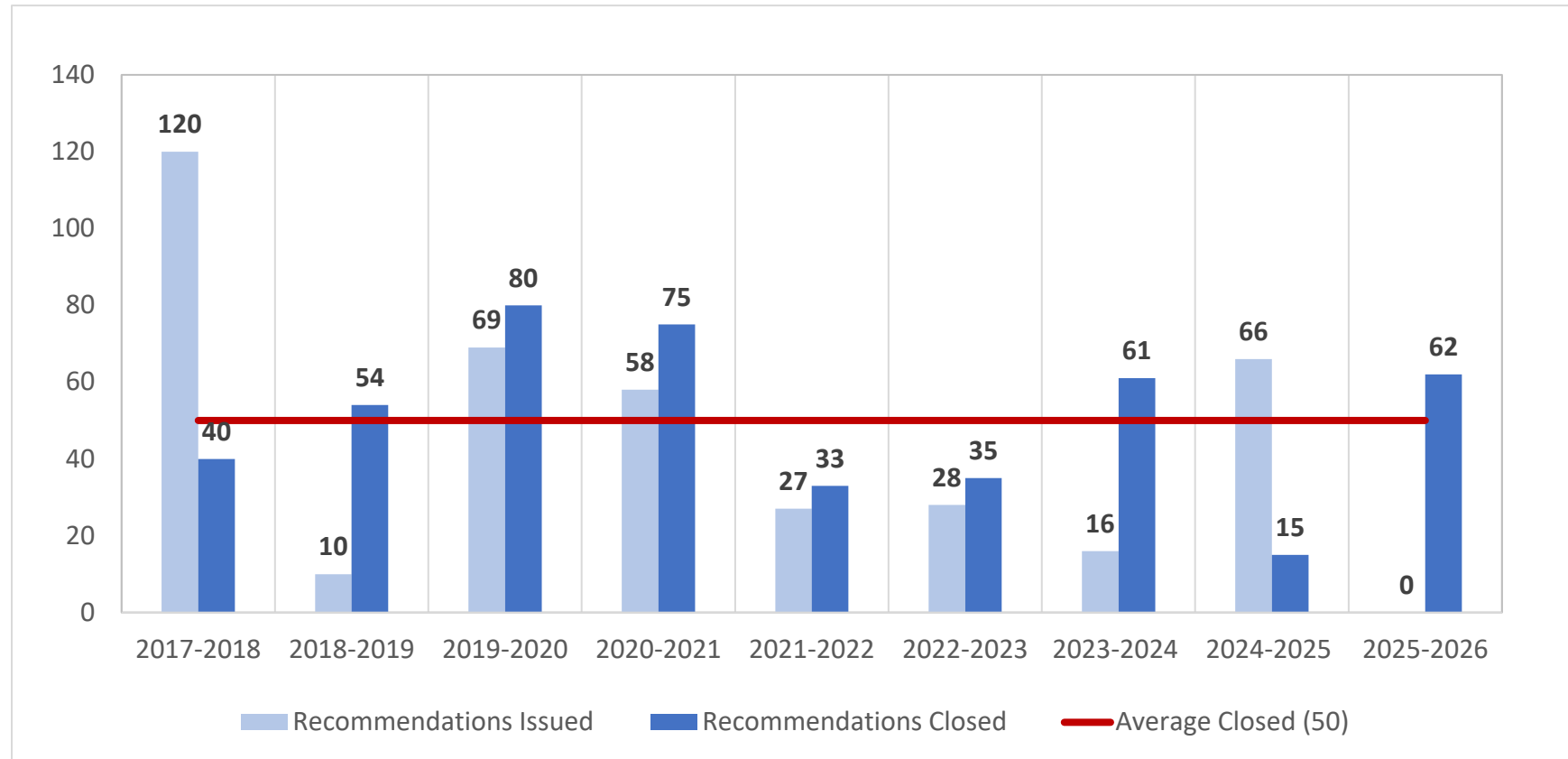


Source: Auditor generated.

The Number of Recommendations Issued and Closed Per Year

Figure 4 illustrates the number of recommendations issued and closed in the last nine fiscal years.² The average number of recommendations closed per year is 50.

Figure 4: Recommendations Issued Compared to Recommendations Closed by Fiscal Year



Source: Auditor generated.

² Several reports were issued near the end of this reporting period. Since follow-up on their recommendations did not occur during this period, they are not reflected in the figures presented. These reports, which account for 34 recommendations, will be included in the subsequent reporting period.

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 5 illustrates the outstanding recommendations by department. For context, the number of closed and total recommendations issued to each department is also listed.

Figure 5: Recommendations by Department

Department	Open	Closed	Total	% Closed
City Attorney	0	1	1	100%
City Clerk	5	3	8	38%
City Council	13	13	26	50%
City Manager	1	51	52	98%
Community Development	22	60	82	73%
Community Response	1	14	15	93%
Finance	5	96	101	95%
Fire	0	58	58	100%
Human Resources	0	110	110	100%
Information Technology	0	48	48	100%
Non-City Organization	0	33	33	100%
Office of Cannabis Management	2	26	28	93%
Police	4	26	30	87%
Public Works	10	72	82	88%
Sacramento Housing and Redevelopment Agency	0	12	12	100%
Utilities	15	97	112	87%
Youth, Parks, and Community Enrichment	6	13	19	68%
Grand Total	84	733	817	90%

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 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 Division 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 is still in the process of revising the City's Employee Transportation Policy. New language has been added to the draft policy. While this issue is on the list of issues to address during MOU negotiations, it is not anticipated to be completed during this negotiation cycle. This item will remain on the list of issues to address for future MOU negotiations. This approach may be reconsidered if additional financial resources are provided for this bargaining cycle.

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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	The Procurement Division is continuing to work with the Human Resources Department to learn how to assign training to cardholders annually. A new Citywide training and policy acknowledgement system is now in place to facilitate future progress on this recommendation.
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	The Procurement Division is continuing to work with the Human Resources Department to learn how to assign training to approving officials annually. A new Citywide training and policy acknowledgement system is now in place to facilitate future progress on this recommendation.

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.	Partly Implemented	The Payroll department has configured the Time Reporter Groups in eCAPS for all Bargaining/Representation Units except L522. The L522 Time Reporter Group will be updated when their new MOU is approved by Council, with a target date at the end of August 2026.
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 Wastewater and Drainage division met with Labor Relations in April 2026. The Department of Utilities approved Labor Relations' suggested corrections from the prior period and is working on the final version. For the Water division policy, no progress has been made during this period due to staffing shortages.

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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	The Transportation Policy remains under review by Labor Relations. During this period, additional language has been incorporated into the draft policy.

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	The Department of Utilities (DOU) is preparing the area behind building 18 to secure and control access to DOU-specific inventory. This inventory is currently located in a shared yard along with inventory from other departments. Contract awards to vendors for racking and Conex roofing are pending. Vendors will be providing structural calculations that are required to obtain a City building permit. The permit is needed to perform the asphalt removal, underground work, electrical, grading, repaving, concrete pads, and container, roof, and racking installations. Project completion is anticipated in October 2026.

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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 and advice on whether the policies need to be offered to the union for meet and confer.
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 and advice on whether the policies need to be offered to the union for meet and confer.
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 and advice on whether the policies need to be offered to the union for meet and confer.
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 and advice on whether the policies need to be offered to the union for meet and confer.
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 and advice on whether the policies need to be offered to the union for meet and confer.
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 and advice on whether the policies need to be offered to the union for meet and confer.
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 and advice on whether the policies need to be offered to the union for meet and confer.

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	3	Develop processes to ensure EBO analysis and reports are completed as required by City policy.	Started	The Procurement Division is determining what reports and audits can be run to gain compliance with the monitoring requirements of the EBO policy.

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	6	Define when it is appropriate to use the "General Info" or "Other" call categories.	Implemented	Call categorization information has been provided by the IT Manager responsible for 311. The reference guide used by 311 provides details for the appropriate use of "Other Work Order" and "General" call categories.
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	No updates were received for this recommendation in the Follow-Up period.

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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	YPCE is actively working with contractor to examine current cost recovery across all programs. The intent of the department is to have a new cost recovery goals outlined by end of the calendar year.
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	Upon completion of the citywide fee evaluation YPCE plans to create consistent fee structure that outlines cost recovery goals that aligns with core values. Mainly ensuring fees are not a barrier to entry across all program offerings, but are better aligned with industry standards in similar city demographics as Sacramento.
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	YPCE is currently in the discovery phase of cost recovery. Information of data surrounding current fees and expenditures is being collected by the contractor conducting the fee study. In September numbers will be ran by the contractor to show current cost recovery as a department and comparative data for similar fees, industry standards. YPCE will utilize this information to create cost recovery goals across all programs and strategically begin to implement necessary fee increases for various program offerings.

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	YPCE is currently in the discovery phase of cost recovery. Information of data surrounding current fees and expenditures is being collected by the contractor conducting the fee study. In September numbers will be ran by the contractor to show current cost recovery as a department and comparative data for similar fees, industry standards. YPCE will utilize this information to create a cost recovery model and begin implementing fee changes in the spring of 2027. The overall goal of the fee study is to create a cost recovery standard for the department moving forward.
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	No update was provided for this recommendation in the follow-up period.

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 Wastewater and Drainage division met with Labor Relations in April 2026. The Department of Utilities approved Labor Relations' suggested corrections from the prior period and is working on the final version. For the Water division policy, no progress has been made during this period due to staffing shortages.
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 has been made due to workload and staffing levels.
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 Wastewater and Drainage department met with Labor Relations in April 2026. The Department of Utilities approved Labor Relations' suggested corrections from the prior period and is working on the final version. For the Water division policy, no progress has been made during this period due to staffing shortages.

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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	Line-level staffing remains 27% below needed levels, with 21 dispatcher vacancies as of July 2026. Six recruits have conditional offers, showing improvement. If the trend continues, the Sacramento Police Department anticipates being able to fill the supervisor role by late 2026 or early 2027.
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.	Implemented	The Quality Assurance (QA) program has a full-time dedicated supervisor (Dispatcher III) that has fully implemented the program and has begun completing QA reviews for all dispatchers. The QA reviews are in line with industry standards and best practices.

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Audit of the Department of Utilities Vehicle Fleet

Report #2018/19-11

Finding	#	Recommendation	Status	Update
The Department of Utilities Can Realize Cost Savings Through Improved Management of Their Vehicle Fleet	8	Formalize the Fleet Engine Idling Limit Policy and post the policy on the City's Policies and Procedures webpage.	Partly Implemented	No progress was made during the period. The policy remains with the Labor Relations Division for review.
The City Can Mitigate Risk by Better Documenting and Tracking Employee Licensure, Certifications, and Insurance Information	24	Revise the City Employee's Transportation Policy and Procedures to require employees to provide proof of licensure when using pool vehicles.	Partly Implemented	No progress was made during the period. The policy remains with the Labor Relations Division for review.

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 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	No progress was made during the reporting period.

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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	No progress was made during the reporting period.
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	No progress has been made during this reporting period.

Audit of the City's Green Efforts

Report #2020/21-04

Finding	#	Recommendation	Status	Update
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.	Implemented	Staff launched the revised Staff Sustainability Training ('Sustainability 101'), which is designed to help City employees deepen their understanding of sustainability topics that directly relate to City operations, services, and daily responsibilities, on Acumen in April 2026. The Sustainability 101 training was promoted through communications to the City's Green Team and through the Public Works newsletter. Sustainability 101 resources and training links are available on the City's internal website for employees.
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.

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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.	Implemented	Staff launched the revised Staff Sustainability Training ('Sustainability 101'), which is designed to help City employees deepen their understanding of sustainability topics that directly relate to City operations, services, and daily responsibilities, on Acumen in April 2026. The Sustainability 101 training was promoted through communications to the City's Green Team and through the Public Works newsletter. Sustainability 101 resources and training links are available on the City's internal website for employees, and includes a list of documents detailing performance goals, metrics, and other information. One example is the Climate Action & Adaption Plan and its annual progress report.
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

Finding	#	Recommendation	Status	Update
Ownership of Cannabis Dispensary Operating Permits were Transferred Between Individuals and Corporate Entities as a result of Ambiguity in the City Code and an Evolving Regulatory Environment	1	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.	Partly Implemented	The Office of Cannabis Management (OCM) has not implemented changes at the code-level but has streamlined its administrative processes to allow more flexibility around ownership and management changes for all permit types except storefront dispensaries. The OCM is currently engaging with outside stakeholders to obtain data towards building a comprehensive Title 5 amendment that would address the recommendation.
The City Needs to Better Define Ownership if it Expects to Enforce City Code Restrictions on Ownership and Manage who is Truly Behind its Permitted Cannabis Related Businesses	3	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 articulates the ownership policy and goals of the City Council, that are in conformance with State law.	Partly Implemented	The Office of Cannabis Management (OCM) has not implemented changes at the code-level but has streamlined its administrative processes to allow more flexibility around ownership and management changes for all permit types except storefront dispensaries. The OCM is currently engaging with outside stakeholders to obtain data towards building a comprehensive Title 5 amendment that would address the recommendation.

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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 has been made during this 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	City management is currently evaluating staffing options to support the Police Commission.
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.	Partially Implemented	The Police Commission recommended formalizing an onboarding and ongoing training program for commissioners and has elected to oversee the training itself. The City Council received the proposed training modules with the Commission's 2026 work plan in June 2026.

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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.	Started	The Police Commission recommended formalizing an onboarding and ongoing training program for commissioners and has elected to oversee the training itself. The City Council received the proposed training modules with the Commission's 2026 work plan in June 2026.
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.	Implemented	The City has implemented a new website design for all City commissions. The updated website includes links to the Police Commission's most recent Annual Report and a dedicated email link to contact the City Clerk. It also provides access to recommendation forms submitted to the Sacramento Police Department, along with the Department's responses and the current status of each recommendation.
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.	Started	Commission members have conducted community outreach, and the 2026 Work Plan prioritizes strengthening public awareness and structured community engagement. The City Council received the Commission's 2026 work plan in June 2026.
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	The Commission's Work Plan includes evaluating the creation of a monitored Commission email inbox or digital dropbox, with rotating commissioner response support and coordination with the City Clerk.

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	The Commission's Work Plan includes evaluating the creation of a monitored Commission email inbox or digital dropbox, with rotating commissioner response support and coordination with the City Clerk.
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.	Started	City management is currently evaluating staffing options to support the Police Commission. Commission requests for information and data are reviewed by the Office of the City Attorney, which makes final determinations regarding access based on the nature and scope of each request.
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.	Started	As part of the City's update on Chapter 17 of the Council Rules of Procedure, Commission are required to prepare and submit an annual report to the P&PE Committee to include recommendations. The P&PE Committee reviews the annual reports and other recommendations, provides staff direction, may request additional information, and determines what is forwarded to the City Council.

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.	Implemented	The City has implemented a new website design for all City commissions. The updated Police Commission website includes links to the Commission's most recent Annual Report, as well as a dedicated email link for contacting the City Clerk. The website also provides access to recommendation forms submitted to the Sacramento Police Department. When a Department response has been provided, the form includes both the response and the current status of each recommendation.
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.	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 ordinance.	Implemented	The City has implemented a new website design for all City commissions. The updated Police Commission website includes links to the Commission's most recent Annual Report, as well as a dedicated email link for contacting the City Clerk. The website also provides access to recommendation forms submitted to the Sacramento Police Department. When a Department response has been provided, the form includes both the response and the current status of each recommendation.

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 exclusion of information from a publicly available or widely distributed report in circumstances associated with public safety, privacy, or security concerns. Due to the critical and sensitive nature of SCADA, this report omits details that could put SCADA at risk.	1-3	Audit standards allow for the exclusion of information from a publicly available or widely distributed report in circumstances associated with public safety, privacy, or security concerns. Due to the critical and sensitive nature of SCADA, this report omits details that could put SCADA at risk.	Partly Implemented	Audit standards allow for the exclusion of information from a publicly available or widely distributed report in circumstances associated with public safety, privacy, or security concerns. Due to the critical and sensitive nature of SCADA, this report omits details that could put SCADA at risk. During this reporting period we confirmed progress on these recommendations.

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Performance Audit of City of Sacramento's Animal Care Services Division

Report #2024/25-14

Finding	#	Recommendation	Status	Update
Accurate Reporting on Open Data Portal Could Increase Transparency and Public Trust	1	Reevaluate the Division's strategy on stray population control, including enhancing community-based spay/neuter programs and managed intake systems.	Partly Implemented	The Animal Care Services Division made a budget augmentation request for \$500,000 to address their short-term strategy on stray population control. City Council adopted the FY 26/27 budget which included \$500,000 to hold 10 clinics with the nonprofit organization Animal Balance to conduct 10 high-volume spay and neuter clinics for community-owned pets. Each clinic is anticipated to perform approximately 200 surgeries for a total of approximately 2,000 surgeries. This request was made to help meet the need for spay and neuter services for underserved community members not able to afford this vital surgery with the goal of reducing unplanned litters and thereby decreasing the number of animals being brought to the Front Street Animal Shelter. The Division is still waiting for the development of AB2010 to determine next steps in their long-term strategy.
Accurate Reporting on Open Data Portal Could Increase Transparency and Public Trust	2	Explore cost-sharing agreements with neighboring jurisdictions to distribute intake and operational costs and increase its overall capacity.	Partly Implemented	The Animal Care Services is following up with the County to see if there is opportunity for cost-sharing agreements to distribute intake and operational costs.

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Finalizing Policies and Procedures Could Improve Efficiency	3	Work with the Human Resources Department to review the minimum qualifications and pay range of each position for the purpose of determining whether qualifications can be reduced in order to attract more applicants and for determining the appropriateness of pay ranges.	Partly Implemented	The Animal Care Services Division has been working with Human Resources to review this request and hope to have a substantive update for the next reporting period.
Focus on Employee Engagement and Recruitment Strategies Could Improve Staffing Shortages and Turnover	4	Work with the Human Resources Department to review the appropriateness of the pay range for veterinarians.	Partly Implemented	The Animal Care Services Division has been working with Human Resources to review this request and hope to have a substantive update for the next reporting period.
Focus on Employee Engagement and Recruitment Strategies Could Improve Staffing Shortages and Turnover	5	Increase its efforts to publicize job opportunities, such as using online job portals, and animal care, veterinary medicine, shelter industry specific websites, forums, and organizations, and at adoption and other in-person events.	Partly Implemented	The Animal Care Services Division has posted multiple job openings to online job portals, industry specific websites, and through other organizations.

Focus on Employee Engagement and Recruitment Strategies Could Improve Staffing Shortages and Turnover	6	Focus on increasing employee engagement. Strategies for increasing engagement are discussed in Appendix A, which provides a detailed discussion of the employee engagement survey results.	Implemented	The Animal Care Services Division has made, and continues to make, a strong effort to support employee engagement. During onboarding, supervisors use a checklist to help set new employees up for success, and mentorship by peers and senior staff is encouraged to help employees prepare for their roles. The Division also creates opportunities for teamwork and promotes a sense of belonging through regular team meetings, opportunities to raise concerns (including anonymous feedback), and recognition of employee accomplishments through positive yelp reviews, success stories, and employee of the month highlights. Additionally, the division recognizes personal milestones, such as birthdays and baby showers. Employees are also encouraged to participate in mentoring opportunities, and managers make themselves available to discuss employees' professional goals and aspirations for growth, both within and outside the organization.
Focus on Employee Engagement and Recruitment Strategies Could Improve Staffing Shortages and Turnover	7	Complete and submit drafts of their various policies and procedures to the City Human Resources Department for review and approval.	Partially Implemented	The Animal Care Services Division has selected a vendor and executed a contract in June. Citygate, the chosen vendor, is being utilized to support development in Standard Operating Guidelines for a variety of operations within the Division.

Focus on Licensing Compliance Would Increase Revenue and Bolster Public Safety	8	Direct the newly hired Chief to set and monitor clear call response criteria and priorities, regularly conduct analysis of Animal Control Officer performance, and provide feedback to continually align call responses to priorities.	Implemented	The Chief Animal Control Officer has created clear call priorities and response criteria. The Division provided a list of all call types and subtypes that provides direction on which calls should be prioritized across all call categories. Additionally, the chart indicates when calls should be upgraded in priority as well as what subtypes would trigger a higher priority response. This call criteria allows officers to make decisions at a glance. The Chief Animal Control Officer has also implemented a weekly review of all officers calls. The Chief uses this report to go through each call and look for errors in the data entry, ensure consistency in standardized languages, and other quality control. The division provided an example of this report.
Focus on Licensing Compliance Would Increase Revenue and Bolster Public Safety	9	Explore staffing options for tasks related to removing dead animals from public property. These options could include volunteers, interns, or employees in positions that don't require the experience and skill set of Animal Control Officers.	Started	The Animal Care Services Division has concerns with potential liability of using volunteers to remove dead animals from public property. After consulting with the City Attorney's Office, they are still determining who would be able to give them a formal go ahead on this.
Focus on Licensing Compliance Would Increase Revenue and Bolster Public Safety	10	Work with the 311 Customer Service Center to improve the collection of information in order to reduce the number of animals that cannot be located.	Partially Implemented	The 311 team is currently reviewing proposals for an RFP they put out for implementation of a new contact center platform. The new solution will incorporate AI and eventually Agent Assist capabilities designed to support 311 agents in providing customers with more accurate, consistent, and up-to-date information. In the meantime, 311 has implemented mandatory fields that ensure agents are asking crucial information related to the location of animals. The Chief Animal Control Officer and 311 manager will be discussing whether more detailed questions would be helpful such as direction of travel or place last seen.

Focus on Licensing Compliance Would Increase Revenue and Bolster Public Safety	11	Evaluate its practices regarding households that are the subject of multiple complaints in order to determine if other approaches may more effectively reduce the number of repeat complaints.	Partially Implemented	The Animal Care Services Division has selected a vendor and executed a contract in June. Citygate, the chosen vendor, is being utilized to support development in Standard Operating Guidelines for a variety of operations, including repeat complaints to the same addresses.
Focus on Licensing Compliance Would Increase Revenue and Bolster Public Safety	12	Develop comprehensive written policies for the Animal Control Unit.	Partially Implemented	The Animal Care Services Division has selected a vendor and executed a contract in June. Citygate, the chosen vendor, is being utilized to support development in Standard Operating Guidelines for a variety of operations, including for the Animal Control Unit.
Focus on Licensing Compliance Would Increase Revenue and Bolster Public Safety	13	Develop standardized data-entry protocols to ensure consistent call responses, clear result codes, and accurate record-keeping. At a minimum, include a data dictionary for Chameleon, periodic quality checks, and staff training to promote data accuracy and reliability.	Implemented	The Animal Care Services Division has developed standardized data-entry protocols by reducing the number of call types and subtypes, making it clearer to officers when to use codes and for what reason. The Division is working with 311 to make the call subtypes consistent with Chameleon and has created a dictionary for employees inputting data. The Chief Animal Control Officer receives a weekly report of the data and reviews it weekly. Staff training is provided through the findings of these weekly reviews.
Focus on Licensing Compliance Would Increase Revenue and Bolster Public Safety	14	Determine how data is reported to the City's open data portal and correct the erroneous data currently reported to the site.	Implemented	The Animal Care Services Division has worked with IT to extract accurate data from the Animal Care Services Shelter software system. The audit team pulled data from both sources and performed spot checks which identified no inconsistencies between the datasets.

Homeless Assistance Program Would Benefit from Staffing at its Authorized Level	15	Develop a policy to periodically monitor all published data for completeness and consistency.	Partially Implemented	The Animal Care Services Division did not have sufficient funding to add this policy among those being developed by the vendor. Instead, the division established an internal quarterly monitoring procedure to ensure that the public data portals are updated as expected and that the data is accurate.
Homeless Assistance Program Would Benefit from Staffing at its Authorized Level	16	Consider adding additional veterinary staff to provide timelier spay and neuter procedures of animals in the City's legal custody and to animals in the community to reduce stray animal populations.	Started	The Animal Care Services Division has evaluated the budget and is not able to add veterinary staff. After a meeting with the Department leadership, they will evaluate their budget in future fiscal years to see if this recommendation can be implemented.
Increasing Use of Volunteer Performance Metrics Would Enhance Program Effectiveness	17	If veterinary staff are budgeted and hired, consider installing a temporary prefabricated medical building as a medium-term solution to provide sufficient space for separate shelter medicine and sterilization functions.	Started	The Animal Care Services Division has evaluated their budget and is not able to add veterinary staff. After a meeting with the Department leadership, they will evaluate their budget in future fiscal years to see if this recommendation can be implemented. Additionally, the division is looking into off-site clinics that can do high-volume spaying and neutering.
Increasing Veterinary Capacity and Reducing Delays Can Lower Shelter Population	18	Implement standardized fields related to categories and assigned urgency to examination records to allow management to better monitor and report on the Veterinary Unit's operations.	Implemented	The Animal Care Services Division has implemented standardized fields related to categories and assigned urgency to examination records. They have provided documentation that demonstrates how the assigned urgency is utilized by staff, and how standardized fields are used for medical examination records.

Increasing Veterinary Capacity and Reducing Delays Can Lower Shelter Population	20	Consult the City Attorney's Office about the possibility of fining veterinarians in known violation of the Sacramento City Code's requirements to report vaccinations.	Implemented	The Animal Care Services Division has consulted with the City Attorney's Office to determine if they have the grounds to fine veterinarians or their offices if they don't comply with requirements to report vaccinations. The Attorney's Office confirmed that the city is within their rights to fine veterinarians that don't comply with SCC 9.44.640 within 31 days of administering the rabies vaccine.
More Oversight is an Opportunity to Prioritize Limited Resources in Animal Control	21	Consider include licensing information in social media outreach and consider paid advertising to educate City residents about their legal obligation and the benefits of licensing their animals.	Implemented	The Animal Care Services Division has both considered and implemented using social media outreach and advertising to educate City residents on their legal obligation and the benefits of licensing their animals. The Division has provided examples of social media posts they've made throughout the year, and of a City Express blog posting that emphasizes the importance of licensing.
More Oversight is an Opportunity to Prioritize Limited Resources in Animal Control	22	Consider piloting the use of a City-run kiosk onsite at veterinary clinics to provide on-site licensing for their customers. A pilot program would help determine whether this is a cost-effective strategy for increasing licensing compliance.	Started	The Animal Care Services Division has continued to evaluate their staff workload and determined that they don't have the staff to monitor the kiosks.
More Oversight is an Opportunity to Prioritize Limited Resources in Animal Control	23	Consider piloting assigning staff to attend vaccination clinics in the City and immediate metro area to provide on-site licensing to the participants and advise City residents on their legal requirements. A pilot program would help determine whether this is a cost-effective strategy for increasing licensing compliance.	Started	The Animal Care Services Division has continued to pilot this program; however, the limited number of licenses sold at each clinic has not generated sufficient financial benefit to offset the associated overtime costs.

More Oversight is an Opportunity to Prioritize Limited Resources in Animal Control	24	Consider piloting a canvassing program to have staff systematically identify residents without licensed animals. A pilot program would help determine whether this is a cost-effective strategy for increasing licensing compliance.	Started	The Animal Care Services Division has continued to consider the pilot program but does not currently have sufficient staffing to implement it. Even with full staffing, the Division does not anticipate that the program would generate sufficient financial benefits to justify implementation.
More Oversight is an Opportunity to Prioritize Limited Resources in Animal Control	25	Review the Division's fee schedule, and consider eliminating fees that are not strategically appropriate, and increasing licensing fees to better align revenues with service costs and strategic goals.	Partially Implemented	The Animal Care Services Division has completed their fee study, eliminated some fees and increased license fees substantially.
More Oversight is an Opportunity to Prioritize Limited Resources in Animal Control	26	Enter into a legally enforceable contract, for example a Memorandum of Understanding, with Friends of Front Street that defines the relationship between the two organizations, identifies ownership of different liabilities related to City property, defines financial reporting requirements, limits or defines the City's fundraising role, and addresses any other compliance, financial, or statutory risks identified by the City's legal representatives.	Partially Implemented	In April 2026, the Division met with Friends of Front Street and an external facilitator to discuss the details of the MOU and review a side-by-side analysis. City staff have been working with the City Attorney's office to create the MOU. City Staff are currently reviewing the draft and anticipate having a meeting with Friends of Front Street to finalize the MOU.
Strategic Space and Population Management Could Improve Shelter Capacity Challenges	27	Add language to the City's website to indicate to the public that the donation button is directed to an external organization OR have the donation button go directly to a City-managed donation fund.	Partially Implemented	The Animal Care Services Division has changed the donate button so that the funds go directly to the Animal Care Services Donation Account and are working on providing documentation for this change.

Transparency and Accountability Could be Improved by Agreement with Partner Nonprofit	29	Update its Functional Organizational Chart to accurately reflect staff assignments to represent program staffing more transparently. For example, the Functional Organization Chart should specify employees assigned to the Homeless Outreach and Assistance Program (HOAP).	Partly Implemented	The Animal Care Services Division is evaluating its workforce structure and developing an organizational chart that accurately reflects current staffing and aligns positions and teams with the Division's operational goals.
Transparency and Accountability Could be Improved by Agreement with Partner Nonprofit	30	Develop performance measures that will allow it to evaluate whether the Homeless Outreach and Assistance Program (HOAP) is achieving its expected results.	Partially Implemented	The Homeless Assistance Outreach Program (HOAP) team held a series of three workshops this year to set goals, priorities, and Key Performance Indicators. Several of the metrics that the HOAP team tracks are shared in their annual report.
Transparency and Accountability Could be Improved by Agreement with Partner Nonprofit	31	Develop a performance metric system or reporting method that would serve as a tool so that management can better monitor performance and ensure that a cadre of volunteers continue to provide their assistance.	Started	The new Animal Shelter Manager is planning on doing more research and looking into better ways to collect data and enhance the volunteer program to meet the needs of the shelter and our community.

Audit of the Sacramento Ethics Commission

Report #2024/25-13

Finding	#	Recommendation	Status	Update
More robust internal controls over complaint procedures can help inform complaint review and discussion by the Ethics Commission.	1	Design and document a strategic plan, in consultation with the City officials, the Ethics Commission, and careholders, that clearly states the goals and objectives for the Good Governance Program. The strategic plan should identify objectives and action plans to complete the objectives. Finally, the strategic plan should provide for monitoring activity and recurring annual updates.	Started	The information provided referenced code sections that predated the audit report, and no current strategic plan for the Ethics Commission was submitted.
More robust internal controls over complaint procedures can help inform complaint review and discussion by the Ethics Commission.	2	Consider determining the training curriculum that Ethics Commissioners should be required to complete and potential remedies if training is not completed. Further, the training curriculum should be memorialized through City Council direction.	Not Started	No information was provided during the period.
More robust internal controls over complaint procedures can help inform complaint review and discussion by the Ethics Commission.	3	Consider directing staff, in consultation with the City Attorney's Office, to create a collection of information materials providing guidance on complying with laws under the purview of the Ethics Commission.	Not Started	No information was provided during the period.

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More robust internal controls over complaint procedures can help inform complaint review and discussion by the Ethics Commission.	4	Consider directing staff to evaluate the costs, structure, and process to design and implement an online submittal system staffed by the Office of the City Clerk support staff, the City Attorney's Office, or possibly a contractor, to respond to questions by individuals under compliance of the Ethics Commission seeking information on compliance with laws under the purview of the Ethics Commission.	Not Started	No information was provided during the period.
Opportunities exist for the City Council to update its Rules of Procedures related to the operations of commissions to improve consistency and effectiveness.	5	Consider evaluating the costs, structure, and process to design and implement an online ethics complaint submittal system staffed by the Office of the City Clerk support staff, the City Attorney's Office, or possibly a contractor, to receive and record ethics complaints filed for consideration by the Ethics Commission.	Implemented	The City Clerk's Office reviewed software from Navex and EthicsPoint for this recommendation.
Opportunities exist for the City Council to update its Rules of Procedures related to the operations of commissions to improve consistency and effectiveness.	6	Consider directing staff to design and provide training to the Ethics Commission on the functionality of an online ethics complaint submittal system.	Implemented	The City Clerk's Office reviewed the costs of a new system as part of recommendation 5, and found them to be cost-prohibitive. As a result, there is no online system to provide training to the Ethics Commission on. As a result, this recommendation is Dropped.
Providing greater resources for training and advice would benefit both Commissioners seeking to enforce and individuals seeking to comply with the City's ethics laws.	7	Consider establishing a more thorough process to review complaint logs prior to public issuance to ensure only appropriate information is publicly available.	Started	The City Clerk's Office stated that logs are submitted through Legistar for review by the Office of the City Attorney. No additional information on City Attorney's review process provided.

Providing greater resources for training and advice would benefit both Commissioners seeking to enforce and individuals seeking to comply with the City's ethics laws.	8	Include in the Complaint Log a more descriptive rationale for complaint dismissal based on lack of jurisdiction.	Started	The City Clerk's Office stated that more consistent and detailed complaint dismissals have been created.
Providing greater resources for training and advice would benefit both Commissioners seeking to enforce and individuals seeking to comply with the City's ethics laws.	9	Consider an update to the Council Rules of Procedure detailing the formation of the Annual Report's section entitled Projects, Priorities, and Objectives for Consideration to require an itemized staffing request for each work area the Commission selects.	Not Started	No information was provided during the period.
The City can clarify the Ethics Commission's powers and duties to review and make recommendations to the City Council pertaining to any contract with the California Fair Political Practices Commission.	10	Consult the City Attorney's Office and propose to the Personnel and Public Employees Committee a format and process for all commission recommendations. The format should direct the specific information to be required in each recommendation. The City Clerk should consider an update to the City Council Rules of Procedure to require the use of a recommendation process.	Started	The City Clerk's Office previously stated Commissions have formal process outlined in Council Rules of Procedure, however, the recommendation to propose a format and process for Commission recommendations, including specific information to be required in each recommendation, is still outstanding.
The City can establish goals and vision, objectives, action plans, or monitoring activities over the Good Governance Program to ensure the Ethics Commission and the Office of Ethics and Compliance are achieving their objectives.	11	In consultation with the City Attorney's Office and the City Council consider clarifying the Ethics Commission's powers and duties to review and make recommendations related to contracts with the Fair Political Practices Commission.	Partially Implemented	The City Clerk's Office stated that they have reviewed initiating a contract with the Fair Political Practices Commission and found it to be ineffective and cost prohibitive.

Audit of Sacramento Police Department's Military Equipment Use Policy and Inventory Practices

Report #2024/25-15

Finding	#	Recommendation	Status	Update
While SPD is compliant with AB 481, opportunities exist for City Council to engage in a formal legislative process to explicitly define additional requirements and standards for use of military equipment.	4	Consider seeking clarification from the City Council related to key metrics and definition related to AB 481 use reporting through a formal legislative process. The City Council should consider memorializing the data points in a resolution or ordinance.	Started	The 2026 Annual Military Equipment Use Report (AMEUR) is pending presentation to the Law and Legislation Committee and the City Council. The memorialization of the data points will be presented to Law and Legislation in August–September 2026, with City Council consideration expected by year's end.
While SPD is compliant with AB 481, opportunities exist for City Council to engage in a formal legislative process to explicitly define additional requirements and standards for use of military equipment.	6	Consider seeking clarification by the City Council through a formal legislative process, a discussion to determine information to be included in future military equipment use policies pertaining to AB 481 required statements of authorized uses of military equipment.	Started	The 2026 Annual Military Equipment Use Report (AMEUR) is pending presentation to the Law and Legislation Committee and the City Council. The memorialization of the data points will be presented to Law and Legislation in August–September 2026, with City Council consideration expected by year's end.
While SPD is compliant with AB 481, opportunities exist for City Council to engage in a formal legislative process to explicitly define additional requirements and standards for use of military equipment.	7	Consider seeking clarification by the City Council through a formal legislative process a discussion to determine information required to be included in future military equipment use policies or annual reports for questions related to California Government Code section 7071(d)(1)(A) through California Government Code section 7071(d)(1)(E).	Started	The 2026 Annual Military Equipment Use Report (AMEUR) is pending presentation to the Law and Legislation Committee and the City Council. The memorialization of the data points will be presented to Law and Legislation in August–September 2026, with City Council consideration expected by year's end.

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While SPD is compliant with AB 481, opportunities exist for City Council to engage in a formal legislative process to explicitly define additional requirements and standards for use of military equipment.	8	Create a department-wide policy related to military equipment specified in Assembly Bill 481 in an effort to create accountability for individuals in the department to track equipment under their control. Specifically, the SPD should create a policy requiring divisions, units, and teams to: - o Report to the IST and provide copies of documents related to invoices and purchase-card receipts for analysis and inclusion into the military equipment spreadsheet. - o Report to the IST when new equipment is received or delivered to any SPD location for analysis and inclusion into the military equipment spreadsheet. - o Report to the IST when any existing military equipment is sent for repair and received back for analysis and inclusion into the military equipment spreadsheet. - o Report to the IST when equipment is signed out of the armory or transferred between SPD divisions and units, for analysis and inclusion into the military equipment spreadsheet. - o Report to the IST when equipment is dispossessed or disposed of for memorialization in the military equipment spreadsheet.	Implemented	This recommendation was summarized and codified in the 2026 Military Equipment Use policy (GO 410.06) and is being brought forward to the City Council for approval.
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While SPD is compliant with AB 481, opportunities exist for City Council to engage in a formal legislative process to explicitly define additional requirements and standards for use of military equipment.	9	Design and provide training or require an attestation of understanding of the policy for all SPD personnel with authority to purchase military equipment specified in Assembly Bill 481, remove or sign out military equipment from the Armory, send military equipment for repair, or make P-Card equipment purchases of military equipment. Individuals responsible for completing the training or signing an attestation should also include any and all SPD personal authorized to acquire or dispose of military equipment on behalf of the department.	Implemented	This recommendation was summarized and codified in the 2026 Military Equipment Use policy (GO 410.06) and is being brought forward to the City Council for approval.
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Audit of the City's Homeless Response: City Motel Program

Report #2024/25-17

Finding	#	Recommendation	Status	Update
Opportunities Exist to More Intensely Use Case Management to Prepare Participants for Housing, Connect Them to Needed Services, and Increase the Number of Participants Served	5	Require CMP service providers to track monetary assistance provided to participants in HMIS and associate the cost with the service provided.	Implemented	The Department of Community Response (DCR) developed an invoice review guideline that outlines DCR's documentation requirements for monetary assistance. The guideline has been shared with the operator and includes instructions for logging services and tracking associated costs in HMIS. DCR and the operator have implemented the process of associating invoice costs with HMIS services.
Opportunities Exist to More Intensely Use Case Management to Prepare Participants for Housing, Connect Them to Needed Services, and Increase the Number of Participants Served	6	More clearly define the CMP's objective, create measurable goals that align with the objective, and establish performance metrics that demonstrate whether the program is successful in accomplishing its objective.	Implemented	The Department of Community Response (DCR) replaced the CMP with the Emergency Sheltering Voucher (ESV) program, which launched June 1, 2026. The ESV program's objective is to quickly stabilize unsheltered families and provide them with intensive case management that helps them identify and address barriers to improved housing conditions. The ESV Program Guidelines require that 100% of participants receive an Individualized Service Plan (ISP) in their first week of participation. All participants are required to meet weekly with their case managers and demonstrate progress toward agreed-upon goals. ESV program vouchers are limited to six months.

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Opportunities Exist to More Intensely Use Case Management to Prepare Participants for Housing, Connect Them to Needed Services, and Increase the Number of Participants Served	7	Consider designing a portion of its shelter capacity to interim housing offering extended stays, rather than traditional emergency shelter, to better support individuals and families who need longer-term stability before transitioning to permanent housing.	Partly Implemented	The Department of Community Response (DCR) has developed a new Micro-Community program as an interim housing program. Design plans for the first site have been approved by the Building Department and construction is expected to be completed by early 2027. DCR is also exploring options to use HHAP prevention funds for rental support for people who transition out of the Emergency Sheltering Voucher Program.
Opportunities Exist to More Intensely Use Case Management to Prepare Participants for Housing, Connect Them to Needed Services, and Increase the Number of Participants Served	8	Require CMP service providers to track and report the dates that participants become “doc ready” and “housing ready.”	Implemented	The new Emergency Sheltering Voucher program tracks “doc ready” and “housing ready” statuses and dates using existing service data options in HMIS.
The City Motel Program’s Design as an Emergency Shelter Limits the City’s Ability to Comprehensively Address the Full Range of Participant Needs, Contributing to Extended Stays and Reduced Turnover of Motel Rooms	11	Work with CMP service providers to engage in more intense triage efforts earlier in a participant’s stay to more promptly match participants with needed services that may be beyond what the CMP was designed to do and could increase room availability to other unsheltered families experiencing homelessness.	Implemented	The Emergency Sheltering Voucher (ESV) program Guidelines require that 100% of participants receive an Individualized Service Plan (ISP) within their first week of participation. All participants are required to meet weekly with their case managers and demonstrate progress toward agreed-upon goals. ESV program vouchers are limited to six months. The design of the ESV program has allowed case managers to focus their efforts on re-housing rather than motel property management.

The City Motel Program's Design as an Emergency Shelter Limits the City's Ability to Comprehensively Address the Full Range of Participant Needs, Contributing to Extended Stays and Reduced Turnover of Motel Rooms	12	Require CMP service providers to document barriers to exit that require more time to resolve or cannot be resolved through additional case management efforts.	Implemented	Barriers to housing are captured as part of the Housing Conversation Tool (HCT) in HMIS, and the new Emergency Sheltering Voucher (ESV) program requires this assessment to be completed. Additionally, the new ESV Program Guidelines require case managers to document barriers and all steps being taken to address those barriers as part of the Individualized Service Plan (ISP).
While the City Has Effectively Taken Steps to Review Invoices and Minimize Unauthorized Payments, Opportunities Remain to Strengthen Processes to Ensure That Invoices Include Sufficient Information to Support the Accuracy and Appropriateness of Payments	14	Require City Motel Program service providers to include the name and HMIS unique personal identifier for all invoice documents that include purchases for City Motel Program participants.	Implemented	The Department of Community Response's invoice submission and review guidelines require all service providers to include the name and HMIS unique personal identifier for all invoice documents that include purchases for program participants. Purchases that do not provide this information will be rejected from the invoice and will not be reimbursed.
While the City Has Effectively Taken Steps to Review Invoices and Minimize Unauthorized Payments, Opportunities Remain to Strengthen Processes to Ensure That Invoices Include Sufficient Information to Support the Accuracy and Appropriateness of Payments	15	Require City Motel Program service providers to submit lease agreement documents for rental assistance costs such as security deposits, utility deposits, and other financial support or incentives such as prepaid rent.	Implemented	The Department of Community Response's invoice guidelines require all service providers to submit lease agreement documents for rental assistance costs such as security deposits, utility deposits, and other financial support or incentives such as prepaid rent. Rental assistance expenses that do not provide this backup documentation will be rejected from the invoice and will not be reimbursed.