

City Auditor's Semi-Annual Recommendation Follow-Up Report: July – December 2025

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City Auditor



City of
SACRAMENTO
Office of the City Auditor
May 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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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:

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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 [at http://www.cityofsacramento.ethicspoint.com](http://www.cityofsacramento.ethicspoint.com) 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
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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) 2025/26 Work Plan, we have prepared a report on the status of open recommendations for the six-month period ending December 2025. 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

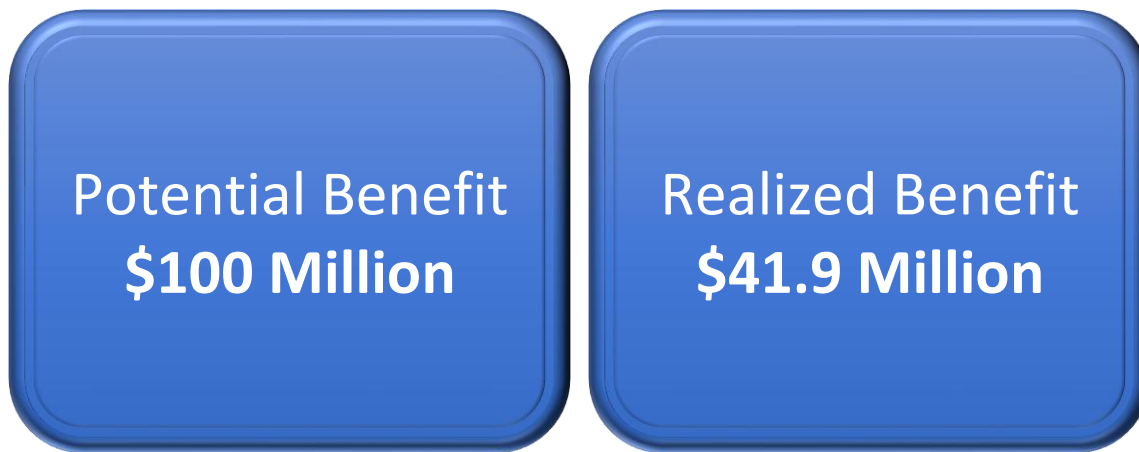
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residents' satisfaction with City services due to implementation of recommendations, or the benefits of having policies in place that reduce the City's overall risk.

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.

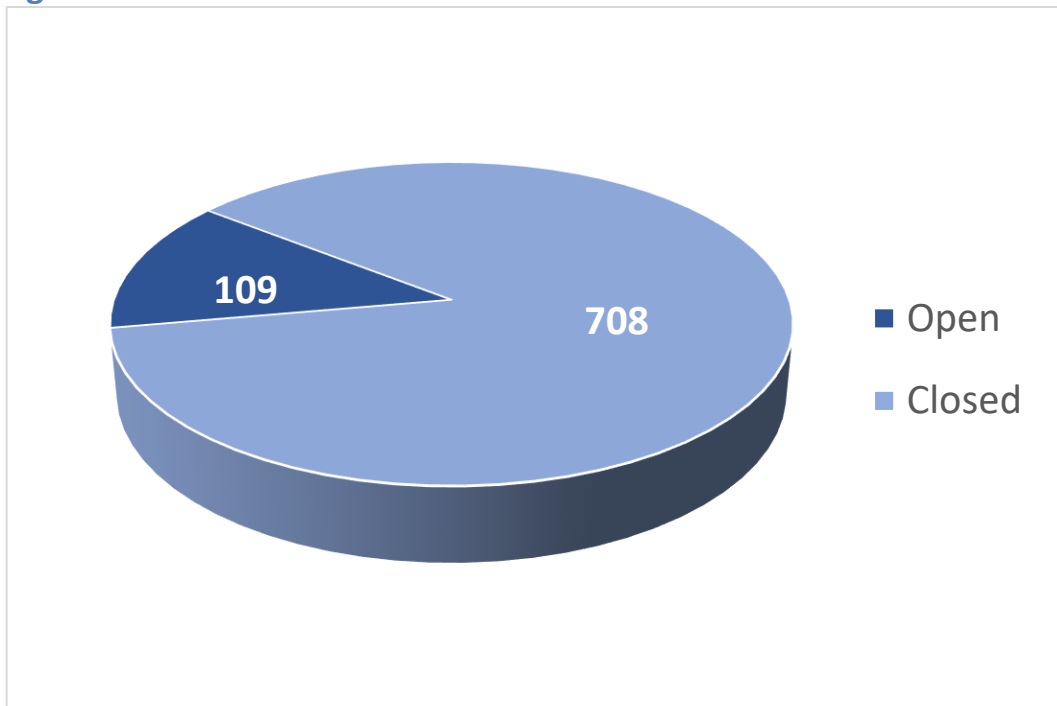
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Implementation Progress of Recommendations

87% 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. At the end of this recommendation follow-up period, 708 (87%) 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, 2025.

Figure 2: Recommendation Status



Source: Auditor generated.

37 Recommendations Were Closed During the Reporting Period

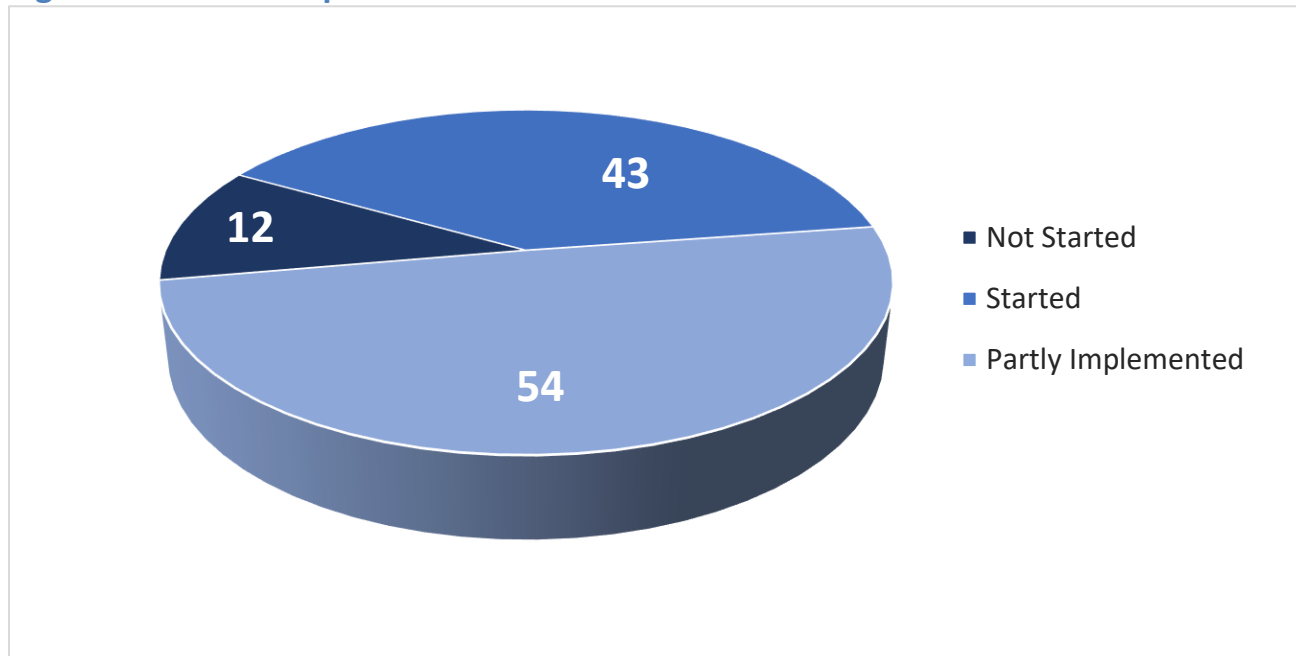
During this reporting period, 37 recommendations were closed as implemented.

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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 57 of these recommendations.

Figure 3: Status of Open Recommendations

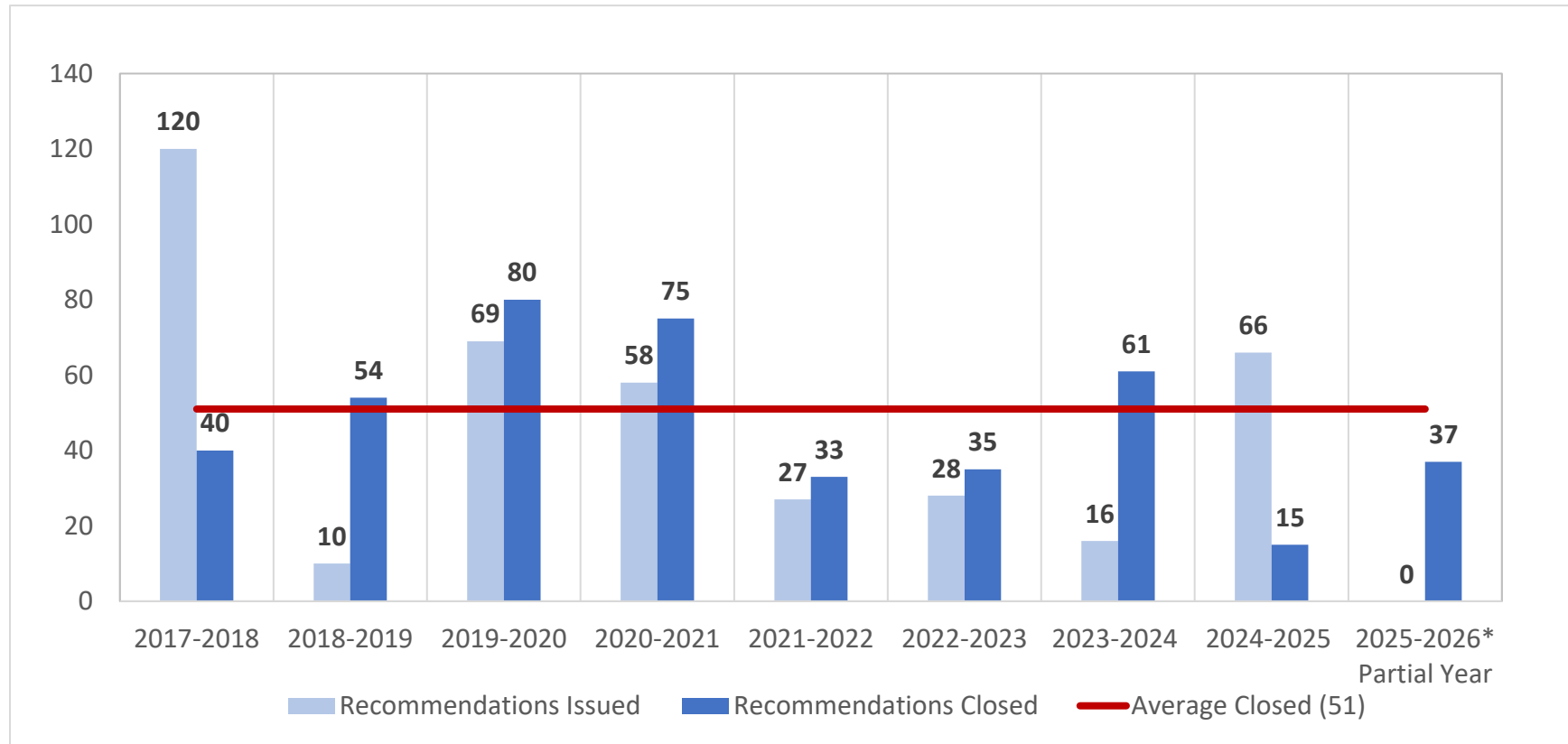


Source: Auditor generated.

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. The average number of recommendations closed per year is 51.

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



Source: Auditor generated.

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

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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	7	1	8	13%
City Council	16	10	26	38%
City Manager	1	51	52	98%
Community Development	29	53	82	65%
Community Response	8	7	15	47%
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	7	23	30	77%
Public Works	12	70	82	85%
Sacramento Housing and Redevelopment Agency	0	12	12	100%
Utilities	15	97	112	87%
Youth, Parks, and Community Enrichment	7	12	19	63%
Grand Total	109	708	817	87%

Source: Auditor generated.

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 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.

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.
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.

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 Department of Finance has identified the Time Reporting Codes (TRCs) applicable to each Bargaining Unit/Representation Unit. The next step is to configure eCAPS so that only eligible TRCs are available on employee timesheets. The implementation of Time Reporter Groups by Bargaining Unit/Representation Unit is scheduled as a priority initiative for Calendar Year 2026.

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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	No progress was made during the reporting period. The draft Inventory Policy remains with Labor Relations for review in preparation for negotiations with the unions.

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 is preparing the area behind building 18 to secure and control access to DOU inventory. This inventory is currently located in a shared yard along with inventory from other departments. Phase 1 of the project of fence removal has been completed. Phase 1 work of asphalt removal, underground work, electrical, grading, and repaving and Phase 2 work of concrete pads, container and rack installations are scheduled to be completed by August 2026. The department provided a description of installation tasks that need to be completed by August 2026 to ensure adherence to this recommendation.
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.

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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	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.

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.	Partly Implemented	After speaking with YPCE Management, we determined that any formal definitions or guidance for call categorization would likely be established within the 311 system. As a result, we are now in contact with the IT Manager responsible for 311 to better understand how call categorization is determined. Specifically, we are working to identify any existing guidance or criteria used to determine when calls are categorized as "Other Work Order" or "General." This outreach is intended to obtain additional information and documentation to support whether these categories are clearly defined and appropriately applied.

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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	9	Develop department-specific policies and procedures.	Started	<p>The department stated that they have completed the refinement and formal documentation of procedures related to hiring, onboarding, and part time employee management and tracking. This included conducting a gap analysis of existing policies, incorporating necessary updates, and developing training and reference materials to support consistent implementation. The Department also indicated that procedures have been approved, communicated to staff, and are centrally maintained.</p> <p>At the time of this review, we have not yet received the finalized written policies or procedures for verification. We will continue working with the Department to obtain this documentation and confirm implementation before closing the recommendation.</p>
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 participated in a Citywide fee study in October 2025 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 participated in a Citywide fee study in October 2025 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 participated in a Citywide fee study in October 2025 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 participated in a Citywide fee study in October 2025 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	<p>The department has indicated that they have implemented several actions to strengthen hiring practices, including establishing biweekly coordination meetings with City HR, developing formal procedures for onboarding processes, and assigning a dedicated manager to oversee hiring practices. The Department also indicated that it is working with appropriate City offices on mandated reporter training and tracking, policy updates, and coordination related to youth work permits, as well as forming a manager level workgroup with HR leadership. Procedures have reportedly been approved, communicated to staff, and centrally maintained.</p> <p>As of this review, we have not received the finalized written procedures or supporting documentation for verification. We will continue working with the Department to obtain this documentation and confirm implementation before closing the recommendation.</p>

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 made recommended edits to the Water Policies and Procedures manual and resubmitted it to Labor Relations in September 2025. The edited Wastewater and Drainage Policies and Procedures manuals were also resubmitted in October 2025. The two documents are now 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	The department received substantial edits to the draft Management of Change procedure from Labor Relations. Due to workload, department staff is still working on review and updates to the Management of Change procedure based on feedback from Labor Relations.
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 made edits to the Water Policies and Procedures manual and resubmitted it to Labor Relations in September 2025. The edited Wastewater and Drainage Policies and Procedures manuals were also resubmitted in October 2025. The documents are now with Labor Relations for review.

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	Promotion into this vacant position is pending attaining adequate staffing at the Dispatcher I/II positions to manage line level duties. Once that objective is obtained the Sacramento Police Department plans to promote to fill this position and reduce span of control for floor Dispatcher III's.

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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 formal QA program was launched in January of 2026 with the placement of a dedicated Dispatcher III. The program is currently being developed and will leverage recently adopted technology, including the Eventide audio logging and evaluating software, to enhance efficiency.
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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.
System Access and Data Quality Could Be Improved to Better Enable Management to Perform Analyses and Identify Trends	19	Review the data captured by the M5 system, determine key data fields, and implement controls to ensure these fields contain accurate and complete information.	Implemented	The Fleet Management Division has identified key fields and implemented processes to input data into the M5 system. The division submitted the 'Fleet Management Information System Data Verification' document on 2/24/2026 which outlines methods used to verify the accuracy of data and to ensure key fields are filled out.
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 reporting period. The policy is still with Labor Relations for review.

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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.
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 City's Real Estate Services Section (Real Estate) and the Accounting Division have established a process in which Real Estate provides Accounting with information on property acquisitions and disposals during the fiscal year-end. However, as of the end of the period, a formal written procedure for this process has not been developed. We will continue working with both departments to determine how this recommendation will be fully implemented.

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<p>Appropriate Management of City-Owned and Leased Real Property Is Required to Ensure Financial Statements Comply with the Government Accounting Standards Board</p>	<p>16</p>	<p>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</p>	<p>Implemented</p>	<p>The City has implemented this recommendation by collaborating with key departments including Real Estate, Facilities, Risk Management, and Treasury to identify real property tracking needs and enhance the INFOR system as a centralized platform for managing City property. Through this coordination, the City incorporated department specific data fields, improved parcel tracking (increasing records from approximately 1,200 to over 2,100), and added new functionality such as easement tracking, linking parcels, buildings, and sites, and automated notifications to improve interdepartmental communication. Additionally, the City established processes to digitize and store real property documents within the CARA system, transitioning from paper-based records to a centralized, accessible format. Although historical document scanning is ongoing, the system, processes, and interdepartmental coordination are in place and actively being used, supporting the conclusion that this recommendation has been implemented.</p>
<p>Appropriate Management of City-Owned and Leased Real Property Is Required to Ensure Financial Statements Comply with the Government Accounting Standards Board</p>	<p>17</p>	<p>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.</p>	<p>Started</p>	<p>No progress has been made during this reporting period.</p>

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.
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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.	Partly Implemented	Department staff is revising the Staff Sustainability Training on Acumen in preparation for a Citywide launch in 2026.
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.
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 Staff Sustainability Training (Sustainability 101) will educate staff on the policy documents that have established performance goals (e.g., the Climate Action & Adaptation Plan that establishes greenhouse gas reduction targets and urban canopy cover targets) and key measures that City staff are responsible for implementing to meet these performance goals.

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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.
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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	<p>The Office of Cannabis Management (OCM) continues to evaluate transfer code modifications and plans to present to both L&L and the Council in 2026, as an integral part of a comprehensive code refinement initiative.</p> <p>OCM is looking to review all of Title 5 in a comprehensive assessment later this year to address the audit recommendation.</p>
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	<p>The Office of Cannabis Management (OCM) continues to evaluate transfer code modifications and plans to present to both L&L and the Council in 2026, as an integral part of a comprehensive code refinement initiative.</p> <p>OCM is looking to review all of Title 5 in a comprehensive assessment later this year to address the audit recommendation.</p>

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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	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.	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 has been made during this reporting period.

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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.	Not 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.	5	Identify resources to provide the Sacramento Community Police Review Commission with an increased internet presence.	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.	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 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.	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 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.	10	Develop and implement policies for email use and provide training to the Sacramento Community Police Review Commissioners.	Started	No progress has been made during this reporting period.

<p>The Sacramento Community Police Review Commission Requires Resources and Investment from the City to Effectively Achieve its Objectives.</p>	<p>11</p>	<p>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.</p>	<p>Not Started</p>	<p>No progress has been made during this reporting period.</p>
<p>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.</p>	<p>14</p>	<p>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.</p>	<p>Not Started</p>	<p>No progress has been made during this reporting period.</p>
<p>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.</p>	<p>15</p>	<p>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.</p>	<p>Partly Implemented</p>	<p>No progress has been made during this reporting period.</p>

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.	Partly Implemented	No progress has been made during this reporting period.
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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.	Implemented	The Language Access Coordinator found that Spanish is the most requested language for both citywide document translations and interpretation services across all formats, including phone, virtual, and in person. The Language Access Program continues to support City meetings, events, and public hearings through interpretation services, as well as provide translation of written materials such as forms, brochures, public notices, and language assistance for individuals accessing City services.

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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.	Implemented	The Language Access Coordinator reviewed departmental language service usage for fiscal years 2021–2026 and found that the Sacramento Police Department’s 911 emergency line, Sacramento Police Department’s non-emergency line, and the 311 Service Center are the primary users of phone interpretation services. The data indicates that these departments are effectively accessing services under the current service model.
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.	Implemented	The Language Access Coordinator has systems in place to conduct an annual review of language access service usage across the City. The report incorporates data from the U.S. Census Bureau’s American Community Survey, which is analyzed annually to update information on the City’s Limited English Proficiency population and identify the top 10 languages spoken. The report also includes Language Link data from the City’s 311 and 911 departments and assesses the sufficiency of the City’s language access services.
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.	Implemented	The Language Access Coordinator has facilitated the provision of interpreters for meetings and events and coordinated document translations to better engage LEP community members. The coordinator has also supported departments in identifying which languages to include in outreach efforts. To better reach Spanish-speaking audiences, a radio public service announcement promoted the Community Ambassador position in Spanish.

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.	Implemented	<p>The Language Access Coordinator prioritized support and system improvements for departments with frequent interactions with LEP individuals. Customized call-in procedures were developed for the 911 Call Center and Police Department to streamline connections to phone interpreters, differing from the more standard approach used by other departments.</p> <p>Additionally, high-contact public counters, such as the Revenue Counter, implemented system improvements, including upgraded phones that allow three-way conferencing and the use of the DOU hotline for public interpretation access. These changes eliminated the need to pass phones between staff and the public, improving efficiency and communication.</p>
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.	Implemented	<p>The Language Access Coordinator found that current funding does not match the level of increasing demand for language access services in the City of Sacramento. Further, several departments have declined professional document translation due to the cost, indicating a need for departments to dedicate funding for language access, or, alternatively, a centralized budget for document translation and interpretation costs.</p>
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.	Implemented	<p>The Language Access Coordinator has conducted training, both virtually and in-person, with City staff in multiple offices and departments on available language access services in the City and to review procedures for requesting services.</p> <p>A Nexus site has also been created for Translation and Interpretation that centralizes procedures, resources, and provides information on the contracted vendor.</p>

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.	Implemented	The Language Access Coordinator provides guidance and trains staff on how to respond in situations when a minor or family member serves as an interpreter. It is recommended that minors not be used for interpretation due to their lack of technical vocabulary and potential stress and emotional harm from being used to interpret in sensitive or urgent situations. It is also suggested that the members of the public be offered free, confidential interpretation, and that their verbal consent be obtained if they still choose to use their family members.
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.	Implemented	The Language Access Coordinator has developed internal procedures for when bilingual staff or professional translators should be used for document translation based on length, deadline, and type of content (e.g. technical language and language that was reviewed by the City Attorney's Office). More formal guidelines for staff are in progress, as well as training for bilingual certified staff. The Language Access Coordinator is also working to clarify with Human Resources appropriate procedures for reaching out to bilingual staff to request translation and interpretation services.
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.	Implemented	The content and operations of LEP.gov were suspended and removed following the issuance of Executive Order 14224 on March 1, 2025, which designated English as the official language of the United States and rescinded the previous Executive Order 13166. In lieu of access to this federal content repository, the Language Access Coordinator has found alternative organizations to crowdsource information and that have an online database of resources, including Municipal Language Access Network (MLAN) and the National Language Access Coalition (NLAC).

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.	Implemented	Departments have access to a phone interpretation account and professional documentation translation. This has broadened the public's ability to communicate with City staff while expanding access to services and programs across more locations. In virtual and in-person presentations, the Language Access Coordinator provides examples of 'vital' documents and helps brainstorm with department staff what those would be for their particular department. Translation of vital documents has been proceeding in gradual phases based on community requests and staff input.
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.	Implemented	The Language Access Coordinator provides staff training which includes slides on how to identify if someone has LEP and how to offer language assistance.
Policy recommendations from gap analysis	13	Employ additional means to proactively notify LEP individuals of the availability of language services.	Implemented	Various means are employed to proactively notify LEP individuals of the available language services such as language access flyers that are distributed at community Events, information on the City's language access services are included in the monthly Communication Toolkit, and language access services are presented at monthly City Connect mixers where City staff and community members meet in an informal networking setting. The public can also access a webpage that has additional information about the Language Access Program.
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.	Implemented	A language access feedback form was developed to allow LEP individuals to submit complaints or provide feedback on the City's language access services. The language access feedback form is online and allows people to respond in English and Spanish. They have successfully received a response from a member of the public.

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.	Implemented	The Language Access Coordinator continues to evaluate language access services and identify funding needs to support expanded services. While funding has been requested for the Language Access Coordinator position, no dedicated funding has been allocated for marketing or ongoing program costs.
Policy recommendations from gap analysis	16	Consider appointing a citywide LEP coordinator or a working group of individuals from different departments to regularly monitor/update the agency's response to LEP needs.	Implemented	The Language Access Coordinator was appointed in February 2025 to regularly monitor/update the agency's response to LEP needs. Their responsibilities include tracking data on LEP population and budget/funding, coordinating language access services for staff, providing employee training, promoting language services to the public, and investigating and responding to complaints/feedback.

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.	Implemented	During this period, the Sacramento Police Department conducted an audit of sexual assault evidence kits stored in the Evidence and Property warehouse. The audit documented the department’s methodology, findings, conclusions, and ongoing efforts to complete testing of any outstanding sexual assault evidence kits.

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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<p>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</p>	<p>4-8</p>	<p>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.</p>	<p>Implemented</p>	<p>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 these recommendations have been implemented.</p>
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Performance Audit of City of Sacramento’s Animal Care Services Division

Report #2024/25-14

Finding	#	Recommendation	Status	Update
<p>Accurate Reporting on Open Data Portal Could Increase Transparency and Public Trust</p>	<p>1</p>	<p>Reevaluate the Division’s strategy on stray population control, including enhancing community-based spay/neuter programs and managed intake systems.</p>	<p>Partly Implemented</p>	<p>The Animal Care Services Division has started a short-term and long-term strategy for enhancing community based spay and neuter programs. Short-term, they have submitted a budget proposal request to fund 10 3-day Community Spay/ Neuter Clinics for fiscal year 26/27. Long term they have looked at several properties that would accommodate high-volume spay and neuter services to public and shelter animals. Current regulations have been a barrier towards selecting a location, but there is legislation pending that eases some of these regulations if passed. The Division would like to wait until there are updates on the legislation before implementing this strategy.</p>

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 Division has reached out to several other shelters in the area inquiring if they had the capacity to take on an additional 150 dogs per month. In a meeting with the Division leadership, it was explained that the shelter is regularly at over-capacity with about 150 to 200 dogs on a given day. Division leaders requested placement of 150 dogs a month, because that is the amount that would positively impact their day-to-day operations. According to Division leadership, none of the shelters have the capacity to take on that many. Animal Care Services Division communication with the County on the issue is ongoing.
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 worked with HR to create a Chief/ Supervisory/Lead classification as well as increasing the salary. For other positions, HR has advised that there will not be any re-classifications until after the classification and compensation study is completed.
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 worked with HR to hire a consultant to assess whether pay increases for veterinarians and a new classification of a Chief/Supervising Veterinarian is feasible. HR has engaged Labor Relations and the union to create a new lead classification to balance the work, increase pay, and retain current vets. Additionally, a new class specification detail for the Supervising Veterinarian was drafted.
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 advertised multiple times via social media. They have not advertised on industry specific sites or more broadly, because for the posted positions, they had several candidates turn in applications.

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.	Partly Implemented	The Animal Care Services Division has regular meetings with staff to discuss their concerns or provide information to support the various positions. The Community Development Department as a whole has an “Employee of the Month” program and the Animal Care Services Division has several employees who are selected throughout the year.
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.	Started	The Animal Care Services Division has submitted a request for proposal for a vendor to assist with developing policies and procedures for field staff.
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.	Partly Implemented	A Chief Animal Control Officer was hired on January 27, 2025. They have begun working with the Field Services Team on consolidating disposition types, as many of them were redundant. They have also begun identifying Call Types and Sub-Types to decrease the number of Call Types available.
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 evaluated the budget for the upcoming fiscal year and is not able to hire additional staff. After a meeting with Community Development Department leadership, they will evaluate their budget in future fiscal years to see if this recommendation can be implemented. Additionally, the Division is concerned that having volunteers, interns, or employees in positions that don't require the experience and skill set of Animal Control Officers remove dead animals from public property creates legal liability for the City.
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.	Started	The Animal Care Services Division is working with the 311 team to use AI to better assist operators and ensure that the public is receiving accurate and current information.

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.	Started	The Animal Care Services Division has responded to repeat calls and has taken a more proactive role in citing known violations for repeat offenders.
Focus on Licensing Compliance Would Increase Revenue and Bolster Public Safety	12	Develop comprehensive written policies for the Animal Control Unit.	Started	The Animal Care Services Division has submitted a request for proposal for a vendor to assist with developing policies and procedures for field staff.
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.	Started	The Animal Care Services Division has started to implement standardized data-entry protocols by reducing options in its case management system, and documenting types and subtypes in the system.
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.	Partly Implemented	The Animal Care Services Division has worked with Department of Information Technology to pull accurate data from the Division's shelter software system and is working on pulling documentation to support the change that has occurred.
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.	Not Started	The Animal Care Services Division is working on selecting a vendor to help develop their internal policies and procedures. Once this vendor is selected, they will help draft a policy related to this recommendation.
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 for the upcoming fiscal year and is not able to add veterinary staff. After a meeting with Community Development 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 the budget for the upcoming fiscal year and is not able to add veterinary staff. After a meeting with Community Development 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.	Started	The Animal Care Services Division has implemented standardized fields related to the categories and assigned urgency to examination records. They will provide documentation to demonstrate this implementation in future recommendation update reporting cycles.
Increasing Veterinary Capacity and Reducing Delays Can Lower Shelter Population	19	Consider annually engaging every veterinary practice and animal vaccination provider in the City and metro area to remind them to report all rabies vaccines to the City.	Implemented	The Animal Care Services Division has tracked veterinary practices in the City. Letters are sent out to ensure compliance.
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.	Not Started	The Animal Care Services Division will work with the Office of the City Attorney to address this recommendation.
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.	Partly Implemented	The Animal Care Services Division has posted on Facebook the importance of licensing pets in the City of Sacramento.

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 evaluated their staff workload and determined that they don't have the staff to monitor the kiosks at this time.
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 started to provide this service at their clinics but are not getting enough return revenue to offset the staffing 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 considered piloting a canvassing program, but do not have the staff at this time to implement a pilot program.
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.	Started	The Animal Care Services Division is currently participating in the City-wide fees and charges study. During a City Council meeting, Division leadership stated that, in calendar year 2025, they eliminated fees that were not being charged and increased licensing fees.

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.	Started	The Animal Care Services Division has engaged with <i>Nonprofit Strategies</i> to develop a Memorandum of Understanding (MOU) with <i>Friends of Front Street</i> . Documentation has been provided to support Stage One of the MOU development (pre-negotiation analysis) and Stage Two of the MOU Development (Side-by-Side Analysis).
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.	Partly Implemented	The Animal Care Services Division has updated the donation process so that funds are directed to the Animal Care Services Donation Account and is in the process of providing supporting documentation for this change.
Strategic Space and Population Management Could Improve Shelter Capacity Challenges	28	Provide guidance, in consultation with the City Attorney's Office, to ensure that any future equipment purchases made by the Friends on behalf of the Shelter are made in accordance with City requirements.	Implemented	The Animal Care Services Division provided email correspondence with the Procurement Department and City Attorney indicating they have no objection to <i>Friends of Front Street</i> purchasing equipment or supplies on the Division's behalf.
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 provided an updated Functional Organizational chart that reflects a separate Animal Care for Homeless Response Team (ACHR) and shows 7 positions (filled and vacant). The Division will send an updated org chart to reflect the Homeless Outreach and Assistance Program (HOAP) instead of the ACHR.

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.	Not Started	The Animal Care Services Division is still in the process of identifying performance measures for the Homeless Outreach and Assistance Program (HOAP) team.
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 Animal Care Services Division has reached out to the City's vendor about incorporating performance metrics in the volunteer management software. The vendor is unable to provide those types of metrics. The Animal Care Services Division has not yet utilized staff to begin tracking these metrics.

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 City Clerk's Office indicated that input from the City Council is needed.
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.

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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.
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.	Started	The City Clerk's Office stated they reviewed available software and cost was prohibitive.
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.	Started	The City Clerk's Office stated that the cost of an online complaint system is prohibitive in response to Recommendation 5. As a result, the City lacks an online ethics complaint submission system. An online form is available.

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.
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 stated that Commissions have a formal process for recommendations outlined in the Council Rules of Procedure.

<p>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.</p>	<p>11</p>	<p>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.</p>	<p>Started</p>	<p>The City Clerk's Office stated that the cost of contracting with FPPC was prohibitive and that the City Attorney and FPPC could not reach agreement on a contract.</p>
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Audit of Sacramento Police Department’s Military Equipment Use Policy and Inventory Practices

Report #2024/25-15

Finding	#	Recommendation	Status	Update
The City should consider adjusting the AB 481 compliance timeline to enhance public engagement and the legislative process.	1	In consultation with the City Attorney’s Office, engage community careholders and propose to the City Council an implementation timeline that allows adequate time for the SPD to hold at least one well-publicized and conveniently located community engagement meeting and provide sufficient time for the City Council to meet its needs related to approval of the Military Equipment Use policy.	Implemented	The City Council passed a resolution with an updated timeline on December 2, 2025.
The Sacramento Police Department inventory process for military equipment is decentralized and can be improved.	2	Consider seeking clarification from the City Council related to AB 481 timelines through a formal legislative process. The item should focus on providing sufficient time for the SPD to engage careholders through public hearing and allow the City Council sufficient time to engage in a robust discussion. The City Council should consider memorializing the timeline in a resolution or ordinance.	Implemented	The City Council passed a resolution with an updated timeline on December 2, 2025.

<p>The Sacramento Police Department inventory process for military equipment is decentralized and can be improved.</p>	<p>3</p>	<p>Work with careholders and the City Council, in consultation with the Office of the City Attorney, to more specifically design the data points for SPD to prospectively collect and report on as part of the AB 481 process. The definitions of each of these data points should be clear and stated in the military use policy and the annual military equipment report. These should focus on data points and definitions that SPD would provide year-to-year comparisons.</p>	<p>Implemented</p>	<p>The Sacramento Police Department (SPD) has worked closely with the community, the Sacramento Police Review Commission and the City Council to continually update and design the presented data points to meet the needs of our <i>Annual Military Equipment Use Report (AMEUR)</i>. As an example, in 2024 the council requested year over year comparisons related to our data point collection. SPD included these data comparisons in the 2025 AMEUR. Additionally, based on feedback from careholders SPD currently collects data points on geographic location, demographic data, uses of each category of equipment uses of force with military equipment, individuals the use of military equipment impacted, how the call for service was initiated, and criminal charges for involved suspects. Additionally, based on the feedback and recommendations of careholders, SPD has included year-over-year comparisons in the 2025 AMEUR.</p>
<p>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.</p>	<p>4</p>	<p>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.</p>	<p>Started</p>	<p>The Sacramento Police Department (SPD) is seeking additional feedback from the City Council. This recommendation will be proposed during the 2026 presentation to the Law and Legislation Committee. SPD stated it will be requesting a discussion to memorialize data points in a resolution or ordinance.</p> <p>The City Council recently adjusted and extended the timeline for adoption of the <i>Annual Military Equipment Use Report</i> so that there could be meaningful dialogue regarding the report.</p>

<p>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.</p>	<p>5</p>	<p>Continue to work with careholders, in consultation with the City Attorney's Office, to determine information about authorized uses and prohibited uses to be included in the annual military equipment policy and the annual military equipment use report. We believe the information should be presented to the City Council for formal discussion.</p>	<p>Implemented</p>	<p>The Sacramento Police Department's (SPD) <i>Military Equipment Use Policy</i> and <i>Use of Force Policy</i> are posted on the department website and the <i>Military Equipment Use Policy</i> is updated annually as the City Council adopts the report and policy each year. SPD regularly consults with the City Attorney's Office and monitors state/federal law to ensure the compliance of Government Code sections 7070-7075 and the Department's <i>Use of Force Policy</i>. Prior to SPD's presentations to council the City Attorney's Office reviews both the <i>Military Equipment Use Report</i> and <i>Military Equipment Use Policy</i> to ensure it is in accordance with current law. Presentations to City Council regularly include discussion points on when and how SPD can use military equipment within policy and state law.</p>
<p>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.</p>	<p>6</p>	<p>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.</p>	<p>Started</p>	<p>The Sacramento Police Department (SPD) will be seeking additional feedback from the City Council regarding this recommendation during the 2026 AB 481-related presentation to the City's Law and Legislation Committee. SPD will be requesting a discussion pertaining to AB 481's required statements of authorized uses of military equipment.</p>
<p>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.</p>	<p>7</p>	<p>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).</p>	<p>Started</p>	<p>This recommendation will be proposed during the 2026 AB 481-related presentation to the City's Law and Legislation Committee, requesting discussion to determine information required to be included in future Military Equipment Use policies and reports for questions related to Government Code sections 7071(d)(1)(A) through 7071(d)(1)(E).</p>

<p>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.</p>	<p>8</p>	<p>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:</p> <ul style="list-style-type: none"> 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. 	<p>Partly Implemented</p>	<p>This recommendation will be summarized and codified in the <i>Military Equipment Use Policy</i> (GO 410.06) update for 2026 and brought forward to the City Council for approval</p>
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<p>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.</p>	<p>9</p>	<p>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.</p>	<p>Partly Implemented</p>	<p>Informal training is held by the Inspections and Standards sergeant with units involved in military equipment acquisition and use. This informal training includes discussion regarding the procurement process, the department’s policy regarding Military Equipment Use (MEU) and the opportunity to ask questions and seek clarification. The Sacramento Police Department will be adding additional policy language into <i>Military Equipment Use Policy</i> for 2026 regarding procurement, tracking, and disposal (see previous recommendation response).</p> <p>Additionally, all department personnel are required to review and sign annually that they have reviewed the MEU report and policy on the City of Sacramento's Learning Portal, called <i>ACUMEN</i>.</p>
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Audit of the City's Homeless Response: City Motel Program

Report #2024/25-17

Finding	#	Recommendation	Status	Update
Inaccurate and Incomplete Data Entry Undermines the Reliability of Key Data Fields That Qualify Program Performance	1	Assess the City Motel Program participant responses and feedback to the survey conducted by the Office of the City Auditor and consider whether any changes or modifications to the City Motel Shelter Program Participant Guidelines and Room Cleaning Protocol are appropriate.	Implemented	The Department of Community Response (DCR) evaluates all program policies on a continuous basis. DCR and Step Up, the service provider for the City Motel Program, meet regularly to discuss the program participant and room cleaning guidelines, which often leads to changes. As an example, Step Up changed its room cleaning process in response to a Fire Marshal directive to that participant belongings could not be left in the hallways during cleaning. In addition, DCR rolled out a number of new processes in response to the requirements of AB130 for shelter inspections. DCR created a reporting tool for shelter guests to submit concerns about substandard conditions at City shelters. This was distributed to the various shelter providers, including Step Up, through email. DCR also provided instruction that every shelter must post this notice in a conspicuous location, provide a copy to all existing clients, and provide a copy to all new clients at intake. DCR is in the process of having this notice professionally translated into at least one other language.

Inaccurate and Incomplete Data Entry Undermines the Reliability of Key Data Fields That Qualify Program Performance	2	Establish data monitoring processes for DCR to ensure the accuracy of data input into HMIS by service providers under contract with the City.	Implemented	In their role as the HMIS lead agency, Sacramento Steps Forward (SSF) continues to put forth a data quality plan. The Department of Community (DCR) contractually requires Step Up to use HMIS and comply with related policies and procedures. Additionally, DCR staff reviews enrollment data quality as part of its invoice monitoring process and identified data errors are communicated to Step Up for correction. DCR staff have also contacted SSF's HMIS team to assist with creating a report that allows them to pull a list of participants along with their respective motel and motel unit to facilitate their data review.
Inaccurate and Incomplete Data Entry Undermines the Reliability of Key Data Fields That Qualify Program Performance	3	Consider establishing a protocol for DCR to notify service providers of errors in HMIS data and formalize a process for service providers to update and correct data entry errors.	Implemented	Department of Community Response (DCR) staff reviews enrollment data quality as part of their invoice monitoring process. Identified data errors are communicated to Step Up for correction and Step Up staff confirms when the correction request is complete. Additionally, DCR reviews exit data with providers as part of its monthly sheltering report process.
Inaccurate and Incomplete Data Entry Undermines the Reliability of Key Data Fields That Qualify Program Performance	4	Require CMP service providers to report back on a periodic basis how many active participants do not have recorded services in HMIS.	Implemented	The Department of Community Response (DCR) collects data from its shelter providers monthly using an online form, which populates a dashboard/spreadsheet. DCR began collecting the data on the number of clients without a service provided in July 2025 and reviews the data monthly with the service provider.
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.	Partly Implemented	DCR developed an invoice review guideline that outlines DCR's documentation requirements for monetary assistance. The requirements were communicated verbally in monthly meetings with Step Up. Step Up was also directed to log a service in HMIS when clients were issued monetary assistance. DCR has not yet 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.	Partly Implemented	DCR is sunsetting the CMP and replacing it with a new voucher-based program with clear programmatic goals and metrics, which the department expects to have launched by late spring/early summer 2026.
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	DCR has developed a new Micro Community program as an interim housing program, with a target start date of December 2026.
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."	Partly Implemented	The CMP program is being replaced with a new voucher-based program. 'Doc ready' and 'housing ready' dates will be tracked using existing service data options in HMIS.
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	9	Consider requiring in Requests for Proposals for service providers to operate homeless shelters to include housing plans outlining the specific steps individuals must take to obtain stable housing.	Implemented	Language requiring providers to develop a housing plan and specific individual service plan was included in the most recent service Request for Proposal (RFP) for youth sheltering. This language will be included in all future sheltering RFPs.

Participants Reported Satisfaction with the CMP; However, Reported Issues with Room Conditions and Inconsistent Service Delivery Indicate Operational Challenges That May Impact Overall Program Effectiveness	10	Consider including in contracts with service providers operating shelters the requirement to input in HMIS the housing plans, or any document used by the service provider to track progress and include specific milestones.	Implemented	The CMP has not had a scope change as part of its most recent amendments and will soon transition into a voucher-based program. However, this language is included in DCR's new contract template, and in a contract with another shelter service provider.
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.	Partly Implemented	More intense triage earlier in a participant's stay is part of the program design of the new voucher-based program, which also has a defined length of stay.
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.	Partly Implemented	Barriers to housing are captured as part of the Housing Conversation Tool (HCT) in HMIS and the new Emergency Stabilization Vouchers (ESV) program will require this assessment to be completed. Additionally, the new ESV program intends for case notes to capture barriers that cannot be resolved by case management.

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	13	Consider working with Step Up on Second Street to review previously submitted invoices to ensure that the City of Sacramento did not pay for unauthorized expenses.	Implemented	DCR admin staff did a comprehensive review of all CMP invoices to ensure all clients were enrolled in the program at the time of payment. The directive to complete this review was given verbally in staff meeting. This review became a standard practice for DCR to verify HMIS enrollment for housing and rental assistance payments, which is also written into DCR's invoice review guidelines.
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.	Partly Implemented	Client names are currently included in invoice documents. DCR will reinforce the requirement to submit HMIS unique IDs with invoices.
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.	Partly Implemented	DCR's invoice requirements guidelines include a lease agreement or a rental contract as required backup documentation for housing and rental assistance. While these guidelines have been drafted and shared, they have not been fully implemented. DCR will reinforce this with Step Up. DCR is also launching a process to pursue reimbursement for services under the CalAIM program. These leasing documents will also be required under CalAIM.