

2022 Procurement Operational Review

As of 4/19/2022						Update as of 6/2024	
Audit Report Received by Audit Committee	Audit Report Received by City Council	Moss Adams Observations	Moss Adams Recommendations	Did the City Agree?	Status	Completion Date/ Estimated Completion Date	
2/24/2022	4/19/2022	The City's current procurement activities are highly decentralized, leading to increased inefficiencies as departments create customized processes for common procurement practices.	Take steps towards greater centralization of procurement activities and elevate procurement to a strategic function with the installation of a Procurement Officer or Procurement Division.	Yes	Completed	5/1/23 - hired Purchasing Manager and developed Purchasing Division	
		Procurement roles and responsibilities are not clearly understood among City staff and the Council, which can hinder organizational effectiveness.	Develop a matrix outlining the roles and responsibilities for all stakeholders engaged in procurement at various levels.	Yes	Completed	2/14/24 - Purchasing Policy and Purchasing Matrix approved. 2/21/24 - CMC Ordinance 3.22 & 3.23 approved by Council 4/5/24 - Ordinance revised formally into CMC	
		The City does not provide consistent, regular training on purchasing activities to all employees engaged in purchasing activities.	A. Develop an onboarding program for staff who are responsible for procurement within the City. B. Supplement the current training catalog published by Human Resources (HR) with procurement-specific training opportunities. C. Evaluate the current training program content, audience, and frequency to maximize the impact of current training activities.	Yes	In progress	A. Est. Comp. Date - 1/1/25 B. Est. Comp. Date - 11/1/24 C. Est. Comp. Date - 11/1/24	
		The City's procurement processes often rely on a single individual to maintain continuity of operations. This places the City at an increased risk of institutional knowledge loss if those individuals are not present.	Establish and document backups for processes managed by a single individual. Conduct cross-training among employees to ensure adequate and consistent coverage of key functions and duties.	Yes	Ongoing	There is a current policy and procedure on stretch assignments for current staff to become cross-trained in other areas for growth and support. Estimated completion date 6/30/25	
		There are gaps in the City's ability to effectively manage and communicate change related to procurement within the organization.	Adopt a standardized change management process to promote communication, adoption, and accountability.	Yes	Completed	2/1/2024. The revised Purchasing Policy, new PW Purchasing Policy and City Council approval of Municipal Code improvements will standardize process and these changes were discussed with each department. In addition monthly meetings with the Purchasing Manager and department purchasing liaisons were initiated in July 2023 and continue to occur. Future trainings on conducting a solicitation and contract development are planned for citywide staff.	
		There are instances where procurement practices do not align with established policies or City values regarding inclusion and sustainability.	Standardize and communicate assistance opportunities for small businesses to meet the City's insurance requirements; where possible, update templates to modify insurance requirements for small business contracts.	Yes	Completed	8/1/23 - Guidance provided to staff for when and how insurance requirements can be modified. Recreation day vendors have unique contracts and insurance requirements. New contract templates for small businesses specifically were not developed.	
		Increased complexity within the operating environment, along with the COVID-19 pandemic, have presented the City with an opportunity to evaluate and modernize its procurement processes to suit its current operating conditions.	A. Explore and implement modern procurement processes and supporting technologies. B. Conduct robust training with all employees and establish annual refresher training for employees who are highly involved with these business processes. C. Formalize and develop procurement toolkits and comprehensive self-service guidance for all business functions. D. Establish targeted coordination meetings for employees who are highly involved in specific functions to proactively resolve issues and support continuous improvement.	Yes	In progress	A. In progress - 9/1/24 - City's Business Opportunity Website; 4/1/25 - Enterprise Resource Planning (ERP) efficiencies B. In progress - 11/1/24 C. In progress - 1/1/25 D. Completed. 7/20/23	
		The City's procurement methods and thresholds have not been updated since 2013.	A. Review and update City purchasing method guidance as appropriate. B. Assess the efficacy of the current purchasing methods and thresholds; assess opportunities to streamline processes and generate clarity.	Yes	Completed	2/14/24 - Purchasing Policy, with Purchasing Matrix, and Public Work Purchasing Policy approved. 2/21/24 - CMC Ordinance 3.22 & 3.23 approved by Council	

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2/24/2022	4/19/2022	Although procurement data, including budget data, is generally available to City staff, some users report difficulty in properly accessing and/or interpreting this data. Additionally, some procurement-related data is inconsistently named.	Consider surveying staff to determine common and essential project information and create improved self-serve options, such as report templates or user training guides. Ensure ongoing data accuracy, completeness, and consistency through developing a data management strategy and processes.	Yes (response not included the original staff report).	In progress	1/1/2025. The approved Purchasing Policy (February 2024) includes details and expectations for standardization and consistency. Beginning July 2023, the Purchasing Manager approves all PO's. A Business Analyst Report for identifying PO and invoice information was created and distributed to citywide analysts in March 2024. Ongoing efforts include revising SOP's for purchase orders, developing solicitation documents with guidance for staff, revising finance-related citywide policies (p-card, travel and gifts/gratuities) and creating and administering training for purchasing activities and contract development.	
		Many procurement processes at the City are not well documented and are subsequently performed inconsistently across City departments. Current purchasing policies and procedures are out of date, hindering a consistent employee understanding of requirements, processes, and protocols.	Develop a prioritization plan for updating or developing comprehensive, clear, and concise procurement policies and procedures.	Yes (response not included the original staff report).	Completed	6/15/24 - Purchasing Manager established plan for identifying, coordinating and communicating citywide updates to policy and procedures for procurement-related activities. Monthly purchasing meetings were established to communicate, train and implement ongoing improvements.	