

2022 Capital Program Effectiveness Study

As of 7/19/2022						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
5/23/2022	7/19/2022	The City primarily relies on the Annual CIP Budget document to guide yearly operations but has not yet developed a long-range CIP plan.	A. Develop long-range CIP plan to strategically guide capital improvement investments. B. Increase the standardization and transparency of the CIP project prioritization process.	Yes	Completed	Multi-year forecasts for the CIP plan are proposed annually. Annually, the prioritization of each project is noted, using standardized categories. (ongoing item)
		The CIP financial forecasting process is short-term and prone to yearly variability. Long-term planning and stability in the program are hindered by fluctuations in annual budget allocation and City priorities.	A. Implement a multi-year financial forecast for CIP projects to analyze CIP and budget implications for future operating years. B. Create a citywide grant strategy to fully leverage grant funding opportunities.	Yes	Completed	Multi-year forecasts for the CIP plan are proposed annually. Grant administration and management staffing is under consideration. (ongoing item)
		A Facility Condition and Use Efficiency Assessment was completed in December 2018 and identified more than \$78 million dollars of required maintenance. However, this assessment is not meeting current needs and is out of date.	Continue efforts to commission a new facility conditions assessment.	Yes	Completed	The Assessment report was updated. (12/2/2022)
		The City's CIP team is sufficiently staffed to meet the needs of its current workload. However, the team is not staffed to provide backup for key roles and relies heavily on select individuals for essential institutional knowledge.	Consider the following staffing changes: A. Pursue retaining the two limited-term project managers as full-time City employees. B. Immediately hire support for the Public Works senior management analyst. C. Establish a senior project manager position. D. Hire a grant management position to support City operations.	Yes	In progress	Senior staff was added to CIP. Other positions are being considered. However, there have been recruitment issues in finding candidates with the necessary skillsets.
		The CIP team has yet to develop updated and comprehensive policies and procedures, hindering the team's ability to execute operational activities quickly and consistently.	Inventory current policies and procedures and create a prioritized schedule for policy and procedure development.	Yes	Ongoing	Policies are under review.
		The CIP Division has strong expertise in managing procurements and contracts. However, as a result of the City's decentralized procurement model, the CIP team is experiencing similar challenges within their purchasing processes as other departments across the City.	Maintain strong collaboration with the City's Finance department to remain up to date on procurement changes resulting from the 2022 Procurement Operational Review.	Yes	Completed	The City created the Purchasing Manager position in 2023. Purchasing Manager meets with CIP team monthly and on an as-needed basis.
		The CIP Division's systems are insufficient to meet the team's need for comprehensive project and budget management.	Continue current efforts to develop a comprehensive CIP Management solution and clarify expectations for use of the current systems until the new solution is implemented.	Yes	Ongoing	The CIP system is in use and continually updated. (ongoing item)
		While the CIP Division uses a variety of tools to report project progress, staff note that there are barriers to effectively communicating program needs and trade-offs to City leadership.	A. Establish an annual CIP report detailing project progress, prior year expenditures, and CIP accomplishments to effectively communicate opportunities and challenges to stakeholders, including City leaders, internal staff, and the public. B. Correct the data accuracy issues in the community-facing dashboard to ensure public information is always current and accurate.	Yes	Ongoing	Quarterly reports are included as an attachment to the City's Q1, Mid-Year, and Q3 financial reports. Annual reports have been included as part of the CIP study session item. (ongoing item)