



PASADENA

Department of Public Works

Department of Public Works – Accountability Work Plan

January 5, 2015



Background

Department of Public Works

- Department of Public Works employees will hold ourselves accountable
- Ongoing changes, improvements, and enhancements must continue in all areas
- What we plan to do

2

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Work Plan – Goals

Department of Public Works

1. Enhance knowledge of and adherence to Purchasing rules and regulations
2. Strengthen review of operating and capital improvement program (CIP) budgets and fund performance
3. Conduct comprehensive audit of procedures for Underground Utility Program
4. Continued review of Departmental operations and support of Citywide accountability initiatives

3

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Goal 1 – Purchasing Rules

Department of Public Works

- Enhance knowledge of and adherence to Purchasing rules and regulations
 - > Signing Authorizations with reduced authority and multiple levels of approval (completed)
 - > Limit use of Special Handling Request, Check Request and Request for Exemption Forms (completed)
 - Time-sensitive emergencies
 - > FMS issue/log in and out Special Handling Request and Check Request Forms for use by Divisions based on justification provided (January 2015)

4

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Goal 1 – Purchasing Rules

Department of Public Works

- *Continued from prior slide*
 - > FMS compare forms log with Finance Department records to ensure consistency (January 2015)
 - > Provide mandatory *Purchasing 101* training to Public Works employees and repeat every 2 years (January 2015)
 - > Provide mandatory *Writing and Presenting Agenda Reports* training to Public Works employees and repeat every 2 years (February 2015)
 - > Train new employees upon hire (ongoing)

5

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Goal 1 – Purchasing Rules

Department of Public Works

- *Continued from prior slide*
 - > Develop/implement checklists for FMS Analyst review/approval of Purchasing forms (March 2015)
 - Items contained in *Purchasing Handbook*
 - Other items
 - > FMS Analysts review/approve Purchasing forms (using checklists) submitted by each Division prior to multi-level management review and report anomalies to FMS Administrator (March 2015)

6

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Goal 2 – Budget and Fund Review

Department of Public Works

- Strengthen review of operating and capital improvement program (CIP) budgets and fund performance
 - > New internal procedure for operating and CIP budgets adjustments (January 2015)
 - > Review and adjust Public Works project costs in Recommended FY 2016 Public Works CIP to reflect current construction costs and all soft costs (February 2015)
 - > Request all departments involved in CIP budget update costs (February 2015)

7

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Goal 2 – Budget and Fund Review

Department of Public Works

- *Continued from prior slide*
 - > Develop/implement checklists of what FMS Analyst to check for when reviewing for budget compliance (March 2015)
 - Operating budget expenditures and revenues
 - CIP budget expenditures
 - Operating and capital fund performance
 - > Share CIP checklist with departments involved in CIP process to ensure thorough expenditure reviews (March 2015)

8

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Goal 2 – Budget and Fund Review

Department of Public Works

- *Continued from prior slide*
 - > FMS Analysts review (using checklists) operating budget expenditures and revenues received, CIP project expenditures, and fund performance prior to multi-level management review and report anomalies to FMS Administrator (March 2015)

9

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Goal 3 – Underground Utility Program

Department of Public Works

- **Conduct comprehensive audit of procedures for Underground Utility Program**
 - > Reclassify vacant Construction and Engineering Division position to Associate Engineer to work on Program (January 2015)
 - > New procurement process for contractor to provide service laterals for customers entering into right-of-entry for City to provide lateral connection (February 2015)
 - Contract awarded via competitive bid
 - Will be used on Hill Avenue project

10

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Goal 3 – Underground Utility Program

Department of Public Works

- *Continued from prior slide*
 - > PWP has inspection responsibilities for construction of customer service laterals (February 2015)
 - > Retain professional services to prepare written desk procedures for Program for Public Works and PWP (February 2015)
 - > Consultant initiate written desk procedures (March 2015)
 - > Consultant complete written desk procedures for Program (June 2015)

11

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Goal 3 – Underground Utility Program

Department of Public Works

- *Continued from prior slide*
 - > Consultant train Department of Finance, Public Works and PWP personnel on Program based on written desk procedures (July 2015)
 - Includes background, sequence of projects, roles and responsibilities of each department, what type of Purchasing processes will be used, etc.
 - > Present Program update to Municipal Services Committee including review of desk procedures and any implementation steps for departments (August 2015)

12

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Goal 3 – Underground Utility Program

Department of Public Works

- *Continued from prior slide*
 - > Internal Auditor conduct 6-month and 1-year audits of revamped Program (December 2015 and July 2016)

13

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Goal 4 – Review Operations

Department of Public Works

- Continued review of Departmental operations and support of Citywide accountability initiatives
 - > City Hall and Hale Building space analysis (FY 2013)
 - > Fleet Operations (FY 2014)
 - > Park Maintenance (FY 2014)
 - > Urban Forest Management Plan (underway)
 - > Building Systems Operations Review (underway)
 - > Identify next operational areas to review including Construction and Engineering Division (FY 2016 and annually thereafter)

14

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Goal 4 – Review Operations

Department of Public Works

- *Continued from prior slide*
 - > Re-design CIP Monitoring Report (completed)
 - > 100% on-time completion of annual performance appraisals (completed and ongoing)
 - > Pasadena Contract Process Audit (completed)
 - > Enterprise Reporting Planning (ERP) system implementation (underway)
 - FMS Administrator and 2 Management Analysts

15

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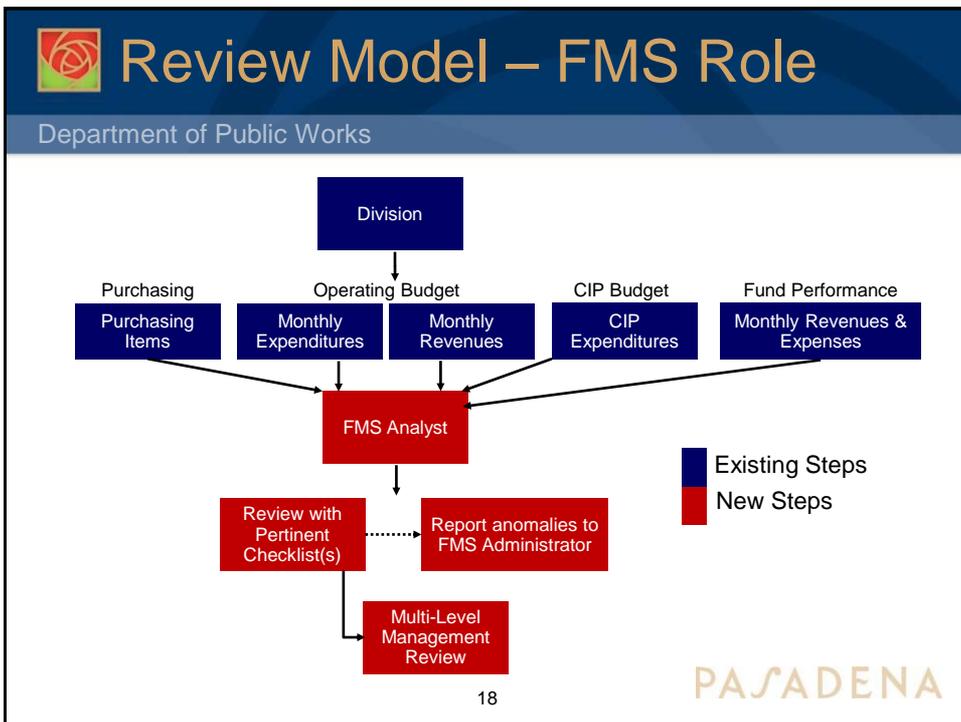
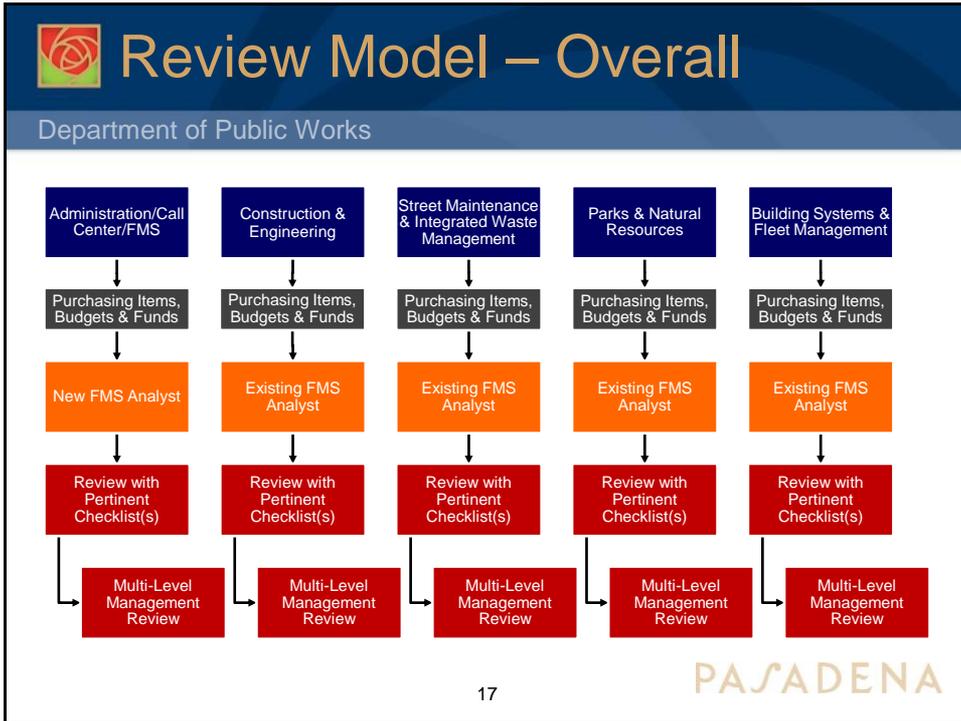
Immediate Organization Changes

Department of Public Works

- **Restructure role of Finance and Management Services (FMS) Division**
 - > Assign FMS Analysts to comprehensively review:
 - Purchasing forms prepared by each Division
 - Division operating budget expenditures and revenues
 - Capital Improvement Program budget expenditures
 - Performance of operating and capital funds
 - > Reclassify vacant Construction and Engineering Division position to Management Analyst in FMS Division (January 2015)

16

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Immediate Organization Changes

Department of Public Works

- Reinforcement of expectations with Division Managers, Section Managers and key staff
 - > Purchasing rules and regulations
 - > Operating and CIP budgets
 - > Other City policies and procedures
 - > Communicated project schedules
- Multi-level review of financial reports
 - > Director, Division and Section Managers and key staff

19

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Conclusion

Department of Public Works

- Work Plan
- Department of Public Works will be stronger
- Committed to regular follow-up & transparency

20

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