

City of Oxnard To-Do List

"Determining our Future-NOW"

Six-Month Plan Implementation Action Plan July, 2015 - December 31, 2015		RECOMMENDATION	TIMELINE	LEAD STAFF	IN PROGRESS	COMPLETE	PENDING
Budget and Financial Management	1. Restructure the budget process to provide greater oversight by the Office of the City Manager.	12/31/15	City Manager	✓			
	2. Create a monitoring process that holds department heads accountable for operating within their budget limitations.	11/15/15	Asst. City Manager	✓			
	3. Restructure the process for budget preparation to include departments in the development and ongoing monitoring of the budget.	12/31/15	Asst. City Manager	✓			
Budgetary Controls	4. Create a position control system to allow only funded positions to be filled.	10/15/15	Human Resources Director	✓			
	5. Eliminate the Vacancy Management Program.	06/15/15	Chief Financial Officer	✓			
	6. Evaluate Limited Benefit Employee positions to determine whether the positions should be made permanent, temporary or part-time.	12/15/15	Human Resources Director	✓			
City Services and Budget Process	7. Review and tighten budgetary controls and authority for departments.	10/15/15	Asst. City Manager	✓			
	8. Affirm that the City Council financial management policies are being followed or provide plans to address them.	11/7/15	Asst. City Manager	✓			
Financial Management Policies	9. Commission multi-year revenue and expenditure forecast to set the parameters for the next budget cycle.	09/15/15	Chief Financial Officer	✓			
	10. Include an explanation of whether "adequate" reserves are included in the annual budget, and an explanation of whether they conform to the "adequate" reserve policies for workers' compensation and liability programs.	12/31/15	Chief Financial Officer	✓			
Financial Health of the General Fund and Measure 0 Funds	11. Allocate workers' compensation costs as a fixed cost, rather than using payroll.	9/30/15	Chief Financial Officer	✓			
	12. Examine case law for the Carman Override tax levy, engage a retirement actuary consultant with this law and make the appropriate budgetary adjustments.	11/15/15	City Attorney	✓			
Purchasing Practices	13. Assign a senior manager in each department the responsibility of monitoring credit card use and compliance with policies.	8/15/15	Asst. City Manager	✓			
	14. Ensure the full functionality of the purchasing technology system is addressed as a component of the NexLevel review.	10/15/15	Chief Financial Officer	✓			
Purchasing Limits of Authority	15. Designate specific staff in each department to be accountable for complying with contract policies and procedures.	10/15/15	City Manager	✓			
	16. Clarify the responsibilities and role of the Contract Compliance Review Committee in writing to all senior department staff.	12/15/15	Chief Financial Officer	✓			
Contract Management	17. Reaffirm the Contract Compliance Review Committee (CCRC) role in grant review and approval and clarify the responsibilities and roles to all senior department staff.	11/15/15	Chief Financial Officer	✓			
	18. Appoint an internal control officer for the City.	11/15/15	City Manager	✓			
Internal Controls	19. Assign responsibilities in Finance and Human Resources towards fixing the deficiencies found in the RSHS report.	10/15/15	City Manager	✓			
	20. Acquire the services of an IRS specialist to assist in ensuring compliance with the law now and as future changes in compensation practices are contemplated.	10/15/15	Human Resources Director	✓			
Payroll and Human Resources Controls	21. Establish a process that ensures the directors of Human Resources and Finance attest that all proper changes are made to pay and benefit rates in conformance with employee group memoranda of understanding.	10/15/15	Chief Financial Officer	✓			
	22. Create two assistant city manager positions, one responsible for operations and one for support and cultural services.	11/15/15	City Manager	✓			
Office of the City Manager	23. Reorganize the Executive Board to consist of City Manager's Office staff of the city manager's choosing and department heads.	06/15/15	City Manager	✓			
	24. Develop an Information Technology Master Plan with a funding plan to effectuate timely replacement of information technology assets.	10/15/15	IT Director	✓			
Information Technology	25. Create a process to notify the Information Technology Division when an employee leaves Oxnard employment.	10/15/15	Human Resources Director	✓			
	26. Complete and present the Wastewater Master Plan to the Council in 2015.	12/15/15	Utilities Director	✓			
Asset Management - Wastewater	27. Reassign the responsibility for facilities management of Recreation and Performing Arts Center facilities to General Services.	11/15/15	City Manager	✓			
	28. Reclassify one vacant Human Resources Manager position to an Assistant Human Resources Director.	09/15/15	Human Resources Director	✓			
Asset Management - Facilities	29. Review the current recruitment and examination process to identify necessary resources to complete City recruitments in a timely manner.	12/15/15	Human Resources Director	✓			
	30. Fill vacant Human Resources Benefits Manager Position.	10/15/15	Human Resources Director	✓			
Human Resources Department and Programs Organizational Audit (RSHS)	31. Contract with a benefits vendor to assist in administering the benefits program.	12/15/15	Human Resources Director	✓			
	32. Conduct an audit of all benefits programs to verify compliance with applicable laws; determine operational and financial impacts of current administrative processes.	10/15/15	Human Resources Director	✓			
Human Resources Department and Programs Organizational Audit (RSHS)	33. Contract with an actuary to analyze issues related to CalPERS and Carman Override.	12/15/15	Chief Financial Officer	✓			
	34. Review the City's compliance with obligations under its existing retirement plans and under applicable law to provide a Social Security alternative to employees not eligible under the City's programs.	10/15/15	Chief Financial Officer	✓			
Human Resources Department and Programs Organizational Audit (RSHS)	35. Review the Employee Thrift Plan with the assistance of tax counsel and a benefits consultant.	10/15/15	Human Resources Director	✓			
	36. Audit the City's compliance with the Affordable Care Act and the City's original authorization, including cost implications.	12/15/15	Human Resources Director	✓			
Human Resources Department and Programs Organizational Audit (RSHS)	37. Develop a Citywide policy for controlling access to the payroll systems.	10/15/15	Chief Financial Officer	✓			
	38. Establish a standard procedure for reporting employee separation from City service and establish a position control system.	12/15/15	Human Resources Director	✓			
Human Resources Department and Programs Organizational Audit (RSHS)	39. Implement a standard practice for City Council approval of benefits.	12/15/15	Human Resources Director	✓			
	Total				18	21	

One-Year Plan Implementation Action Plan January 2016 - June 2016		RECOMMENDATION	TIMELINE	LEAD STAFF	IN PROGRESS	COMPLETE	PENDING
City Services and Budget Process	1. Develop a multi-year plan to evaluate community conditions and needs, and associated service levels to address those needs.	06/30/16	City Manager	✓			
	2. Incorporate City Council goals and priorities in the budget planning process and articulate.	4/30/16	City Manager	✓			
Financial Management Policies	3. Ensure City Council has a thorough understanding of the condition of their City and the organization's financial condition, along with areas of concern.	5/15/16	City Manager	✓			
	4. Move the Development Services Department budget into its own fund and fund operations with user fees.	4/15/16	Chief Financial Officer	✓			
Financial Management Policies	5. Prepare a comprehensive financial assessment of the Environmental Resources, Golf Fund, Performing Arts Center Fund, benefit assessment and development impact fee funds.	03/15/16	Chief Financial Officer	✓			
	6. Review golf operations to ensure the fund is adequately paying for costs associated with recycled water usage.	04/15/16	Chief Financial Officer	✓			
Financial Management Policies	7. Account for all City resources, liabilities and deferred investments in the budget.	03/15/16	Chief Financial Officer	✓			
	8. Create an annual user fee review and adoption process that revolves around Council policy direction on what fees should fully recover the cost of services.	04/15/16	Chief Financial Officer	✓			
City Services and Budget Process	9. Update internal service fund (ISF) charges annually to reflect expected operating costs.	04/15/16	Chief Financial Officer	✓			
	10. Update the Indirect Cost Allocation Plan for internal indirect cost recovery and develop a Federal A-87 compliant plan to recover indirect costs on grants.	4/15/16	Chief Financial Officer	✓			
City Services and Budget Process	11. Clarify that City Council's "Capital Improvement Program Policies Section II A5", covers all facilities and parks, in addition to utility infrastructure and improvements.	03/15/16	Chief Financial Officer	✓			
	12. Add a category with requisite policies to the Financial Management Policies entitled Asset Management.	04/15/16	Chief Financial Officer	✓			
City Services and Budget Process	13. Prepare and present an overview of the City's collection efforts for accounts receivable and the billing and collection activities in Treasury to ensure they comply with policy.	1/15/16	Chief Financial Officer	✓			
	14. Clarify procedures for capital improvement projects to require background information about the overall condition of the City's investment in infrastructure, the impacts of deferring investments and the relative need for each project-funding request.	4/30/16	Asst. City Manager	✓			
Financial Health of the General Fund and Measure 0 Funds	15. Require department staff receiving a grant to coordinate with Finance to ensure proper accounting systems are put in place to satisfy grantor requirements.	01/15/16	Chief Financial Officer	✓			
	16. Prepare an annual assessment of debt loads as part of the budget review process and include accrued leave balances in this evaluation.	2/15/16	Chief Financial Officer	✓			
Financial Health of the General Fund and Measure 0 Funds	17. Conduct a workshop on key drivers of budget deficits and trends to improve the financial health of the City.	02/15/16	Chief Financial Officer	✓			
	18. Reevaluate the reliance of the City on Measure 0 funds and develop a strategy to address short- and long-term impacts on the City's budget.	3/15/16	Chief Financial Officer	✓			
Purchasing Practices	19. Add a mid-level management position to the Finance Department to assist in addressing the recommendations in this report and to stabilize operations.	04/15/16	Chief Financial Officer	✓			
	20. Review and clarify policies for using credit cards and penalties if policies are violated.	05/15/16	Chief Financial Officer	✓			
Purchasing Practices	21. Include contract management practices as part of routine internal audits.	06/15/16	Chief Financial Officer	✓			
	22. Reinstate the safety position for the Workers' Compensation Program.	01/15/16	Human Resources Director	✓			
Treasury and Accounting	23. Develop or participate in available training programs that assist in preventing liability claims such as sexual harassment, hostile work environments, ethics, etc.	06/15/16	Human Resources Director	✓			
	24. Identify all cash handling points in the City and schedule audits on a rotating basis.	01/15/16	Chief Financial Officer	✓			
Public Information Office	25. Form an Investment Review Committee with at least one member appointed from outside the City organization.	01/15/16	City Treasurer	✓			
	26. Review all posting errors and reconciling items from past cash reconciliations to inform how the accounting for cash and investments can improve in the future.	01/15/16	Chief Financial Officer	✓			
Information Technology	27. Conduct a workload analysis of the Citywide Public Information Office functions to determine the level of support needed and opportunities to streamline the program and identify cost savings.	04/15/16	Asst. City Manager	✓			
	28. Evaluate the neighborhood support needs, service delivery options and appropriate placement of the function.	04/15/16	Asst. City Manager	✓			
Asset Management - Water	29. Create an Information Technology Director position with department head status.	01/15/16	City Manager	✓			
	30. Develop a governance structure comprised of an executive committee and a technical committee as follows: 1) City department heads that will provide advice on Citywide Information Technology priorities, and 2) department liaisons serving as a technical committee to ensure the department head priorities are implemented and coordinated.	2/1/16	IT Director	✓			
Asset Management - Storm water	31. Review water accumulated impact fees to ensure they are used consistent with state law.	01/15/16	Chief Financial Officer	✓			
	32. Complete and present the Storm water Master Plan to the Council in 2015.	01/15/16	Utilities Director	✓			
Payroll and Human Resources Controls	33. Review the accumulated impact fees for storm water and develop a plan for their timely use consistent with state law.	04/15/16	Chief Financial Officer	✓			
	34. Review the condition of the Workers' Compensation Fund and its expected operating results for this fiscal year.	01/15/16	Human Resources Director	✓			
Office of the City Manager	35. Review the performance of the Public Agency Retirement Services system on an annual basis, at minimum with involvement of Finance and Human Resources.	01/15/16	Human Resources Director	✓			
	36. Affirm the proper role for Finance/Payroll as the final "check and balance" ensuring that employees are properly compensated consistent with City Council authorization and pursuant to IRS guidelines.	01/15/16	Chief Financial Officer	✓			
Human Resources Department and Programs Organizational Audit (RSHS)	37. Create and fund a formal professional development program that defines and rewards the desired traits and behaviors of middle and senior managers.	02/15/16	City Manager	✓			
	38. Restructure the General Services and Environmental Resources Divisions into a Public Works Department.	01/15/16	Asst. City Manager	✓			
Human Resources Department and Programs Organizational Audit (RSHS)	39. Restructure the Recreation and Library Divisions into a Cultural or Community Services Department.	01/15/16	Asst. City Manager	✓			
	40. Restructure the Utilities Department by moving the Streets and General Services Division to a newly created Public Works Department.	01/15/16	Asst. City Manager	✓			
Human Resources Department and Programs Organizational Audit (RSHS)	41. Conduct a joint workshop with City Council representatives and appropriate City staff to address mutual needs, perceptions, current challenges and expectations for the future.	01/15/16	City Manager	✓			
	42. Create and conduct training for staff members who make presentations to City Council.	3/15/16	Asst. City Manager	✓			
Human Resources Department and Programs Organizational Audit (RSHS)	43. Conduct a customer service survey to improve business practices in the internal service departments.	3/15/16	City Manager	✓			
	44. Provide ethics training customized to each level of the organization (managers, supervisors, and line staff).	4/15/16	City Manager	✓			
Human Resources Department and Programs Organizational Audit (RSHS)	45. Provide training to employees on customer service best practices.	4/15/16	City Manager	✓			
	46. Create a process for engaging employees in constructive ongoing dialogue about ethics.	4/15/16	Human Resources Director	✓			
Human Resources Department and Programs Organizational Audit (RSHS)	47. Incorporate customer service training into employee performance evaluations.	3/15/16	Asst. City Manager	✓			
	48. Fund the full cost of retiree medical benefits.	01/15/16	Chief Financial Officer	✓			
Human Resources Department and Programs Organizational Audit (RSHS)	49. Review and update all personnel-related policies and procedures.	04/15/16	Human Resources Director	✓			
	50. Ensure the City is accurately reporting unemployment statistics for all classifications of employees.	01/15/16	Human Resources Director	✓			
Human Resources Department and Programs Organizational Audit (RSHS)	51. Analyze the staffing requirements for the Employee Benefits Program.	01/15/16	Human Resources Director	✓			
	52. Conduct an audit of the implementation of the Public Agency Retirement Services and a review of the City's calculation of services credit, actuarial cost requirements and future funding requirements.	04/15/16 w/ support by Chief Financial Officer	Human Resources Director	✓			
Human Resources Department and Programs Organizational Audit (RSHS)	53. Develop consistent policies and practices for compensation practices among bargaining units.	6/15/16	Human Resources Director	✓			
	54. Create an internal audit program in the City and conduct a high-level evaluation of the key internal control systems of the City.	01/15/16	Asst. City Manager	✓			
Human Resources Department and Programs Organizational Audit (RSHS)	55. Conduct an independent audit of the workers' compensation program to improve practices and identify ways for reducing costs.	04/15/16	Human Resources Director	✓			

Two-Year Plan Implementation Action Plan July, 2016 - July, 2017		RECOMMENDATION	TIMELINE	LEAD STAFF	IN PROGRESS	COMPLETE	PENDING
Financial Management Policies	1. Examine development impact fee rates now and every three to five years to ensure fee revenues cover the cost of operations.	07/15/16	Chief Financial Officer	✓			
	2. Ensure the Capital Improvement Program process and documents explicitly affirm compliance with Capital Improvement Program Policy A5.	07/15/16	Chief Financial Officer	✓			
Purchasing Practices	3. Conduct mandatory training for all department staff involved in purchasing goods and services.	07/15/16	Chief Financial Officer	✓			
	4. Review and update purchasing policies.	01/15/17	Chief Financial Officer	✓			
Purchasing Limits of Authority	5. Review purchasing activity across departments that share the same vendor and/or the same goods or services and streamline into one master contract.	07/15/16	Chief Financial Officer	✓			
	6. Prequalify vendors and develop contracts for work that must be directed from the field with short turnaround times.	07/15/16	Chief Financial Officer	✓			
Contract Management	7. Develop performance goals and measures for timely payment of invoices to vendors.	07/15/16	Chief Financial Officer	✓			
	8. Revise the change order threshold levels to a standard percent of the contract costs delegated to the city manager to 10% of the original contract or 10% but not to exceed a specified dollar amount.	01/15/17	Chief Financial Officer	✓			
Treasury and Accounting	9. Review all non-personnel-related expenditures and determine the extent these activities do not go through the purchasing control process and evaluate for risk exposure.	01/15/17	Chief Financial Officer	✓			
	10. Increase the purchasing levels of authority for the purchasing agent/city manager to \$50,000.	12/15/15	Chief Financial Officer	✓			
Office of the City Manager	11. Develop a contract management manual to detail appropriate procedures for administering and monitoring contracts.	07/15/16	Chief Financial Officer	✓			
	12. Revise the review and approval process through an electronic routing form and check sheet that is forwarded to key reviewers.	10/15/16	City Attorney	✓			
Asset Management - Fleet Services	13. Allocate resources to the treasurer to create an enforcement officer position (or contract for the service) whose responsibility is to ensure the City is getting all the revenues it is due.	07/15/16	Chief Financial Officer	✓			
	14. Document processes that lead to creation of accounts receivable from departments and all subsequent activity supporting the collection effort.	07/15/16	Chief Financial Officer	✓			
Asset Management - Information Technology	15. Audit all outstanding accounts receivable and report to the City Council annually.	01/15/17	Chief Financial Officer	✓			
	16. Create a new "Bad Debt Policy" for review and approval by the City Council.	07/15/16	Chief Financial Officer	✓			
Asset Management - Parks	17. Examine the opportunities and benefits of consolidating all or most Information Technology staff in one department after the new Information Technology Department proves itself.	07/15/16	IT Director	✓			
	18. Conduct a comprehensive fleet management review to increase efficiencies and cost savings.	12/15/17	Public Work Director	✓			
Asset Management - Streets and Alleys	19. Develop multi-year master plans for the management and replacement of fleet vehicles and information technology.	12/15/16	Public Work Director	✓			
	20. Develop a take-home vehicle policy that determines when it is in the City's best interest to allow vehicles to be taken home.	12/15/16	City Manager	✓			
Grants Management	21. Create a graduated stipend policy based on usage in lieu of issuing cell phones to minimize management of the cell phone program.	07/15/16	IT Director	✓			
	22. Develop a Facilities Master Plan, with a priority listing of rehabilitative projects and associated costs.	07/15/16	General Services Manager	✓			
Managing for Results	23. Update the Parks Master Plan and/or conduct a comprehensive workshop on progress made to date so the Council understands the current state of the park system.	07/15/16	General Services Manager	✓			
	24. Complete the Water Master Plan and report to Council in 2015.	12/15/16	Utilities Director	✓			
Managing for Results	25. Develop an updated Street Master Plan with funding strategies in 2015.	07/15/16	Public Work Director	✓			
	26. Evaluate and pursue a strategy with neighboring residences to fund rehabilitation of the alley system.	01/15/17	Utilities Director	✓			
Managing for Results	27. Review and revise the grant policy to give clear guidance on linking grants to City goals and priorities, performing a cost/benefit analysis, considering ongoing commitments after the grant has ended, and requiring recovery of overhead costs.	07/15/16	Chief Financial Officer	✓			
	28. Develop a multi-year plan to implement a system for managing by results.	10/15/16	Asst. City Manager	✓			
Managing for Results	29. Create a performance evaluation system designed to reinforce professional and ethical behaviors and to assist employees who may not understand how the new direction will help the City be successful.	01/15/17	Human Resources Director	✓			
	30. Train employees on Human Resource issues and maintain appropriate records.	07/15/16	Human Resources Director	✓			
Managing for Results	31. Provide broader access to personnel materials.	07/15/16	Human Resources Director	✓			
	32. Conduct a workload analysis of each Human Resources function to determine organizational structure and cost to rebuild the department.	12/15/16	Human Resources Director	✓			
Managing for Results	33. Review compliance with Fair Labor Standards Act and rules.	07/15/16	Human Resources Director	✓			
	34. Conduct a review of the City's classification and compensation program and determine if classifications are appropriate.	07/15/16	Human Resources Director	✓			

These lists show the 128 recommendations made in the Organizational Assessment, and the progress we have made so far. We will provide updates every 6 months to show our progress!

