OFFICE OF THE CITY AUDITOR

REPORT
Recommendation Follow-up

Administration closed 23 recommendations.

There are 13 outstanding recommendations: 11 are not yet due and 2 are overdue.

February 22, 2022

Closed Recommendations

In the period since our last report (November 10, 2021) the Administration has **closed 23 recommendations.**

Project Name	Department	Recommendation	Original Due Date	Closed Date
1. City Productivity and Performance Audit (Part 1): Management Staffing Analysis	Office of the City Manager	Rec 1 - Review supervisor responsibilities to reduce costs and layers	March 31, 2022	November 29, 2021

Management Actions:

Administration applied a permanent position and vacancy management strategy, through which 145 supervisory FTEs were reduced as part of the Council-approved 2019 -2022 budget. Additionally, the Administration is exploring solutions and technologies that will modernize the City's job classification system. The outcome is to implement a classification structure/hierarchy for all City jobs, which will attract talent, provide flexibility and fluidity to respond and adapt to the workforce.

2. City Productivity and Performance Audit (Part 2): Productivity and Performance Measures Analysis	Office of the City Manager	Rec 1- Implement a corporate process for incorporating benchmark measures into the Enterprise Performance Management framework	December 31, 2021	February 22, 2022

Management Actions:

The Administration developed corporate benchmarking guidelines and adopted targeted productivity benchmarking to support improvement of a subset of services. Administration will incorporate productivity measures and benchmarks into performance reporting for Senior Leadership, Council, and the public.

3.	Cloud Computing Audit	Financial and Corporate Services	Rec 3 - Ensure compliance with the cyber security administrative directive	September 30, 2021	December 2, 2021

Management Actions:

The Open City and Technology Branch implemented a new process to have business areas, which operate their own cloud services, perform self assessments to determine compliance with cyber security guidance.

4.	Communications and Engagement Department Audit	Communications and Engagement	Rec 6 - Identify and resolve service model exceptions	December 31, 2021	December 1, 2021

Management Actions:

Administration made a budget adjustment in December of 2021 which resulted in a shift in funding for operational positions to align with the Communication and Engagement service model.

5.	Edmonton Transit Service Revenue Management Audit	City Operations	Rec 8 - Improve safeguards for fare media	March 31, 2020	February 18, 2022

Management Actions:

The Edmonton Transit Service Branch revised the Fare Media Distribution Centre (FMDC) procedures and provided training for FMDC employees on the new procedures.

6.	Electrical Services Contract Management Audit	City Operations	Rec 3 - Use contract controls to monitor contractor performance	January 31, 2022	January 28, 2022

Management Actions:

The Parks and Roads Services Branch established key performance indicators to monitor contractor performance. These key performance indicators also allow the City to compare contractor performance and factor performance into the assignment of future work.

7.	Electrical Services Contract Management Audit	City Operations	Rec 4 - Enforce the terms and conditions of the contracts	January 31, 2022	January 28, 2022

Management Actions:

The Parks and Roads Services Branch created contract management plans for all electrical services contracts based on how each business area uses the contracts. The Branch also clearly defined the roles and responsibilities and actions of enforcing the terms and conditions of the contract.

8.	Forestry Services Audit	City Operations	Rec 2 - Document inspections and invoice approval	November 30, 2021	November 29, 2021

Management Actions:

The Parks and Roads Services Branch created an electronic inspection form with mapping technology. The Branch also used the inspection form to track maintenance activities completed by staff and contractors, including invoice approvals.

9.	Forestry Services Audit	City Operations	Rec 3 - Review tree inventory data	November 30, 2021	November 29, 2021

Management Actions:

The Parks and Roads Services Branch developed standard operating procedures for various tree activities to instruct staff on which data fields are mandatory. Staff use tablets to update tree inventory data from the field and training has been provided.

10.	Forestry Services Audit	City Operations	Rec 4 - Review equipment utilization	November 30, 2021	November 29, 2021

Management Actions:

The Parks and Roads Services Branch created reports and dashboards to track equipment utilization and planned maintenance work. The Branch uses this information to identify opportunities to optimize the use of forestry equipment.

11. Historical Resource Management Program Audit	Urban Planning and Economy	Rec 2 - Update historic resource listing	December 31, 2021	February 17, 2022

Management Actions:

The Planning and Environment Services Branch reviewed the current Historic Resource Listing, identified duplicated records, and updated the data system to ensure they are accurate. The Branch also developed an annual review process to enhance its accuracy and completeness.

12. Open Spaces Asset Transfer Audit	Integrated Infrastructure Services / Urban Planning and Economy	Rec 1 - Document inspections and deficiencies	December 31, 2021	November 10, 2021

Management Actions:

The Building Great Neighbourhoods Branch, the Development Services Branch, and the Parks and Roads Services Branch have formalized the inspection process by developing an electronic inspection form. Inspectors used the form in the 2021 construction season to record and address deficiencies.

13. Open Spaces Asset Transfer Audit	Integrated Infrastructure Services / Urban Planning and Economy	Rec 2 - Communications of inspections	March 31, 2022	November 10, 2021

Management Actions:

The Building Great Neighbourhoods Branch and the Development Services Branch have formalized a process to inform the Parks and Roads Services Branch of inspections with open space assets. It also created an electronic request form to schedule inspections and provides the Parks and Roads Services Branch with project lists and schedules prior to the construction season.

14. Open Spaces Asset Transfer Audit	Integrated Infrastructure Services / Urban Planning and Economy	Rec 3 - Formalize the process to input assets into SLIM	December 31, 2021	January 26, 2022

Management Actions:

The Building Great Neighbourhoods Branch, the Development Services Branch, and the Parks and Roads Services Branch have formalized the process to enter information for all newly accepted open space assets into SLIM. The Parks and Roads Services Branch uses the information to schedule maintenance for these open space assets.

15. Real Estate Branch Audit	Financial and Corporate Services	Rec 3 - Complete and implement the performance measurement framework	December 31, 2021	December 20, 2021

Management Actions:

The Real Estate Branch prepared a comprehensive performance measurement framework for implementation in 2022. This framework included specific goals for each service area, updated targets, and documented methodology.

16. Real Estate Branch Audit	Financial and Corporate Services	Rec 5 - Produce an annual report of land holdings	March 31, 2022	February 1, 2022

Management Actions:

The Real Estate Branch prepared a 2021 Land Holding Status Report as outlined in the 2018 Land Management Guidelines. This report provides senior management with information in performing their roles related to governance of City property.

| 17. | Snow and Ice Control Audit | City Operations | Rec 2 - Improve decision-making processes | December 31, 2021 | February 22, 2022 |

Management Actions:

The Parks and Roads Services Branch created a Snow and Ice Control Working group consisting of staff that are representative of the variety of positions. In addition, Branch management visited yards to meet with staff and promote open communications. Management identified the need to develop an Internal Communications Tactical Plan to further support decision-making processes and communication.

| 18. | Snow and Ice Control Audit | City Operations | Rec 4 - Develop performance measures that support decision-making | December 31, 2021 | December 1, 2021 |

Management Actions:

The Parks and Roads Services Branch created key performance indicator dashboards for the Snow and Ice Control Program. The indicators are aligned to corporate goals.

| 19. | Snow and Ice Control Audit | City Operations | Rec 5 - Improve benchmarking processes | December 31, 2021 | January 4, 2022 |

Management Actions:

The Parks and Roads Services Branch identified potential benchmarking measures and completed a readiness assessment for each identified measure. They also built processes and data infrastructure to support repeatable data collection for these measures as needed.

| 20. | Snow and Ice Control Audit | City Operations | Rec 6 - In-house versus contracted services cost analysis | December 31, 2021 | February 22, 2022 |

Management Actions:

The Parks and Roads Services Branch regularly compared the costs of purchasing, renting, or leasing various pieces of equipment.

| 21. | Snow and Ice Control Audit | City Operations | Rec 9 - Expand standard operating procedures to include all key activities | September 30, 2021 | November 30, 2021 |

Management Actions:

The Parks and Roads Services Branch expanded the Standard Operating Procedures to ensure they cover all key snow and ice control activities.

| 22. | Snow and Ice Control Audit | City Operations | Rec 12 - Strengthen complaint handling processes | September 30, 2021 | January 5, 2022 |

Management Actions:

The Parks and Roads Services Branch updated 311 scripts. In addition, the Branch developed a process for centralizing, recording, and handling of Councillor inquires.

| 23. | Social Development Audit | Citizen Services | Rec 3 - Improve the adequacy of the administration processes for financial contributions | December 30, 2021 | December 23, 2021 |

Management Actions:

The Social Development Branch used its Customer Relationship Management Grantor system to help centralize the management of financial contribution data. In addition, the Branch also developed an electronic form that will be used to input information from funding agreements into the system.

Overdue Recommendations

There are two overdue recommendations.

No recommendations are **more than one year overdue.**

Two recommendations are **less than one year overdue.**

Project Name	Department	Recommendation	Months Overdue	Due date
1. Forestry Services Audit	City Operations	Rec 1 - Review pruning target	**3**	November 30, 2022 **Original due date:** November 30, 2021
2. Information Technology – Disaster Recovery Planning	Financial and Corporate Services	Rec 1 - Fully implement the disaster recovery program	**2**	June 30, 2023 **Original due date:** December 31, 2021

Recommendations Not Yet Due

There are 11 recommendations that are **not yet due**.

Project Name	Department	Recommendation	Months until due	Due date
1. Electrical Services Contract Management Audit	City Operations	Rec 2 - Only pay invoices with correct rates and all required supporting documentation	**0**	February 28, 2022
2. Forestry Services Audit	City Operations	Rec 6 - Review performance measures	**3**	May 30, 2022
3. Snow and Ice Control Audit	City Operations	Rec 7 - Document service level commitments and operational arrangement	**4**	June 30, 2022
4. Reserve Fund Governance and Management Review	Financial and Corporate Services	Rec 1 - Update the governing document to promote the consistent administration and use of reserve funds	**7**	September 30, 2022
5. Snow and Ice Control Audit	City Operations	Rec 3 - Improve change management processes	**7**	September 30, 2022
6. Snow and Ice Control Audit	City Operations	Rec 10 - Improve staff oversight	**7**	September 30, 2022

7.	Forestry Services Audit	City Operations	Rec 5 - Update guiding documents	**9**	November 30, 2022
8.	Social Development Audit	Community Services	Rec 2 - Evaluate activities and outcomes	**10**	December 30, 2022
9.	Snow and Ice Control Audit	City Operations	Rec 8 - Develop cost-reduction and revenue generation opportunities	**10**	December 31, 2022
10.	Historic Resource Management Program Audit	Community Services	Rec 3 - Assess historic resources' condition	**23**	March 31, 2023
11.	Historic Resource Management Program Audit	Community Services	Rec 1 - Update guiding documents	**35**	December 31, 2024