

Recommendations List

Directed to the City Manager's Office of Richmond:

Number	Recommendation	Contingencies
10.1	Amend its Administrative Manual to clarify its policy regarding personal internet and email usage by City employees.	
10.2	Disseminate the amended sections of the Administrative Manual to all City employees and provide specific information and technological guidance on how to comply with these policies and the California Public Records Act.	

Directed to the City of Richmond Finance Department:

Number	Recommendation	Contingencies
4.3	Investigate and review the consistency of its document retention practices for both onsite and offsite storage.	
4.4	Use the additional staff capacity gained by the Port adding a Finance Manager to perform comprehensive and routine budget and financial monitoring of the Port that is in line with the Government Finance Officer's Association's best practices.	*contingent on recommendation 4.1
9.1	Provide documentation to the Port of Richmond and Richmond City Council related to the original loans to the Port and their purpose by June 30, 2024.	
9.2	Review all loans between the General Fund and other City departments and ensure all supporting documentation is maintained and sufficient to demonstrate that the liability is appropriate in compliance with state law.	

Directed to the City of Richmond Public Works Department:

Number	Recommendation	Contingencies
3.3	Develop an agreement with the Port, or an outside vendor managed by the Port, with a known billing rate and set service-level expectations for work performed, to account for the remaining work, such as road repairs, that cannot be performed by the Port's Maintenance Manager (see Recommendation 3.1).	
3.4	Develop an interim tracking and billing method, such as tracking work performed using a spreadsheet, to recoup time and materials spent on behalf of the Port.	

Directed to the Port of Richmond:

Number	Recommendation	Contingencies
1.3	Develop and present a proposed strategic plan to the City Council. This will provide the City Council with a proposed plan to review that is developed using the knowledge of its Port staff.	
1.4	Adopt a procedure to review the strategic plan with the City Council at least every five years. During the review staff should include any proposed revisions to the strategic plan to be considered and possibly adopted by the City Council at that time.	
2.1	Develop and maintain written procedures for its critical operating functions.	
2.2	Develop and document a backup plan, or succession strategy, for critical roles and responsibilities at the Port.	
3.5	Perform a comprehensive facility condition assessment of all major Port assets after a strategic plan has been adopted (see Finding 1).	
5.1	Write and implement Port-specific procedures regarding how it solicits, selects, and vets tenants for Port properties. The procedures should include appropriate retention of supporting documents such as all proposals received, the selection criteria and scoring, and all documents used to vet the accuracy of the tenant’s information.	
6.1	Write and implement a procedure to verify all reported cargo volume that affects revenue from lease agreements, wharfage fees, tariffs, or other fees that may be calculated by the volume of cargo.	
7.1	Include specific direction within their policies and procedures manual regarding inspections/monitoring of Port properties for tenant compliance with environmental clauses included in their leases as well as the San Francisco Bay Conservation and Development Commission policies (see Finding 2).	
7.2	Document staff inspections/monitoring of Port properties for environmental compliance and other tenant activities which may require a permit from the San Francisco Bay Conservation and Development Commission.	
8.1	Prioritize the process of soliciting for, and vetting, potential tenants for vacant Port properties, in line with the Port’s strategic plan (see Finding 1).	
8.2	Establish a written procedure to consider security services, surveillance systems, alarm systems, and secure fencing when properties become vacant. This is in line with the recommendations made in Finding 2 of the audit report.	

Directed to the Richmond City Council:

Number	Recommendation	Contingencies
1.1	Provide direction to the Port on its long-term strategic goals for the Port. This will better inform Port staff as they develop a proposed strategic plan.	
1.2	Formally adopt a proposed Port strategic plan developed by Port staff. This will help give Port staff clear direction.	
3.1	Appropriate funds to hire a Maintenance Manager within the Port.	
3.2	Direct the Port to consider all increased costs associated with the Maintenance Manager position and incorporate them when setting future fees, tariffs, and lease rates.	*contingent on recommendation 3.1
4.1	Appropriate funds to hire a Finance Manager, a position that was previously held at the Port until Fiscal Year 2014–15.	
4.2	Direct the Port to consider all increased costs associated with the Finance Manager position and incorporate them when setting future fees, tariffs, and lease rates.	*contingent on recommendation 4.1
5.2	Determine the nature of the Surplus Property Authority and, as recommended in the 2011 audit of the Port, either disclose more information about it or dissolve it if no information exists.	
6.2	Appropriate funds and approve the positions recommended in Finding 3 and Finding 4 to help ensure that Port staff have the capacity to carry out verification activities.	
9.3	If they have not received documentation of the original loans to the Port and their purpose by June 30, 2024, restate and eliminate the liability for these loans to help maintain compliance with state law.	