






CITY OF CUPERTINO

PROCUREMENT OPERATIONAL REVIEW WORK PLAN

PROJECT UNDERSTANDING	
OBJECTIVE	
<p>The goal of this internal audit project to perform an operational assessment of Cupertino's procurement function, including evaluating the structure, function, and role of procurement personnel. We will assess the alignment of procurement services with:</p> <ul style="list-style-type: none"> • City goals, policies, and business plan • Industry best practices • Applicable laws and regulations. <p>We will also identify opportunities for improvement in service delivery, internal controls, organization, operations, and process efficiency. Our work plan is as follows:</p>	

ROLES AND RESPONSIBILITIES		
	Moss Adams	
	Project Manager:	Colleen Rozillis, Director colleen.rozillis@mossadams.com M 206.694.9760
	Other Project Staff:	Mark Steranka, Partner Angela Janda, Senior Manager Emily Hayes, Manager Jessie Lenhardt, Senior
	City of Cupertino	
	Project Sponsor:	Kristina Alfaro
Project Contact:	Zach Korach	

 WORK PLAN AS OF SEPTEMBER 10, 2021 	
FACT FINDING AND DATA COLLECTION	
<p>Conduct interviews with key stakeholders, including but not limited to:</p> <ul style="list-style-type: none"> ● Key staff in departments with procurement and contracting activities ● Other key personnel in department as identified during the project. 	
<p>Analyze available data and documents related to:</p> <ul style="list-style-type: none"> ● Policies and procedures, including, but not limited to: <ul style="list-style-type: none"> ○ Purchasing administrative policies and procedures ○ Contracting administrative policies and procedures ○ City credit cards policy ○ Surplus property disposal ○ Sole source justifications ● Prior assessment reports of purchasing and contracting functions ● Job descriptions for purchasing and contracting positions ● Purchasing and Contracting system documentation 	
<p><u>Conduct Surveys</u></p> <ul style="list-style-type: none"> ● <i>Internal staff survey:</i> We will administer a short survey to relevant staff to better understand their experience with the various processes related to purchasing and contracting activities. 	
<p>Conduct and consolidate research on industry standards and best practices related to procurement</p>	
Deliverables	
	<ul style="list-style-type: none"> ● Interviewee list ● Document request ● Survey questions
ANALYSIS AND ASSESSMENT	
<p>Conduct a gap analysis comparing current state to desired/best practices, and evaluate the importance, impact, potential risks, and scope of our observations.</p>	
<p>Determine if any other documents or staff interviews would be useful to the process and conduct additional data collection.</p>	
<p>Conduct best practice research and peer benchmarking, as appropriate, to identify innovative and emerging practices for procurement service delivery.</p>	
<p>Conduct testing of internal controls and/or procurement records to ensure compliance with City policies and applicable laws and regulations.</p>	

Draft preliminary findings memo summarizing observations and risks based on fact finding and data collection.
Conduct work session with Cupertino staff to discuss preliminary findings.
Develop findings and recommendations for the improvement of service delivery, organizational structure and function, operations, controls, and process efficiency
Deliverables
 <ul style="list-style-type: none"> • Preliminary findings memo
REPORTING
Prepare draft report which includes findings and recommendations.
Review draft report with key stakeholders to validate facts and assess the practicality of recommendations.
Develop a high-level implementation roadmap showing recommended prioritization and anticipated level of effort to implement recommendations.
Deliver finalized report to the City
Present a summary of results to the City's Audit Committee and City Council, as requested.
Deliverables
 <ul style="list-style-type: none"> • Draft Report • Final Report, with implementation roadmap • Presentation of Final Report.

PROJECT PLAN TIMELINE

Project timeline Overview	9/13	9/20	9/27	10/4	10/11	10/18	10/25	11/1	11/8	11/15	11/22	11/29	12/6	12/13	12/27	1/3
Fact Finding and Data Collection	█	█	█	█	█	█	█									
<i>Conduct Interviews</i>		█	█	█	█											
<i>Gather documentation</i>	█	█														
<i>Analyze interviews and documentation</i>						█	█									
<i>Conduct an employee survey (optional)</i>																
Preliminary Findings							█	█	█							
<i>Develop preliminary findings</i>							█									
<i>Review preliminary findings & gather feedback</i>								█	█							
Draft Report to City										█	█	█				
<i>Develop draft report</i>										█						
<i>Review draft report & gather feedback</i>											█	█				
Finalize Report													█	█	█	
<i>Develop finalized report</i>													█	█		
<i>Report Finalized</i>															█	
Report Presentations																█