

County of Riverside Risk Associated with the Lack of Vendor Management

SUMMARY

The County of Riverside Purchasing and Fleet Services Department manages the divisions of Purchasing, Central Mail, Fleet Services and Surplus Operations. The 2022-2023 Riverside County Civil Grand Jury's (Grand Jury) primary focus was on the Purchasing Division.

The purpose of this report was to review the County of Riverside's (County) vendor management processes and ensure vendor management contains adequate provisions for oversight; that contractors are held accountable for compliance with requirements; and that the Purchasing staff responsible for those contracts are fulfilling their required roles. The focus of this report was limited to post-award contract administration for goods and/or services.

The County enters into hundreds of contracts for goods and/or services on an annual basis. These contracts vary significantly in the type of contract and dollar value. The Grand Jury requested from the Purchasing Division a listing of service contracts greater than \$100k, commencing in FY19-20 to current FY22-23. The number of those contracts was 1,143 and totaled \$1.8 billion. (Refer to Table 1, page 8)

The Grand Jury found that currently there is not any one County department designated to provide total oversight for the management of goods and/or procurement services contracts; however, the Purchasing Division (specifically procurement) is considered the County's in-house expert. The lack of County-wide standards results in inconsistencies and the absence of oversight fails to ensure uniformity in the performance of contract administration duties. Additionally, there are no defined and/or documented roles and responsibilities for contract administrators related to post-award contracts for goods and/or services.

During our review process of the Purchasing Division we found that procurement policies and procedures are in place (dated December 31, 2021). Although there is a section on "Vendor Relations," there are no provisions to address policies and procedures for vendor management risk, performance and mitigation.

The monitoring of vendor performance is occurring at various degrees; however, they are informal, inconsistent and not guided by defined and documented processes. We found limited guidance for contract administration at the senior management level of onboarding newly established service contracts.

Oversight of Purchasing's Procurement Contract Specialist (PCS) performance is taking place informally and on an unreliable basis for the contract's reviewed. We found that upper management tended to rely on the PCS's understanding of how to manage contracts and make certain goals are achieved.

BACKGROUND

“The Purchasing Division is led by the Purchasing Agent, who is authorized as such by law and by the Board of Supervisors (Ord. 459). The department establishes procurement policies and procedures to comply with state regulations and implements best practices to provide services with fairness and integrity. Dedicated staff provide procurement services, manage countywide contract implementation, contract compliance, procurement training, management of the procurement card system, have oversight of the county’s eProcurement/contract management system (RivcoPRO), and the county’s travel program.” The Purchasing Division has a staffing level of 42, which is four more than the approved number in FY21/22. The total adopted budget for the Purchasing Division is \$4,480,850.*

“The Purchasing Division is 68% funded by charges to departments requesting procurement contract specialists (PCS) along with a 32% General Fund contribution of \$1,558,144 in Net County Cost (NCC) to support central purchasing efforts and administrative cost.” **

In 2021-2022, the Grand Jury issued a report on the Auditor-Controller’s Office, specifically the Internal Audits Division.¹ One of the findings and recommendations was on “Contract Monitoring Reports” (reports monitoring vendors’ satisfactorily completing contractual agreements), and the fact the “County lacks summary reports and a monitoring mechanism” on contracts and vendors. The Grand Jury decided to pursue this subject matter more extensively; our primary focus on an area that has no formal, written procedures and is not consistently performed throughout the county: “Vendor Management.”

At first glance, the term “Vendor Management” may seem a bit vague and complicated. In a broad sense, this term refers to the set of tools, processes, workflows, rules and guidelines to ensure that vendor relationships provide the intended benefits to the organization without bringing excessive risk or causing harm. Throughout the vendor relationship, there are important activities, including identifying suitable vendors, pricing, contract negotiations and relationship management.² The vendor oversight process should include policies and procedures for risk management and mitigation. These help protect confidential County data, reduce the risk of delivery failure or supply chain disruption. This will assist management in having more control and accountability over its contracts.

* Source Document: FY 2022/2023 Adopted Budget – June 21, 2022

** Source Document: Purchasing and Fleet 90 Day Executive Report – Presented to the Board of Supervisors on 09-20-22

¹ 2021-2022 Riverside County Grand Jury Report: “County Leadership Failures Result in Unnecessary Financial Risks: Internal Audits Marginalized”
https://rivco.org/sites/g/files/aldnop116/files/Past%20Reports%20%26%20Responses/2021-2022/County_Leadership_Failures_Reulst_in_Unnecessary_Financial_Risks_5-31-22.pdf

² “What Is a Vendor Management Program”, published by Venminder Experts; December 14, 2021
<https://www.venminder.com/blog/what-is-a-vendor-management-program>

The Grand Jury recognized the risk assessments associated with the lack of vendor management. The following are five (among eight) different types of vendor risks to be aware of when evaluating third-party vendors: ³

- Compliance – violation of laws, regulations and internal processes of contracts
- Financial – vendors unable to meet fiscal performance requirements
- Information security – third party unsecured access to servers and devices
- Operational – occurs when there is a shutdown of vendor processes
- Reputation – public perception of the county

The concept of vendor management is often misunderstood or forgotten about altogether. Many organizations are under the impression that procurement has the capacity and skills to manage and build strong strategic relationships with its suppliers. Procurement’s role in any organization is to procure services and products, a transactional relationship. Vendor management, on the other hand, is the building block to developing and maintaining long-term strategic relationships with current and potential suppliers ensuring contractual agreements are followed.

Vendor management helps strategic vendors in performing their contractual requirements and adhering to all security, compliance, business continuity, and industry best practices to protect the interests of the County. In the world of business where there is a lack of proper vendor oversight, those that use result-based gauges are misleading themselves with a false sense of security and are essentially “flying blind”. It does not know about the vendors’ key capabilities, weaknesses, or any risk a vendor poses to the County operations.

The Grand Jury recognized the significance of the addition of a Procurement Compliance Officer (PCO) position within the Purchasing Division. The position was added as part of a significant reorganization within the procurement area of Purchasing⁴ (hire date was February 2023). This position is essential to safeguard contract compliance (federal, state and county) requirements, to identify and mitigate risks and to perform audits of other county departments for compliance procurement policies, regulations and procedures. This position will be responsible for the administration of a County-wide Contract Compliance/Audit Program. Additionally, the PCO will develop and present training sessions for County staff on purchasing related procedures, policies and the Contract Compliance Program.⁵

³ “8 Types of Vendor Risks That Are Important to Monitor”, published by Security Scorecard (Blog); updated July 29, 2022
<https://securityscorecard.com/blog/six-types-of-vendor-risk-that-are-important-to-monitor/>

⁴ Board of Supervisors Minute Order 3.30, Meeting Date 10-18-22
http://rivcocob.org/proceeds/2022/p2022_10_18_files/03.30001.pdf

⁵ County of Riverside Human Resources Career Opportunities – Procurement Compliance Officer
<https://www.governmentjobs.com/careers/riverside/classspecs/1088>

In the process of our investigation and research, we determined that there seemed to be inadequate processes in place to gather accumulated information for the current contracts (FY19/20 to FY22/23) the County has in place. We were informed by the Purchasing Division this was attributed to the County currently operating in two systems (PeopleSoft 9.1 and RivcoPRO). These two systems are not integrated, therefore a central repository for this data does not exist. It became apparent this type of data is not monitored and is under evaluated; no process currently exists to extract this type of data.

Upon our site visit to the Purchasing Division to review the process of entering a contract into PeopleSoft 9.1 Financials, we observed the following issues:

1. "Expire date" is not a required field
 - a. Leads to the use of expired contacts
 - b. Leads to contract ratifications
2. No consistency on contract "Comments"
 - a. Standardized in training, this may still not be followed
3. Associated documents to upload can vary; as little or as many can be added
 - a. No standardization
4. Purchase orders (upon entering data into PeopleSoft 9.1) not being linked to existing contracts, which can also lead to contract ratifications
5. No master system of vendor performance in place
 - a. No type of standardized checklists

Oversight of contract management is important as it strengthens an organization's ability to achieve its goals, allows for effective decision making and holds individuals accountable.

As noted earlier, procurement's primary function entails identifying goods and services required by the County, inquiring about their availability, and assessing suppliers based on quality, cost, and delivery conditions. Procurement looks for opportunities to reduce billable and fixed rates, maintenance and support costs, and license fees. They also review potential new vendor relationships and ensure the lowest-cost provider is strongly considered. They act as the fiduciary agents of the County to ensure the best price is negotiated for services or products the County needs to procure.

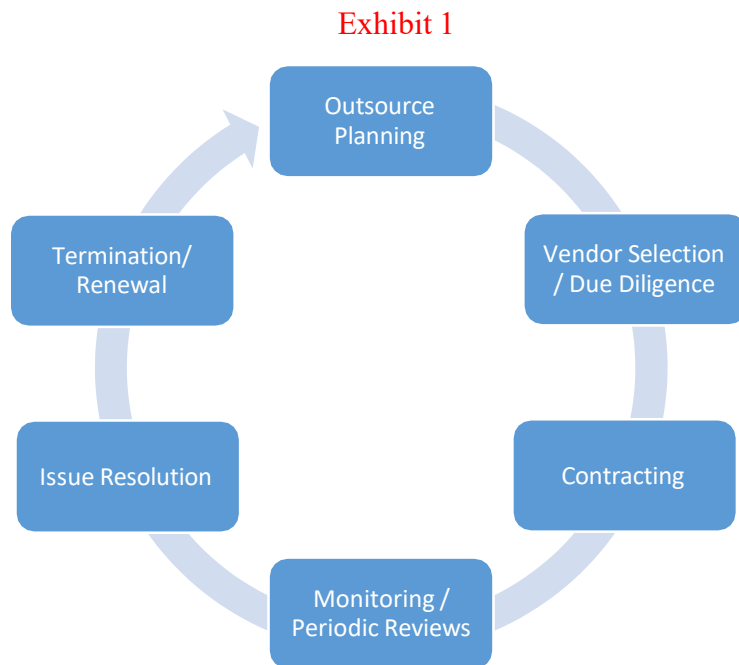
The primary responsibility of vendor oversight is to establish third-party relationships; that they are successful and risk to the County is mitigated. Vendor oversight helps strategic vendors in performing their contractual obligation and adhering to all security, compliance, business continuity, and industry best practices in protecting the interests of the County.

In the course of multiple interviews we conducted, it became a common theme amongst the interviewees that there is not a complete or thoroughly documented process of vendor management in place for the County.

Per guidance provided by the Institute of Internal Auditors,⁶ third-party relationships are viewed from a global perspective (termed Vendor Management), which is comprised of six primary elements: (Exhibit 1)

1. Outsource Planning (procurement)
2. Vendor Selection/Due Diligence (elevating and selecting)
3. Contracting (developing and memorializing terms and potential extensions)
4. Monitoring & Periodic Reviews (oversight and managing vendor performance and relationship)
5. Issue Resolution (specific tracking and resolving problems)
6. Termination/Renewal (dissolving or extending the relationship)

Because the County is partially decentralized (purchasing staff embedded in other County departments) in its approach to vendor relationships and how it addresses these six components. The primary user department may be best suited to perform standard monitoring and issue resolution activities with the vendor. This increases the need for uniform procedures and processes.



Institute of Internal Auditors: six primary elements of Vendor Management

⁶ International Professional Practices Framework (IPPF) Practice Guidance – Auditing Third-party Risk Management from the Institute of Auditors Copyright 2018

Importance of County of Riverside Auditor-Controller Internal Audits

So long as the County entrusts vendors with the safety and integrity of its critical business or data, it must monitor its vendors to verify that the data will be both protected and available. The County can outsource specific activities and functions, but it cannot outsource its responsibility for any risks associated with those actions.

Riverside County Auditor-Controller Internal Audits (Internal Audits) must play an important oversight role when it comes to vendor management. Performing vendor management audits can help highlight potential risks, inefficiencies and compliance issues prior to them becoming a problem. Internal Audits can help evaluate the design effectiveness of the existing internal controls to mitigate risk, identify process gaps and provide recommendations for improvement.

This means a periodic vendor management audit should be an essential part of the County's vendor management process and the Internal Audits' annual audit plan. A systematic and complete review is the only way to determine whether the County can safely depend on its key vendors.

METHODOLOGY

The Grand Jury conducted numerous interviews with County staff to gain an understanding of how the County manages administration and oversight of awarded contracts. Additionally, we researched and reviewed numerous documents on contract and vendor management, including other governmental audits on the subject matter. One particular audit, from the City of Winnipeg (Canada), had several similar audit findings to that of this Grand Jury's report.⁷ We also conducted one site visit to the Purchasing Department to observe the demonstration of the procurement process.

The following are interviews that were conducted:

1. County of Riverside Purchasing and Fleet Services:
 - Director
 - Assistant Director
 - Purchasing Manager
 - Procurement Compliance Officer
 - Senior Procurement Contract Specialist
 - Three total
 - Procurement Contract Specialist
2. County of Riverside Department of Information Technology:
 - Information Technology Manager III

⁷ Winnipeg Audit: Contract/Vendor Management Audit; published December 2020
<https://legacy.winnipeg.ca/audit/pdfs/reports/2020/ContractVendorManagementAudit.pdf>

- Supervisor of Enterprise Resource Planning
3. County of Riverside Executive Office:
 - Principal Management Analyst
 4. County of Riverside Auditor-Controller:
 - Deputy Auditor-Controller

Documents requested and reviewed from Purchasing Department:

- Current Organizational Chart
- Purchasing Policy Manual (dated December 31, 2021)
- A listing of service contracts greater than \$100k commencing in FY19-20 to current (FY22-23)
- Standard forms and templates located within Purchasing’s Intranet Site
- Screenshots of Purchasing module in PeopleSoft Financials 9.1 and PeopleSoft Financials 9.2

Documents requested and reviewed from County of Riverside Human Resources:

- Countywide filled positions for the Purchasing Department for following positions, including those embedded within other County departments:
 - Buyer Assistant
 - Senior Buyer Assistant
 - Buyer I
 - Buyer II
 - Procurement Contract Specialist
 - Senior Procurement Specialist

The Grand Jury also reviewed the “Class Concept” (job description) of the above mentioned position titles obtained through the Human Resources website, as well as that of “Procurement Compliance Officer” (PCO). The PCO position title (Class Code 74710) was revised on October 6, 2022, from previously titled position “Compliance Contract Officer,” established November 1, 1994; revised on December 11, 2014.⁸

Site Visit:

County of Riverside Purchasing and Fleet Services Offices

- Demonstration of entering a contract into PeopleSoft Financials 9.1

⁸ County of Riverside Human Resources Career Opportunities – Compliance Contract Officer
<https://www.governmentjobs.com/careers/riverside/classspecs>

DISCUSSION

Service Contracts

The Grand Jury requested from the Purchasing Division a listing of service contracts greater than \$100k, commencing in FY19-20 to current FY22-23. The request excluded any construction related contracts. *(Disclaimer: the total amount of contracts we received did in fact include construction related contracts, these **were not** filtered out, therefore the below stratification is skewed).*

In our review of the listing, eight contracts had no expiration date *(note: as previously mentioned, this is not a required field when entering a contract into PeopleSoft Financials 9.1)*. The Grand Jury believed these eight contracts might have been “evergreen” contracts. An evergreen contract is one in which the contract rolls over automatically and indefinitely until one party gives the other notice to terminate it. The Grand Jury received conflicting statements from our interviewees on the existence of evergreen contracts in the County.

Although evergreen contracts may have benefits, managing the contracts requires investing in a process that will assist the County to receive an alert when a contract expiration date is approaching. The County can decide if they want to continue the relationship or not, compare the vendor with a competitor, or modify that particular contract for a better fit.

The breakdown of the information we received is as follows:

- Total number of contracts: 1,143
- Total dollars of contracts: \$1,798,083,597
- Total number of contracts with no expire date: 8

The following is stratification of **all** contracts:

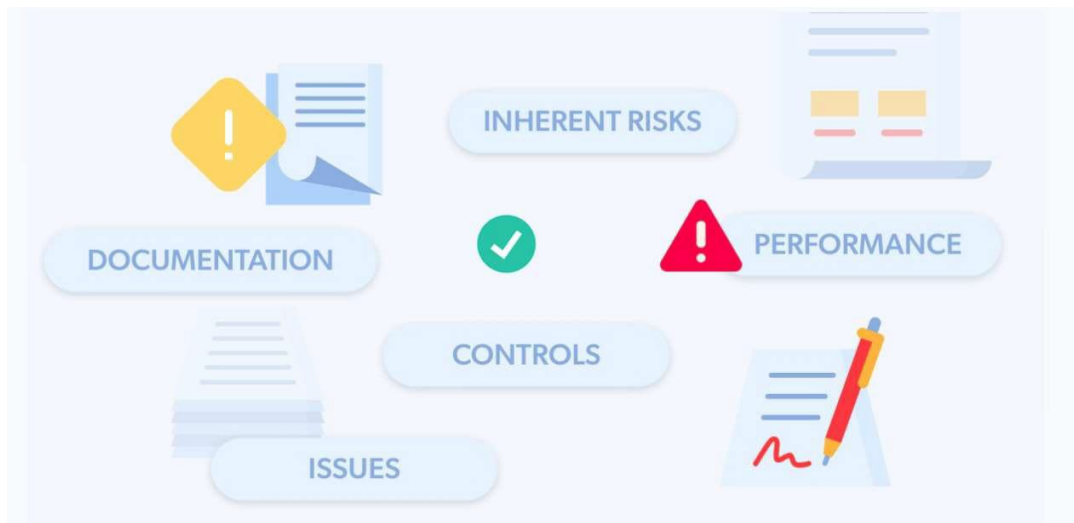
Table 1

<u>Number</u>	<u>Description</u>	<u>% of Total #</u>	<u>Dollar Value</u>	<u>% of Total \$</u>			
59	< 1yr	5.16%	\$ 108,701,736.71	6.05%			
342	1 yr	29.92%	\$ 370,319,022.89	20.60%			
381	> 1 yr, < 2yrs	33.33%	\$ 621,036,672.12	34.54%			
133	> 2 yrs	11.64%	\$ 225,039,040.82	12.52%	}		
68	> 3 yrs	5.95%	\$ 98,434,207.37	5.47%			
75	> 4 yrs	6.56%	\$ 210,430,299.69	11.70%		38.82%	of the \$ value
70	> 5 yrs	6.12%	\$ 103,905,678.41	5.78%		31.58%	of the # of contracts
7	> 6yrs	0.61%	\$ 5,973,785.00	0.33%			
8	No expire date	0.70%	\$ 54,243,153.85	3.02%			
1143		100.00%	<u>\$ 1,798,083,596.86</u>	<u>100.00%</u>			

As you can see from the above total dollar value of these contracts (\$1.8 billion), the inherent risks of compliance, financial, information security, operational and reputation are tremendous to the County. These issues compound when contracts are established for multiple years.

What Vendor Information to Review ⁹

Exhibit 2



Five components of vendor review

Even after you've performed initial due diligence and the vendor is onboarded, there are plenty of items that still need to be re-reviewed on a regular basis. Reviewing the following items will ensure that your organization remains aware of any issues so they can be addressed quickly (Exhibit 2):

- **Inherent risks:** When preparing for vendor reviews, the best place to start is to confirm that the risks initially identified as part of the inherent risk process are the same. If the vendor products or services, or volumes, have either changed, expanded or scaled back, procurement staff will need to consider that as part of their vendor review. New or emerging risks may need additional controls that were not necessary before.
- **Vendor provided documentation:** Documentation and other information provided by the vendor should be reviewed to ensure that it is current and complete. Items like System and Organization Controls (SOC) reports and insurance certificates expire, and internal vendor policies have been reviewed or updated within the last two years.
- **Sufficiency of controls:** Like due diligence, procurement staff should review vendor controls and assess if they are satisfactory, providing written reports detailing their evaluation. They should also review any mitigation evidence and confirm that the issue is closed.

⁹ "When to Review Vendor Information", published by Venminder Experts (Hilary Jewhurst); February 16, 2022
<https://www.venminder.com/blog/when-review-vendor-information>

- **Vendor performance:** Confirm compliance with contractual service level agreement(s) (SLA) and key performance indicator(s) (KPI). Procurement staff must consider any proactive vendor improvements or innovations as part of the review.
- **Vendor issues or incidents:** If the vendor has had any incidents (breach, outage, business interruption, negative news story, etc.), details of the incident, response, and outcome should be reviewed. Open vendor issues, along with their associated remediation plan, progress towards closure and timing should be incorporated into the review.

Addressing Vendor Problems

Vendor reviews can confirm that all is well and that there are no urgent risks or performance issues to resolve. In that case, procurement staff can continue to follow regular risk and performance processes and review schedules. However, if problems have surfaced through the vendor review, procurement staff can continue to monitor the following:

- **Collaborate with the subject matter expert to determine the severity of the issue and its potential impacts:** If procurement staff notice insufficient or missing controls, this is the first step. Suppose the issue is severe and the vendor is classified as critical or is high-risk. In that case, you should inform senior management, apprising them with the details of the issue, any remediation plans and a timeline for correction. In some cases, there may be a need to solicit a formal risk acceptance from senior management until the problem is fixed. No matter the vendor's risk level or criticality, issues should be documented and tracked until they are resolved.
- **Review the vendor contract:** When procurement staff discover a performance decline or failure, it's recommended to review the County contract. The County's contract may have specific remedies in place to help address the situation. In addition, make sure the vendor understands the issue and can respond with a root cause analysis (what went wrong and why) and a time to implement a performance improvement plan. Procurement staff must continue to track and monitor the vendor's progress until the expected performance returns.

Well-timed, well-planned, and documented vendor reviews ensure ongoing monitoring processes are substantive and effective. Not only are they a regulatory requirement for many industries and a best practice, but are valuable risk management tools as well.

As noted in the survey "*When Technology Meets Humanity: The Future of Contract Management*" almost 70% of the costs of contract management are incurred post-award. Good contract management strategy should recognize that the true value of a contract is in its performance, not necessarily in its negotiation.¹⁰

¹⁰ <https://www2.deloitte.com/us/en/pages/tax/articles/the-value-of-post-award-contract-management.html>

Although post-award contract management requires an investment of time and resources, it can pay hefty dividends in enhanced profits and reduced losses. Contract management can also reduce revenue leakage by improving invoicing and change-order practices and ensuring that you hold your business partners accountable for their promises.

In conclusion, the County has an opportunity to improve its policies and procedures for the management of vendor contracts for both goods and services. This can be achieved by clearly defining the roles and responsibilities of PCSs, as well as that of the PCO, ensuring that contract terms are in compliance, assessing the risks of the vendor's ability to meet contract terms, and certifying continuous monitoring throughout the life cycle of the contract.

FINDINGS

F1: The Grand Jury finds the County does not have documented Standard Operating Procedures (SOP) for vendor management, on post-award contracts. The Grand Jury was unable to find specific guidance for oversight of vendor management as it relates to post-award contracts for goods and/or services. There are no defined or documented responsibilities for purchasing authorities related to post-award vendor contracts. These SOP would apply uniformly to both centralized and decentralized (embedded) purchasing authorities.

F2: The Grand Jury finds the County has no compliance administration oversight; periodic reviews of existing contracts to determine adherence to compliance mandates and protocols and to check for nonconformities. The recently added Procurement Compliance Officer has not established the administration of a County-wide Contract Compliance/Audit Program.

F3: The Grand Jury finds the County has multiple vendor risks such as compliance, financial, information security, operational and reputation associated to regulations and best business practices, without a formal risk assessment or performance based review (contractually agreed upon expectations) of vendors on a regular scheduled timeframe.

F4: The Grand Jury finds the County has insufficiencies in the lack of required fields in the Purchasing module in PeopleSoft Financials 9.1; most prevalent being "Expire Date."

F5: The Grand Jury finds the County has no standard procedures for optional data entered into the Purchasing module in PeopleSoft Financials 9.1; this includes contract comments, forms/templates that are uploaded, document naming conventions and linking Purchase Orders to existing established contracts. There is not any guidance or documentation to enforce consistency on vendor file structure.

F6: The Grand Jury finds the County has no documented processes, either queries or standardized reports, to extract active contract data from PeopleSoft Financials 9.1 in order to

monitor contract's pivotal milestones, such as expiration date, contract's total expended dollars, specific contract type, specific vendors, etc.

F7: The Grand Jury finds in the review of Internal Audit reports issued from 2017 through 2023, it was determined Internal Audits performed only one audit (issued in 2023¹¹) which focused on Purchasing policies and procedures. The audit highlighted several significant findings relating to "Purchasing Processes," "Purchase Orders" and "Contract Monitoring."

RECOMMENDATIONS

R1: The Grand Jury recommends the Purchasing Division establish formal risk assessments on vendors. Dependent upon whether the vendor is high risk, moderate risk or low risk will dictate the spacing of assessments. High risk, at least annually. Moderate risk can be spaced to bi-annually. Low risk vendors, every three years is sufficient.

Based on Finding 3

Financial Impact: Minimal

Implementation Date: June 30, 2024

R2: The Grand Jury recommends the Purchasing Division establish performance-based reviews on vendors. These should also be frequent as it enables the County to recognize emerging issues and remediate them prior to becoming a serious problem. High risk, at least annually. Moderate risk can be spaced to bi-annually. Low risk vendors are transactional, therefore reviews are not always necessary. However, certain events or issues may warrant a more frequent review, in particular a vendor who has experienced a data breach.

Based on Findings 1, 2

Financial Impact: Minimal

Implementation Date: June 30, 2024

R3: The Grand Jury recommends the Purchasing Division establish Standard Operating Procedures (SOP) responsibilities for post-award administration of contracts for goods and/or services. This would need to include the oversight of contract and vendor performance and ongoing monitoring of contract administration for compliance with contract requirements.

Based on Finding 1

Financial Impact: Minimal

Implementation Date: June 30, 2024

R4: The Grand Jury recommends the Purchasing Division establish County-wide standard procedures for optional data fields entered into the Purchasing module in PeopleSoft Financials

¹¹ Riverside County Facilities Management Audit; Report Date: February 28, 2023
<https://auditorcontroller.org/sites/g/files/aldnop171/files/2023-03/Internal%20Audit%20Report%202023-004%20Riverside%20County%20Facilities%20Management%20Audit.pdf>

9.1 (and all future PeopleSoft upgrades); to include contract comments, uploaded forms/templates, document naming conventions and ensuring Purchase Orders are linked to existing established contracts.

Based on Findings 4, 5

Financial Impact: Minimal

Implementation Date: September 30, 2023

R5: The Grand Jury recommends the Purchasing Division develop and incorporate standardized reporting tools to be used for routine monitoring of active contracts.

Based on Finding 6

Financial Impact: Minimal

Implementation Date: December 31, 2023

R6: The Grand Jury recommends the Purchasing Division and Internal Audits, incorporate vendor management audits to review processes and ensure contracts contain adequate provisions for oversight; that vendors are held accountable for compliance with requirements; that the County's contract administrators are fulfilling their required roles. Performing a vendor management audit can help highlight potential risks, inefficiencies and compliance issues, before they become a problem.

Based on Findings 2, 7

Financial Impact: Minimal

Implementation Date: June 30, 2024

R7: The Grand Jury recommends Internal Audits adopt the Institute of Internal Auditors six primary elements of vendor management, and expand the annual audit plan to include these for all County departments.

Based on Finding 7

Financial Impact: Minimal

Implementation Date: June 30, 2024

REQUIRED RESPONSES

The following responses are required, and must comply, pursuant to Penal Code §933 and §933.05 and County of Riverside Board Policy A-75:

Director of County of Riverside Purchasing and Fleet Services:

F1 – F6; R1 – R6

Riverside County Auditor-Controller:

F7; R6 – R7

Riverside County Board of Supervisors:

F1 – F6; R1 – R6

REFERENCES

1. FY 2022/2023 Adopted Budget – June 21, 2022
2. Purchasing and Fleet 90 Day Executive Report – Presented to the Board of Supervisors on 09-20-22
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https://rivco.org/sites/g/files/aldnop116/files/Past%20Reports%20%26%20Responses/2021-2022/County_Leadership_Failures_Reuse_in_Unnecessary_Financial_Risks_5-31-22.pdf
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6. Board of Supervisors Minute Order 3.30, Meeting Date 10-18-22
http://rivcocob.org/proceeds/2022/p2022_10_18_files/03.30001.pdf
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<https://www.governmentjobs.com/careers/riverside/classspecs/1088>
8. International Professional Practices Framework (IPPF) Practice Guidance – Auditing Third-party Risk Management from the Institute of Auditors Copyright 2018
9. Winnipeg Audit: Contract/Vendor Management Audit; published December 2020
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11. “When to Review Vendor Information”, published by Venminder Experts (Hilary Jewhurst); February 16, 2022
<https://www.venminder.com/blog/when-review-vendor-information>
12. Riverside County Facilities Management Audit; Report Date: February 28, 2023
<https://auditorcontroller.org/sites/g/files/aldnop171/files/2023-03/Internal%20Audit%20Report%202023-004%20Riverside%20County%20Facilities%20Management%20Audit.pdf>

13. The Value of Post-Award Contract Management

<https://www2.deloitte.com/us/en/pages/tax/articles/the-value-of-post-award-contract-management.html>

Report Issued: 05-10-2023
Report Public: 05-15-2023
Response Due: 08-15-2023