

# Highlights

## Why OCA Did This Study

In accordance with the Office of the City Auditor's Fiscal Year 2018 Audit Work Plan, we conducted a performance audit of the City's Curb Painting Program.

The objectives of our audit were to determine if the City effectively maintains painted curbs and determine whether the City initially paints curbs effectively.

## What OCA Recommends

OCA made 4 recommendations to improve the program. Key recommendations include:

- The Transportation and Storm Water Department (TSW) should develop a comprehensive curb painting policy and control framework to ensure City resources are being utilized effectively. These should include goals, objectives, and performance metrics for curb painting operations.
- TSW should author and publish written summaries of the City policy for curb painting for the public to better understand and utilize the City curb painting services.
- TSW should develop and coordinate written agreements with City department and outside agencies to share more information and ensure that City records accurately reflect approved painted curbs.
- TSW begin developing a central City research mechanism or inventory to identify painted curbs within the City's inventory asset management system. The mechanism should at a minimum make reliable records available to Traffic Engineers.

For more information, contact the Office of the City Auditor at (619) 533-3165 or [cityauditor@sandiego.gov](mailto:cityauditor@sandiego.gov).

## Performance Audit of the City's Curb Painting Process

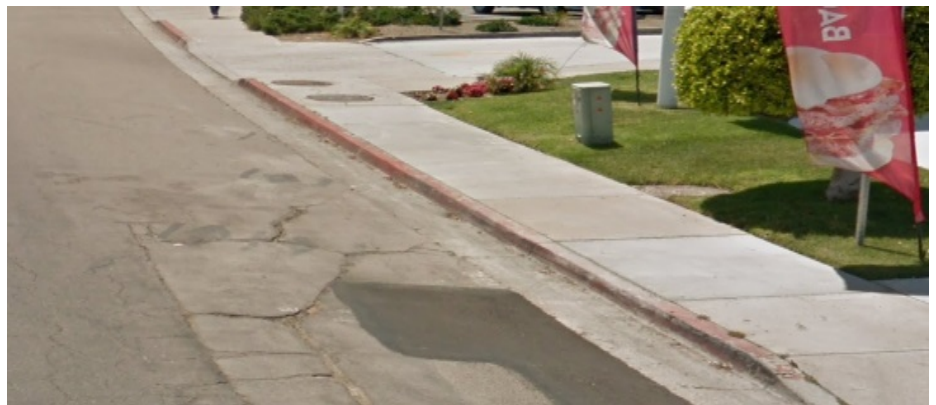
*Opportunities Exist to Improve the City's Internal Control Framework over Curb Painting Operations*

### What OCA Found

Painted curbs throughout the City are important because they restrict parking while enhancing public safety by providing increased visibility and emergency access. Painted curbs also provide additional benefits including reserved parking for disabled persons, providing short term parking for customers, and restricting parking for passenger and commercial loading zones.

**Finding 1:** San Diego Needs to Develop a Comprehensive Policy to Standardize and Manage Painted Curbs

We found that opportunities exist to improve the City's internal controls framework over the curb painting process to help ensure City resources are being utilized effectively and efficiently. Weaknesses in the current internal control framework result in curb painting operations that are sometimes unnecessary and redundant.



The Transportation and Storm Water Department (TSW), which oversees the City's curb painting operations, has not implemented a comprehensive policy with goals and objectives for curb painting. The current process is primarily to paint curbs based upon requests and complaints rather than a uniform City plan, and the City does not have a maintenance plan to repaint faded curbs.

The City did not have one inventory, an itemized list of current assets, or a catalog of painted curbs in the City. Rather, to perform searches for the City's curb painting records the Department relies on three separate databases which include work orders for completed curb painting requests.

The authority to paint curbs is not housed in one agency in the City but is spread across several City Departments and one outside agency. The City does not have a mechanism to readily identify authorized painted curbs and has not developed procedures ensuring appropriate coordination with other City departments and agencies related to painting curbs within the City.

As a result, the City is not providing the most efficient curb painting services to residents due to increased time spent researching the legality of painted curbs and redundancies in curb painting operations. The inability to maintain painted curbs related to safety for pedestrians and motorists could also potentially result in legal liability for the City.