




COUNCILMEMBER VIVIAN MORENO
City of San Diego
Eighth District
MEMORANDUM

DATE: June 25, 2020
TO: Kyle Elser, Interim City Auditor
FROM: Councilmember Vivian Moreno 
SUBJECT: Performance Audit Requests for the Upcoming Year

I respectfully request that you consider the following performance audits for the coming year:

- **Performance Audit of the San Diego Police Department**
 - The Police Department's budget represents a significant part of the city's General Fund. It is critical that there is a clear analysis showing how those resources are deployed and whether the way the Police Department is funded ensures all San Diegans receive equal and adequate police services. The audit should consider, but not be limited to the following:
 - How does police staffing, traffic stops, citations issued, searches and use of force and community engagement vary across communities in San Diego? Has the Police Department disproportionately stopped, searched, cited or used force against people of color?
 - What is the relationship between police staffing and the following variables: crime rates, traffic stops, citations issued, searches and use of force incidents, and community engagement? Is this relationship similar across all communities?
 - Please compare San Diego's police budget, staffing levels, and crime rates to other comparably sized cities both in the United States and internationally. Do we spend more or less than average on the Police Department in San Diego? Do we have greater or fewer police officers or a higher or lower crime rate on average?

- Has the Police Department invested in or acquired equipment that is not required to provide communities with police services, such as military style vehicles or weapons? What percentage of the Police Department budget is allocated towards acquisition, maintenance and training related to this type of equipment?
 - What enhancements could be made to the Police Department's community policing efforts that emphasize relationship building with community leaders? Are there metrics that should be tracked to indicate successful community policing efforts in each community?
 - What additional training can the Police Department invest in that allows officers to use de-escalation efforts as a primary approach to policing and reduce the use of firearms?
 - How does the training available at our police academies compare to training for police forces in other cities both in the United States and internationally? Specifically, how does the training offered by the London Metropolitan Police compare to the training offered by the San Diego Police Department? What is the relationship between training and officer safety and use of force?
 - Has the Police Department applied for grant funding that would increase community policing efforts and de-escalation training? Has the Police Department applied for grant funding to acquire military style vehicles and equipment?
 - What are the best practices for safely and non-violently policing special events and protests and are they being employed by the Police Department? Are all special events and protests policed in similar way or are some policed more than others? If so, why?
- **Performance Audit of Park and Recreation Programming Equity**
 - The city has programming and events at each park and recreation center. However, the disparity in recreation program funding across recreation centers appears in some cases to be starkly different.
 - Facilities and programming at recreation centers south of Interstate 8 have not received the same level of funding for programming and maintenance. For instance, according to the Park and Recreation Department, the FY21 Recreation Center Fund's expense budget for Carmel Valley is 23 times bigger than that of Robert Egger South Bay Recreation Center. At Carmel Valley, there are 332 programs offered, while at Robert Egger there are only 134.
 - A performance audit should examine the following:
 - Has the city equally funded programming at recreation centers across the city?
 - Is the city's practice of inequitable funding across all recreation center budgets a common practice with other comparable park and recreation departments in other cities?
 - Is there a method by which recreation centers and programming can be made equal throughout the city?
 - Is there a best practice in how to ensure there is equitable programming across the city, while at the same time ensuring recreation centers offer programming that may be of particular interest to local residents?

- **Performance Audit of Street Maintenance Equity**
 - The city's street maintenance program repairs hundreds of miles throughout the city on an annual basis. It is unclear whether past asphalt overlay and slurry sealing activity have been equitably spread out across all communities.
 - A performance audit of street maintenance equity should examine the following:
 - Do underserved areas of the city, specifically those areas located in CDBG census tracts, receive the same level of street maintenance investment as more affluent areas?
 - Are asphalt overlay projects, which are more expensive and in greater demand, located in CDBG eligible census tracts at the same rate as other areas of the city?
 - Is the city's policy towards how it considers addressing unimproved streets throughout the city fair and equitable, as many are located in underserved communities? How do other cities similar in size to San Diego address unimproved streets and is the city's current policy best practice?
 - When work begins each year on the annual street maintenance program, is maintenance work, such as slurry sealing, begun in targeted areas that need the most attention or is work begun in the northern area of the city before moving towards communities in the southern section of the city?

- **Performance Audit of the Brush Management Program**
 - Every year the city performs brush management across hundreds of acres of open space and canyons. This work is critical, however it is not clear if the city performs this work in the most efficient and cost effective way.
 - A performance audit should consider, but not be limited to the following:
 - Are the number of acres managed per year adequate to reduce the risk of wildfire in city owned open space and canyons? This should take into account any trends showing an increase in temperature and drought due to climate change.
 - Have the highest risk locations been regularly maintained and has the current program resulted in less wildfire activity in areas maintained by the city? Is the current frequency of brush management activity sufficient to reduce wildfire risk to an acceptable level?
 - Does the practice of utilizing a private contractor to perform 2/3 of the city's annual brush management activity provide the city with a greater benefit than using all city crews? Since this activity must be performed every year, would hiring more city employees and continuing to partner with non-profit groups to perform the maintenance result in cost savings to the city, as well as more continuity and coordination of where and how this work is done?
 - Has there been any difference in brush management effectiveness in areas maintained by city staff and non-profits versus areas maintained by private contractors?

- **Performance Audit of Grant Application Efficiency and Activity**
 - The city is eligible for many local, state, federal and private grants that provide funding for a variety of activities ranging from community planning to road construction to public safety. A performance audit should be done to determine if the city is applying for these grants to the greatest extent possible and should examine the following:

- Has the city been aggressive in applying grant funding that has helped build city projects or initiate new programs? Have there been grants that the city did not apply for that would have been a source of funding for city projects and programs that otherwise were funded by the general fund?
- Has the city been competitive for the grants it has applied for and what could be improved to become more competitive?
- Does the current structure and staffing related to applying for grants provide for the most robust grant writing and application program?
- How does the city's process and related staffing for applying for grant funding compare to other similarly sized cities and organizations like SANDAG?
- Has the city made effective use of its state and federal lobbyists to secure grant funding from state and federal agencies?
- An accounting of what grant funding has been received over the last ten years and how that money has been spent should be included. This accounting should include any grant funding that the city was denied and any significant grants that were not applied for that could have been support Capital Improvement Program projects or budgeted programs.

Thank you for your attention to and consideration of these items.