

# Audit Recommendation Follow-Up Report

**SEPTEMBER 2025**

## Status Update as of June 30, 2025

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CITY OF SAN DIEGO



OFFICE of the CITY AUDITOR



September 29, 2025

Honorable Members of the Audit Committee  
City of San Diego, California

### **Recommendation Follow-Up Report – Status Update as of June 30, 2025**

Attached is the Office of the City Auditor's Recommendation Follow-Up Report, which provides the status of open recommendations as of June 30, 2025. We will continue reporting on open recommendations semiannually for periods ending around June 30th and December 31st.

We have provided a short summary of data and attached the status updates for all recommendations. We look forward to presenting this report at the October 8, 2025 Audit Committee meeting.

The intent of this report is to keep the Audit Committee and other stakeholders informed about the implementation status of recommendations made by the Office of the City Auditor. We welcome any suggestions or recommendations for improving this report to enhance your ability to monitor the effective implementation of City Auditor recommendations.

We would like to thank all the staff from the various departments that provided us with information for this report. All of their valuable time and efforts are greatly appreciated.

Respectfully submitted,

Andy Hanau  
City Auditor

cc: Honorable Mayor Todd Gloria  
Honorable City Councilmembers  
Honorable City Attorney Heather Ferbert  
Matthew Vespi, Chief Financial Officer  
Rolando Charvel, Department of Finance Director and City Comptroller  
Deputy Chief Operating Officers  
Department Directors  
Christiana Gauger, Chief Compliance Officer  
Charles Modica, Independent Budget Analyst

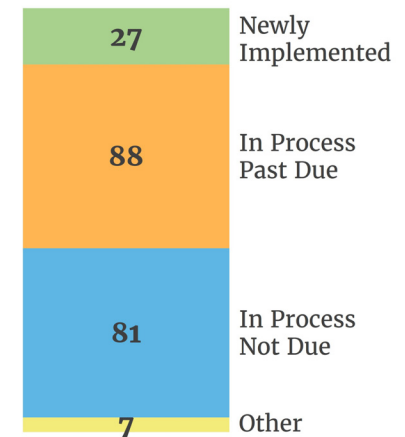
# Audit Recommendation Follow-Up Report

Status Update as of June 30, 2025

## Implementation Status

We don't just point out problems, we identify and recommend solutions. The City's implementation of our recommendations has resulted in significant financial benefits to the City, substantial improvements in the delivery of critical City services, improved oversight of City programs, and has increased the City's transparency and accountability to those it serves. We follow up on the implementation status of our audit and investigative recommendations every six months. For this follow-up period, OCA reviewed the status of 203 open recommendations across 43 audit and investigative reports.

## Implementation Status



## Impacts of Newly Implemented Recommendations

**Newly implemented recommendations will help improve various City programs and processes. For example:**

- The City adopted a new administrative regulation that centralizes data oversight, strengthens accountability, improves coordination, and reduces security risks tied to inconsistent data practices.
- Performance and Analytics added estimated target completion times and developed a plan to add interim status updates to several types of Get It Done service requests to help communicate expectations to customers and keep them informed on the progress of their service requests.
- The City strengthened its Capital Improvements Program (CIP) by adopting new policies that require projects to be clearly defined, have reliable cost estimates, and secure funding before moving forward, and by reviewing older projects to close or reclassify those no longer viable. Together, these changes will help reduce delays and cost overruns while ensuring public resources are invested in projects that best serve community needs.
- The Transportation Department updated the Pavement Management Plan in FY2025 to highlight changes in its Street Maintenance Program, including strategies to improve street maintenance capacity, efficiency, and equity.
- Fleet Services has made progress in increasing coordination with operating departments, working to update designated liaisons, and going above-and-beyond our recommended quarterly coordination meetings by leading monthly sessions with departments, which appears to have helped increase on-time safety inspection rates.
- The Purchasing and Contracting Department created policies and procedures to ensure hundreds of millions of dollars' worth of contract alterations are presented to the City Council timely to facilitate proper oversight.

## Fiscal Benefits of Recommendations Still In Process

**Many in-process recommendations can help improve the City's financial situation if implemented. For example:**

- **Stormwater Re-Inspection Fee (2018):** We recommended recovering re-inspection costs from non-compliant properties, which Stormwater estimates would generate \$1.5 million+ per year.
- **Lease Management (2022):** We recommended updating leases of City property because undercharging even a small percentage due to holdover could result in millions of dollars in foregone revenue each year.
- **Workplace Safety (2021):** We found that the City's costs from workplace injuries could be more than \$200 million per year. We recommended the City improve workplace safety programs to reduce workplace injuries, as the City's workers' compensation claims rate was 17 percent higher than similar agencies.
- **Environmental Services (2025):** We found that the City does not increase private waste hauler franchise fees by inflation and has not conducted a franchise fee study to ensure costs are fully recovered. Conducting such a study will help ensure those fees, which amount to approximately \$14 million per year, can withstand a legal challenge and that the City is recovering all allowable costs.
- **Boat Storage (2024):** We found that the City charges significantly lower boat storage fees than other jurisdictions, leading to loss of revenue and few resources to properly manage the program. Increasing fees and improving management of the program would increase revenues by approximately \$70,000 per year and allow the program to serve many more users.

# Table of Contents

<b><i>Recommendation Follow-Up Summary</i></b> .....	1
Implementation Status of Recommendations.....	3
Report Sections.....	7
Format for Recommendation Status Updates.....	7
<b><i>Section A</i></b> Recommendations for the Audit Committee’s Attention.....	8
<b><i>Section B</i></b> Recommendation Implementation Status by Report.....	12



## Summary

The mission of the Office of the City Auditor is to advance open and accountable government through independent, objective, and accurate audits and investigations that seek to improve the efficiency, effectiveness, and equity of City government.

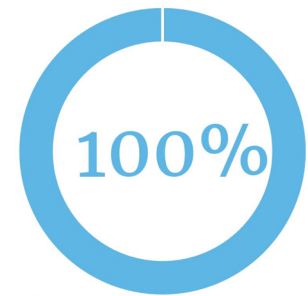
We greatly appreciate the Administration's efforts to implement audit and investigative recommendations to improve City operations and mitigate the risks identified during our audits and investigations.

As of our last recommendation follow-up report for the period ending December 31, 2024, there were 143 open recommendations. Since then, we have issued five performance audit reports, which added 60 new recommendations with 100 percent agreement, for a total of 203 open recommendations for the period ending June 30, 2025, as shown below.

**60** new recommendations to improve efficiency, effectiveness, and equity of City operations issued January 1, 2025 through June 30, 2025

City Management agreed with **100%** of new recommendations

Recommendation  
Agreement



**29** Recommendations Resolved  
for Period Ending June 30, 2025

### 203 Recommendations Reviewed:

- 27 Implemented
- 88 In Process – Past Due
- 81 In Process – Not Due
  - 1 In Process (Proposed Alternative)
  - 1 Partially Implemented – No Further Action
  - 1 Not Implemented – N/A
- 4 Disagree (Audit Committee Requested Action)

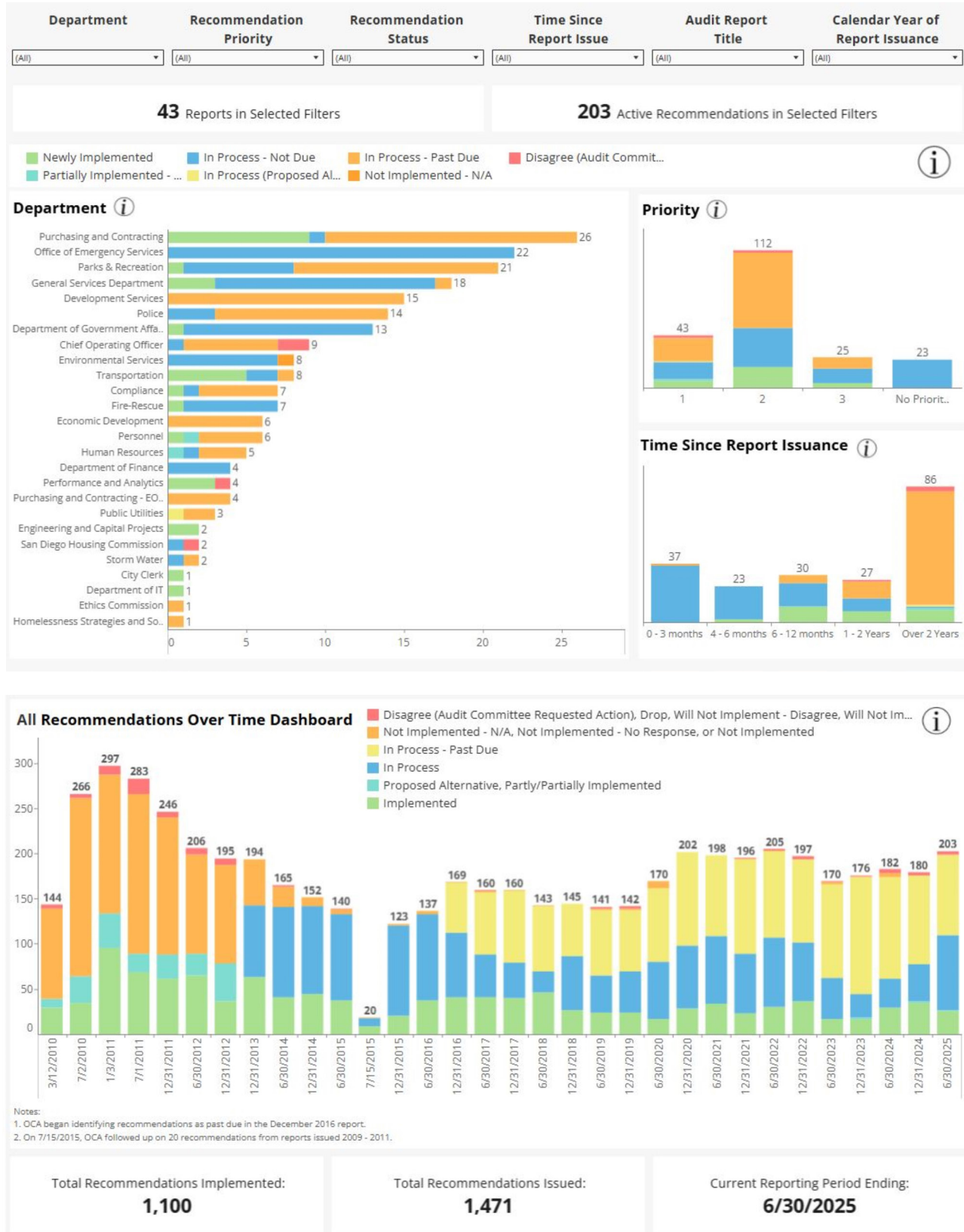
To augment this and future recommendation follow-up reports, we have created and published an interactive dashboard on our website as shown in **Exhibit 1**. For the interactive dashboard and copies of past reports, visit our website:

[Recommendation Follow-Up Home Page](#)

[Recommendation Follow-Up Dashboard](#)

[Audit Recommendation Follow-Up Reports](#)

As shown in **Exhibit 1**, the dashboard allows users to view and sort open recommendations by report year of issuance, department, recommendation priority, recommendation status, implementation time (since report issuance), and report.

**Exhibit 1****Screenshots of the Dashboard for the Current Report Period Ending June 30, 2025**

## Implementation Status of Recommendations

This report reflects the status of all Office of the City Auditor open audit recommendations as of June 30, 2025. We contacted departments directly to gather recommendation status information, reviewed all outstanding recommendations, and placed the recommendations into the following status categories:

**Previously Implemented:** Management provided sufficient and appropriate evidence to support implementation of all elements of the recommendation, or identified and implemented an alternative approach that addresses the risk and we deemed the recommendation to be implemented during a prior reporting period;

**Newly Implemented:** Management provided sufficient and appropriate evidence to support implementation of all elements of the recommendation, or identified and implemented an alternative approach that addresses the risk;

**In Process – Past Due:** Management provided some evidence, but not all elements of the recommendation have been addressed; or the department has agreed to implement the recommendation but has not yet completed the implementation, and the original target implementation date has passed;

**In Process – Not Due:** Management provided some evidence but not all elements of the recommendation have been addressed, or the department has agreed to implement the recommendation but has not yet completed the implementation, and the original target implementation date has not yet passed;

**Not Implemented – N/A:** Circumstances changed to make the recommendation no longer applicable;

**In Process (Proposed Alternative):** Management disagreed with the original recommendation as written, but it reported it has a proposed alternative approach to mitigate the identified risk that was reported in the audit;

**Disagree (Audit Committee Requested Action):** Management disagreed with the original recommendation as written, but the Audit Committee requested action to mitigate the risk; and

**Partially Implemented – No Further Action:** Management has completed some elements of the recommendation, but has not fully addressed the risk and does not plan to take any further action.



The following icons are used throughout this report to indicate the **43** recommendations for which the department reported that it requires additional resources and the **3** recommendations for which the department did not provide a current update on the implementation status.

In addition, given the City's fiscal challenges, we have also added a new icon to highlight the **32** recommendations that can provide a fiscal benefit to the City if implemented, such as increased revenues, reduced costs or significant efficiencies, or cost avoidance.



= Requires Resources



= No Update Provided



= Fiscal Benefit

**Exhibit 3** below summarizes the status of the 203 recommendations by audit report in chronological order.

### Exhibit 3

#### Audit Reports and Recommendation Status

Report #	Report Title	Newly Implemented	In Process Past Due	In Process Not Due	Other	Page #
15-012	<a href="#">The City Needs to Address the Lack of Contract Administration and Monitoring on Citywide Goods and Services Contracts</a>		1			13
15-016	<a href="#">Performance Audit of Citywide Contract Oversight</a>	2	3			15
16-016	<a href="#">Citywide Contract Oversight II - Contract Review</a>		2			20
17-013	<a href="#">Performance Audit of the San Diego Convention Center</a>		1			23
18-023	<a href="#">Performance Audit of the Storm Water Division</a>		1			25
19-002	<a href="#">Performance Audit of the Real Estate Assets Department's Portfolio Management Practices</a>		1			28
20-002	<a href="#">Performance Audit of Public Utilities Department's Advanced Metering Infrastructure Implementation</a>				1	30
20-003	<a href="#">Hotline Report of Abuse Related to the Unfair Award of a Multi-Million-Dollar Contract</a>		4			32
20-008	<a href="#">Performance Audit of Development Services Department Administration of Deposit Accounts for Development Projects</a>		5			35



Report #	Report Title	Newly Implemented	In Process Past Due	In Process Not Due	Other	Page #
20-009	<a href="#">Performance Audit of the City's Efforts to Address Homelessness</a>		1			39
20-010	<a href="#">Hotline Investigation of Gifts Received by a City Employee</a>		1			41
20-011	<a href="#">Performance Audit of the City's Strategic Human Capital Management</a>				1	9
20-013	<a href="#">IT Performance Audit of Citywide Data Classification and Sensitive Data Encryption</a>	1				44
21-001	<a href="#">Follow-Up Performance Audit of the Public Utilities Department's Industrial Wastewater Control Program</a>		2			46
21-002	<a href="#">Agreed-Upon Procedures Related to the Central Stores Physical Inventory - Fiscal Year 2020</a>		2			49
21-005	<a href="#">Performance Audit of the Purchasing and Contracting Department's Small Local Business Enterprise Program</a>		4			51
21-006	<a href="#">Performance Audit of Strategic Human Capital Management II: Employee Performance Management</a>		1			55
22-002	<a href="#">Performance Audit of the City's Major Building Acquisition Process</a>		1	1		57
22-005	<a href="#">Performance Audit of Equity in Recreation Programming</a>		12			60
22-007	<a href="#">Performance Audit of the City's Lease Management and Renewal Process</a>		4			78
22-008	<a href="#">Performance Audit of Workplace Safety and Workers' Compensation</a>	1	5			82
22-009	<a href="#">Performance Audit of the Development Services Department's Code Enforcement Division</a>		10			89
23-001	<a href="#">Performance Audit of SDPD's Use and Management of Body Cameras</a>		6			100
23-004	<a href="#">Performance Audit of the City's Get It Done Application and Service Requests Management</a>	2			1	105
23-005	<a href="#">Performance Audit of the City's Towing Program</a>		4			109
23-08	<a href="#">Hotline Report of Unsafe Driving by City Employees</a>		1		2	114

Report #	Report Title	Newly Implemented	In Process Past Due	In Process Not Due	Other	Page #
23-09	<a href="#">Performance Audit of the City's Capital Improvement Project Approval Process</a>	2				117
24-01	<a href="#">Performance Audit of the City's Brush Management on City-Owned Land</a>	1	4			119
24-02	<a href="#">Performance Audit of the City's Classified Employee Hiring Process</a>	1	4	1		128
24-03	<a href="#">Fraud Hotline Report of Purchase Order Approvals</a>		1			135
24-04	<a href="#">Re-Review of the 2016 Audit of the City's Programs Responsible for Improving Pedestrian Safety</a>			3		137
24-07	<a href="#">Performance Audit of the City's Street Maintenance Program</a>	4				140
24-08	<a href="#">Performance Audit of SDPD Overtime</a>		1	3		145
24-09	<a href="#">Performance Audit of the San Diego Housing Commission's Property Acquisition Process</a>			1	1	149
24-11	<a href="#">2024 High Risk Re-Review of the 2013 Performance Audit of the City's Pothole Repair Operations</a>	1	1			151
25-01	<a href="#">Performance Audit of Facility Maintenance</a>	2	1	7		154
25-02	<a href="#">Performance Audit of the City's Contract Management Process</a>	7	4	1		163
25-05	<a href="#">Fraud Hotline Report of Boat Storage Permits</a>	1		7		169
25-06	<a href="#">Performance Audit of the City's Fleet Maintenance</a>	1		9		176
25-07	<a href="#">Performance Audit of the City's Grants Program</a>	1		12		183
25-08	<a href="#">Performance Audit of the City's Trash, Recycling, and Organics Collection and Handling</a>			7	1	197
25-09	<a href="#">Performance Audit of Fire-Rescue Overtime</a>			6		203
25-10	<a href="#">Performance Audit of the City's Disaster Response</a>			23		207
Grand Total		27 (13%)	88 (43%)	81 (40%)	7 (3%)	

## Report Sections

This report provides detailed information about the recommendations in the following sections:

### **Section A: Recommendations Highlighted for the Audit Committee's Attention**

Generally, this section includes recommendations for which: (a) the Administration disagreed with implementing the recommendation; (b) the status update significantly varied from previous updates provided by the Administration; (c) some type of further action by the Audit Committee is needed; (d) Management took partial action to implement the recommendation and plans to take no further action; and/or (e) it is determined to be Not Applicable (N/A) any longer and should be dropped.

### **Section B: Recommendation Implementation Status by Report**

This section includes all newly implemented and in process recommendations as of June 30, 2025, organized by audit or investigative report. This section includes brief summaries of every report, as well as a table summarizing the status of all recommendations from that report.

## Format for Recommendation Status Updates

As a result of ongoing process improvement discussions between OCA and the Compliance Department, in January 2024, we issued a [joint memorandum](#) with the Chief Operating Officer to City Department Directors regarding the requested format for providing status updates for our recommendations.

The format, which is reflected in many of the recommendation implementation updates in this report, includes the following basic elements:

1. A summary of the key steps or tasks required to implement an agreed-upon recommendation;
2. The status of each step or task, including whether the step or task has been completed, or any information on the progress in completing the step or task; and
3. Target timeframes for completing the remaining steps or tasks.

# Section A

## *Recommendations for the Audit Committee's Attention*

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This section includes recommendations highlighted for the Audit Committee's attention. Generally, this section includes recommendations for which: (a) Management has **disagreed** with implementing the recommendation; (b) the **status update significantly varied from previous updates** provided by the Administration; (c) some type of **further action** by the Audit Committee is needed; (d) Management took **partial action** to implement the recommendation and **plans to take no further action**; and/or (e) it is determined to be **Not Applicable (N/A)** any longer and should be dropped.

# Performance Audit of the City's Strategic Human Capital Management

**20-011**

(NO) (GT)

Taking a data-driven, strategic approach to human capital management is critical given the City's limited resources and the wide range of services that employees provide to City residents. In our [Performance Audit of the City's Strategic Human Capital Management](#), we found that the City should substantially strengthen its human capital management by adopting a more data-driven approach to monitoring and communicating core metrics of its workforce and responding strategically to workforce needs. Specifically, we found:

**Finding 1:** Despite years of steady revenue and expenditure growth, San Diego lags far behind other cities in compensation competitiveness and should develop a strategy to mitigate growing risks to its workforce and the various public services it provides.

**Finding 2:** The City can strengthen its efforts to monitor and communicate core metrics of its workforce, in order to achieve its broad strategic objectives and provide wide-ranging public services.

**Finding 3:** The special salary adjustment process is a control for addressing compensation competitiveness, recruitment, and retention issues; however, its methodology leads to undercounting of turnover, and the process for identifying positions at risk is inefficient and strategically erratic.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Human Resources	Previously Implemented (December 2021)			
2	Finance	Previously Implemented (December 2022)			
3	Human Resources & Personnel	Previously Implemented (December 2020)			
4	Human Resources	Previously Implemented (June 2022)			
5	Human Resources	Previously Implemented (December 2022)			
6	Human Resources	Previously Implemented (December 2021)			
7	Human Resources	Partially Implemented – No Further Action			
8	Human Resources	Previously Implemented (December 2022)			
9	Human Resources & Personnel	Previously Implemented (December 2023)			

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
10	Human Resources	Previously Implemented (June 2022)			
11	Personnel	Previously Implemented (June 2022)			
12	Personnel	Previously Implemented (June 2021)			
13	Personnel	Previously Implemented (June 2021)			
14	Personnel	Previously Implemented (December 2023)			

Human Resources and Personnel have led major steps to implement the recommendations from the Performance Audit of Strategic Human Capital Management, including adopting the City's first-ever [employee compensation philosophy](#), regularly measuring employee satisfaction and the benefits that employees value, modernizing the City's flex work policies and capabilities, and issuing three [Workforce Reports](#) to provide City leadership and the public with key information on City employee turnover, retention, and recruitment. Implementing these recommendations—along with other actions the City has taken—has helped the City to increase the retention rate of employees to the highest rate in many years. Over time, 13 of the 14 recommendations have been fully implemented, and the sole remaining task was to implement a requirement that the Workforce Report be produced annually.

### Requested Action:

Recommendation 7 includes that Human Resources and Personnel should develop and publicly present an annual Workforce Report to the Council and Mayor, and implement a mechanism (such as a Council Policy or Municipal Code requirement) to ensure that these reports are produced on an ongoing basis. To date, Human Resources and Personnel have collaborated on three workforce reports, which include all of the information required in the recommendation (turnover, vacancies, etc.) for City employees by job classification. While there appears to be momentum to continue publishing workforce reports, a requirement to produce these reports on an annual basis has not been implemented. Therefore, **we propose that Recommendation 7 be closed with a status of Partially Implemented – No Further Action.**

### Recommendation 7

*Human Resources*

HR and Personnel should jointly present an annual, publicly available Workforce Report to the City Council and Mayoral administration, updating City leadership by identifying key City positions facing challenges related to recruitment, retention, employee satisfaction and other metrics.

- a. The Workforce Report should include fundamental Human Capital Management (HCM) metrics on turnover rates, quits rates, vacancy rates, employee satisfaction, and others and should include benchmarking/comparative information, such as data from the U.S. Bureau of Labor Statistics, other large cities, the Society for Human Resource Management, etc.
- b. Among other content, the Workforce Report should identify:
  - i. A reasonable number—e.g., 10—of the job types for full-time employees, regardless of classification status, with:
    - The highest rates of turnover and/or voluntary separations;
    - The highest rates of vacancies; and
    - A metric assessing employee recruitment—for example, the number of “qualified” vs. “highly qualified” applicants.
    - If they are not included among the job types above, the Workforce Report should also include the results for Police Officers and Firefighters as well.
  - ii. An assessment of the differences, if any, between employees with Defined Contribution retirement plans and the rest of the City workforce, with respect to recruitment and retention patterns and/or other metrics (e.g., satisfaction or engagement).
- c. The Workforce Report should identify key elements of concern within the workforce, such as recruitment, development, satisfaction/engagement, and retention problems, an action plan to address these issues, and a timeline for completion.
- d. The Workforce Report should be required by a strong mechanism, such as a Council Policy or Municipal Code amendment. (Priority 1)

### **Department Reported: Newly Implemented**

#### **OCA Request: Partially Implemented – No Further Action**

This recommendation is partially implemented. With help from the Human Resources Department, the Performance and Analytics Department presented a third iteration of an annual workforce report to Council in May 2025. It was titled “Workforce Report 2023 and 2024.” The report included a wide range of strategic human capital management analyses, including on workforce separations patterns, an area that OCA had particularly emphasized as a high-risk issue.

Management has thus fulfilled most of the elements of the recommendation, except the formal mechanism to ensure recurrence. While Management has produced three annual workforce reports over the past 4 years, this leaves the risk that this momentum will not be maintained. However, the Director of Human Resources has stated the intent to continue these strategic analyses going forward, and wrote in a statement to OCA: “The City intends to continue to provide workforce report updates on an annual basis. In addition, the City concurs that completion rates for employee performance reviews be incorporated into the report once the data is available.”



## Section B

### *Recommendation Implementation Status by Report*

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This section includes all newly implemented and in process recommendations as of June 30, 2025, organized by audit or investigative report.

**Previously Implemented** recommendations were deemed as implemented as of a prior reporting period (as indicated by the month and year of the reporting period).

**Newly Implemented** recommendations have been deemed as implemented as of this reporting period based on auditor review of sufficient and appropriate evidence provided by the departments.

**In Process – Past Due** recommendations are recommendations with past due original target dates as of this reporting period that are in process of implementation based on the status information provided by the departments or based on auditor review of evidence provided by the departments.

**In Process – Not Due** recommendations are recommendations with original target dates that are not due as of this reporting period that are in process of implementation based on the status information provided by the departments or based on auditor review of evidence provided by the departments.

**In Process (Proposed Alternative)** recommendations are recommendations for which Management disagreed with the original recommendation as written, but it reported it has a proposed alternative approach to mitigate the identified risk that was reported in the audit.

**Not Implemented – N/A** recommendations were closed because circumstances changed to make the recommendation not applicable as of a prior reporting period (as indicated by the month and year of the reporting period).


**Disagree (Audit Committee Requested Action)** recommendations are recommendations for which Management disagreed with the original recommendation as written, but the Audit Committee requested action to mitigate the risk.

# Memorandum: The City Needs to Address the Lack of Contract Administration and Monitoring on Citywide Goods and Services Contracts

**15-012**

(AR) (KE)

In our Performance Audit of Citywide Contract Oversight, we found significant deficiencies in the manner in which the City oversees and monitors Citywide goods and services contracts. Specifically, we found that contract administrators have not been assigned to monitor all Citywide goods and services contracts and an ineffective critical control designed to prevent City staff from exceeding contract thresholds. In compliance with Government Auditing Standards Section 6.78, Early Communication of Deficiencies, we issued a [memorandum](#) prior to completing our performance audit due to the significant inherent risks these conditions posed to the City.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Purchasing & Contracting	Previously Implemented (December 2022)			
2	Purchasing & Contracting	In Process – Past Due			

## Recommendation 2

*Purchasing & Contracting*

The Purchasing & Contracting Director should take immediate action to ensure the Target Value control is enforced on contractual purchases. Specifically, the Director should implement the following detective controls:

- Ensure that the report in development will clearly identify orders made without references to the appropriate contract and his staff is trained to utilize the report.
- Create a policy defining the intervals of review and actions taken to correct the control weakness.

Additionally, the Director should review the potential for preventative controls to minimize the circumvention of the Target Value control. (Priority 2)



### In Process – Past Due

The Purchasing and Contracting Department originally reported this recommendation as partially implemented with no further action. However, after OCA review, we have determined it to be in process.

The Purchasing and Contracting Department developed a report and report instructions that identifies contract spend and alerts staff of contracts reaching spend thresholds. The department also created reports reviewing purchase orders not tied

to contracts to ensure all relevant spending is being tied to the correct contracts. The instructions detail how to run the reports and the frequency at which the reports should be run. However, although the instructions say to run the reports monthly, due to current staffing levels, the department could not commit to ensuring the monthly frequency was maintained.

OCA will continue to follow up on this recommendation until the department receives sufficient staffing to run the reports monthly and demonstrates that the monthly frequency is maintained.

**Issue Date:** January 16, 2015

**Original Target Date:** N/A

**Current Target Date:** January-2017    June-2017    June-2022    April-2019  
 December-2020    December-2021    March-2022    May-2022    August-2022  
 March-2023    August-2023    September-2024    March-2025    Unknown

# Performance Audit of Citywide Contract Oversight

## 15-016

(AR) (KE)

In our [Performance Audit of Citywide Contract Oversight](#), we found that the City should strengthen and standardize the contract administration process to ensure contractual commitments are properly monitored and all payments meet contractual obligations. Specifically, we found:

**Finding 1:** The City does not have sufficient controls in place to ensure the quality and completeness of contract deliverables, or determine the City's total contractual commitments.

**Finding 2:** The City's contract modification and closeout processes require improvement.

**Finding 3:** The City has not implemented the vendor debarment process to mitigate potential future issues with known problem vendors.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Purchasing & Contracting	Newly Implemented			
2	Purchasing & Contracting	Newly Implemented			
3	Purchasing & Contracting	In Process – Past Due			
4	Purchasing & Contracting	Previously Implemented (June 2019)			
5	Public Works	Previously Implemented (June 2018)			
6	Public Works	Previously Implemented (June 2018)			
7	Purchasing & Contracting	In Process – Past Due			
8	Purchasing & Contracting	In Process – Past Due			
9	Chief Operating Officer	Previously Implemented (June 2019)			

**Recommendation 1***Purchasing & Contracting*

To ensure accurate contractual information and supporting documentation are available to Citywide contract administrators and users, the Chief Operating Officer should establish policies and procedures to require:

- a. All City contracts utilize an SAP Outline Agreement to centralize contract information and utilize centralized controls, access and reporting in the Citywide financial system;
- b. The City should track total contract awards in SAP in accordance with the full value of the awarded contract to facilitate accurate controls and reporting;
- c. The configuration of contract terms is standardized in SAP, in accordance to contractual terms, to facilitate better control and reporting across all contract, including the Target Value, Total Award
- d. Value, and Contract Validity Dates; and
- e. Supporting contracting documentation is centralized and stored electronically in SAP, i.e., attaching all contracts and related documentation to an SAP Outline Agreement.

Additionally, the Chief Operating Officer should establish responsibility for training contracting staff in Purchasing & Contracting and Public Works Contracting Group to ensure that information is tracked uniformly in SAP according to the developed policies and procedures. (Priority 2)

**Newly Implemented**

This recommendation is implemented. The Purchasing and Contracting Department developed a Contract Entry Guide which establishes policies for entering contracts electronically into Ariba. This will ensure that contract information such as contract value, effective date, and expiration date are available to City users. Department staff were trained on the guide and management sent a memo to staff reaffirming the policy on electronic storage of all contracts.

**Recommendation 2***Purchasing & Contracting*

The Chief Operating Officer should establish procedures detailing requirements for contract administrators, defining the responsibilities they have to complete prior to approving invoices for payment and submitting them to Comptrollers for processing. Specifically, the procedures should include:

- a. Develop analytical procedures to ensure that payments are made in compliance with contractual costs and fees.
- b. Attach the pertinent documentation supporting the payment approval in the SAP Invoice as defined in the contract's Quality Assurance Surveillance Plan to ensure the payment can be verified as appropriate.
- c. Establish responsibility for training contract administrators on procedures that must be accomplished prior to recommending or approving invoices for payment.
- d. Establish responsibility for monitoring the contract administrators' responsibilities prior to recommending or approving invoices for payment.
- e. An annual review of the City's contract administration invoice approval process to ensure it is working as intended and effective; additionally, the policies and procedures should be updated as necessary resulting from this review. (Priority 2)

## Newly Implemented

This recommendation is implemented. The Purchasing and Contracting Department created a Contract Administration Guide which includes detailed information about contract administrators' responsibilities and specific details on invoice processing, as well as links to already existing internal controls. Additionally, training on the guide and on purchase orders and requisitions is being offered to City staff.

### Recommendation 3

*Purchasing & Contracting*

The Chief Operating Officer should design policies and procedures detailing a standardized citywide contract administration process to mitigate the City's contractual risks and ensure compliance with contractual terms and receipt of contracted construction, reconstruction, repairs, goods, and services. At a minimum the contract administration requirements should include:

- a. Preparation of a Quality Assurance Surveillance Plan for each contract awarded to be attached and maintained with supporting documentation to the SAP Outline Agreement;
- b. Mandatory training for contract administrators in contract monitoring and ethics; and
- c. An annual review of the City's contract administration oversight process to ensure it is working as intended and effective; additionally, the policies and procedures should be updated as necessary resulting from this review. (Priority 2)

## In Process – Past Due

This recommendation was originally reported as implemented by the Purchasing and Contracting Department. However, after OCA review, we have determined it to be in process.

The Purchasing and Contracting Department developed a Contract Administration Guide detailing a standardized Citywide contract administration process, which includes guidance on contract monitoring and contract ethics, and expected the first of these to be completed at the end of September 2025. The department is also actively offering trainings on the guide. OCA will follow up in the next cycle to confirm policy is being actively implemented.

**Issue Date:** April 25, 2015

**Original Target Date:** November 2015

**Current Target Date:** November-2016   June-2017   December-2020   Unknown  
December-2021   February-2022   August-2022   March-2023   September-2023  
September-2024   June-2025   September 2025

## Recommendation 7

*Purchasing & Contracting*

The Chief Operating Officer (COO) should require the completion of a standardized performance evaluation upon contract completion for both CIP and non-CIP contracts. Specifically, the COO should develop policies and procedures for vendor performance evaluations that:

- a. Are defined at a high enough level for both the Purchasing and Public Works departments to use and add more detailed information as appropriate;
- b. Define specified periods in a contract lifespan;
- c. Ensure that all evaluations are centrally attached to vendor record, such as the SAP Vendor Master files Attachment;
- d. Ensure that past Vendor Performance is taken into account prior to issuing or renewing contracts with that vendor;
- e. Design a formalized vendor dispute and arbitration process to ensure evaluations are performed equitably; and
- f. Ensure that the process is robust enough to pursue vendor debarment when appropriate.

Additionally, the COO should establish responsibility for training contracting staff in Purchasing & Contracting and Public Works Contracting Group to ensure that information is tracked in SAP in a uniform manner according to the developed policies and procedures. (Priority 2)

### In Process – Past Due

This recommendation was originally reported as implemented by the Purchasing and Contracting Department. However, after OCA review, we have determined it to be in process.

The Purchasing and Contracting Department has developed a standard policy and form for contractor evaluation, included procedures in the contract administration guide, is actively offering trainings to City staff on the guide, and is expecting the first forms to be completed by December 2025. The contractor evaluation form is robust and provides an opportunity for recommendations for future contracting with vendor. The evaluation policy also provides an opportunity for staff recommendation and contractor reply. OCA will follow up in the next reporting cycle to confirm policy is being implemented.

**Issue Date:** April 25, 2015

**Original Target Date:** N/A November 2016

**Current Target Date:** November-2016 June-2017 January-2019

December-2020 Unknown December-2021 February-2022 August-2022

March-2023 September-2023 July-2025 December 2025



**Recommendation 8***Purchasing & Contracting*

The Chief Operating Officer should design policies and procedures detailing a vendor debarment process to mitigate the City's contractual risks. At a minimum the vendor debarment process should include:

- a. Defined submission steps and requirement.
- b. Assignment of accountability for the process.
- c. Establishment of a monitoring process.
- d. Designation of a location for and maintenance of the debarred vendor list.
- e. An annual review of the City's debarment process to ensure it is working as intended and effective; additionally, the policies and procedures should be updated as necessary resulting from this review.

Additionally, the Chief Operating Officer should establish responsibility for and provide debarment training for contract administrators and managers. At a minimum the training should identify how, when and to whom they should submit a vendor for consideration of debarment or suspension. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Finalize Contractor Performance Evaluation policy.  
Status: Complete.

Task 2: Draft and finalize Vendor Debarment policies and procedures.  
Status: In process. Estimated completion August 31, 2025.

**Issue Date:** April 25, 2015

**Original Target Date:** N/A January 2017

**Current Target Date:** January 2017 June 2017 April 2018 May 2018 April 2019  
January 2020 February 2020 November 2020 December 2021 February 2022  
September 2022 March 2023 September 2023 December 2024 May 2025  
October 2025


## Citywide Contract Oversight II – Contract Review

**16-016**

(AR) (KE)

The Audit Committee asked us to review a selection of City contracts to identify potential impacts of contract oversight deficiencies or loss to the City due to the weaknesses identified in our 2015 audit of Citywide contract oversight. As a result, we conducted a [Performance Audit of Selected Contracts](#) and found:

**Finding 1:** Review of selected contracts demonstrates continued inconsistencies with contract administration, adherence to contract provisions, and City procurement requirements, which underscores the need for a strengthened internal control environment.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Purchasing & Contracting	In Process – Past Due			
2	Purchasing & Contracting	In Process – Past Due			
3	City Comptroller	Previously Implemented (June 2016)			
4	Parks & Recreation	Previously Implemented (June 2017)			
5	Parks & Recreation	Previously Implemented (December 2016)			
6	Parks & Recreation	Previously Implemented (December 2016)			
7	Parks & Recreation	Will Not Implement (June 2017)			
8	City Comptroller	Previously Implemented (December 2016)			
9	Parks & Recreation	Previously Implemented (June 2017)			
10	Chief Operating Officer	Previously Implemented (June 2016)			

## Recommendation 1

*Purchasing & Contracting*

Purchasing & Contracting (P&C) should ensure that its new purchase requisition procedures and the forthcoming digital procurement manual include a requirement for review by senior procurement specialist to try to reduce errors in purchase requisitions and purchase orders. An emphasis on ensuring that existing contracts are identified when appropriate should be included in the procedures.

Additionally, P&C should develop a monitoring program that periodically reviews, or spot checks, new purchase orders that have been created and were not tied to contracts. This monitoring process should review all purchasing information and vendor assignment to ensure that there was not a contract available for the goods or services. If errors are identified during the monitoring, staff at the client department and P&C should be further trained to help eliminate such errors. (Priority 3)



### In Process – Past Due

The Purchasing and Contracting Department originally reported this recommendation as partially implemented with no further action. However, after OCA review, we have determined it to be in process.

The Purchasing and Contracting Department developed a Contract Administration Guide which explains the procedures for purchase requisitions, and monitoring procedures for monthly review of contract target values. However, the department does not currently have the staff to effectively implement this policy.

OCA will continue to follow up on this recommendation until the department receives sufficient staffing to implement the policy.

**Issue Date:** April 21, 2016

**Original Target Date:** November 2016

**Current Target Date:** November 2016   January 2017   June 2017   September 2020  
December 2021   March 2022   September 2022   March 2023   September 2023  
September 2024   March 2025   Unknown

**Recommendation 2***Purchasing & Contracting*

Purchasing & Contracting (P&C) should continue its efforts to obtain and expedite implementation of the catalog software to, among other things, address lapses in contract pricing review of when invoices are processed. P&C should develop a clearly defined and documented plan for training P&C and client department staff as part of the implementation process. (Priority 3)

**In Process – Past Due**

This recommendation is in process. According to Purchasing & Contracting (P&C), not all contracts can be entered as catalogs. P&C is working in creating a clearly defined plan/policy and training for those contracts that are subject to catalog entry. According to P&C, the following tasks are necessary to achieve full implementation:

Task 1: Draft clearly defined policy regarding catalog entry.

Status: In process.

Task 2: Train staff.

Status: Estimated completion September 30, 2025.

**Issue Date:** April 21, 2016

**Original Target Date:** November 2016

**Current Target Date:** November 2016   January 2017   June 2017   June 2022  
December 2020   Unknown   December 2021   February 2022   November 2022  
March 2023   September 2023   January 2025   June 2025   September 2025

# Performance Audit of the San Diego Convention Center

## 17-013

(JP)

In our [Performance Audit of the San Diego Convention Center](#), we found that improvement in performance measures and collaboration between stakeholders is needed to help ensure the continued success of the San Diego Convention Center as a premier tourist destination. Specifically, we found:

**Finding 1:** The San Diego Convention Center Corporation should improve oversight of its marketing services contract with the San Diego Tourism Authority by strengthening performance measures and corrective action protocols.

**Finding 2:** The San Diego Convention Center Corporation, City, and Unified Port of San Diego efforts are not sufficient to address future Convention Center capital improvement needs.

**Finding 3:** While capital projects were allowable, the San Diego Convention Center Corporation should update its internal payment authorization procedures and consult with the City regarding the use of available funding.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	San Diego Convention Center Corporation	Previously Implemented (June 2018)			
2	San Diego Convention Center Corporation	Previously Implemented (June 2018)			
3	San Diego Convention Center Corporation	Previously Implemented (June 2017)			
4	Chief Operating Officer	In Process – Past Due			
5	San Diego Convention Center Corporation	Previously Implemented (June 2017)			
6	San Diego Convention Center Corporation	Previously Implemented (December 2017)			

**Recommendation 4***Chief Operating Officer*

The City of San Diego Chief Operating Officer or designee should continue discussions with the Unified Port of San Diego to develop a financing plan that addresses the capital projects funding gap and recognizes the shared responsibility and benefit to the region. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the department, the litigation surrounding Measure C has not yet been resolved. On August 30, 2024, the judge in the trial court proceedings issued the order and judgment in the Measure C trial in favor of the City on all issues, which declares Measure C to have been duly enacted by the voters and the City to have the authority and an obligation to impose and collect the TOT. However, on September 26, 2024, opponents of the Measure appealed the trial court judgment and that appeal is expected to be heard in September 2025.

**Issue Date:** January 18, 2017

**Original Target Date:** December 2017

**Current Target Date:** ~~December 2017~~ ~~June 2018~~ ~~December 2018~~ Unknown

# Performance Audit of the Storm Water Division

## 18-023



(MJ)

We conducted a [performance audit of the Storm Water Division](#) focusing on opportunities to improve storm water asset management, to increase storm water revenues, and to enhance the efficiency of storm water code enforcement case management, monitoring, and reporting. We found that the Storm Water Division can further improve the efficiency of its infrastructure maintenance and code enforcement efforts, but the City ultimately needs to address significant storm water funding shortages. Specifically, we found:

**Finding 1:** To more quickly and efficiently replace corrugated metal pipes, Storm Water Division should complete a detailed analysis to further support its plans to optimize the size of its in-house pipe repair crew.

**Finding 2:** Storm water funding is insufficient to fund current and future storm water needs and the City has not taken action to develop and pursue a long-term funding strategy.

**Finding 3:** A new tracking system and re-inspection fees will improve the efficiency and effectiveness of storm water enforcement efforts.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Stormwater	Previously Implemented (June 2021)			
2	Stormwater	Previously Implemented (June 2019)			
3	Stormwater	Previously Implemented (June 2019)			
4	Communications & Stormwater	Previously Implemented (June 2019)			
5	Stormwater	Previously Implemented (December 2020)			
6	Stormwater	Previously Implemented (June 2022)			
7	Stormwater	Previously Implemented (December 2018)			
8	Stormwater	Previously Implemented (December 2019)			
9	Stormwater	In Process – Past Due			



**Recommendation 9***Stormwater*

The Transportation and Storm Water Department Storm Water Division should establish a re-inspection fee, and develop, document, and implement policies and procedures for when reinspection fees should be issued, consistent with the City of San Diego's Municipal Code. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the Stormwater Department, the following tasks are necessary to achieve full implementation:

Task 1 (Project Scoping): In 2019, the Stormwater Department's Planning Division engaged a consultant to evaluate and develop a potential re-inspection fee for the Industrial and Commercial Inspections programs. The City is required under the Municipal Stormwater Permit issued by the San Diego Regional Water Quality Control Board to inspect industrial and commercial businesses within City boundaries to ensure compliance with best management practices (BMPs) that help reduce pollution in stormwater runoff. Re-inspections of these facilities are required to ensure corrective actions have been taken to address deficiencies found during initial inspections. The Industrial and Commercial Inspections program is currently funded entirely with General Funds. The consultant's work included extensive research into similar fees within the City and other jurisdictions, evaluation of legal avenues for imposing a fee, and development of a stakeholder outreach strategy. They also developed a Fee Implementation Schedule, documentation for the City approval process, and standard operating procedures related to the re-inspection fee. Status: Completed 2019–2021

Task 2 (Project Implementation): As a part of the scoping of the workflow and processes that would be needed to implement a cost-recovery program for stormwater compliance re-inspections, the Planning Division identified the need for additional resources to initiate and administer such a program. The department stated in April 2025 that the cost of the program in FY2019 dollars was approximately \$1.5 million, and its fee scenario indicated that the program would recover 50 percent of the initial investment within the first year (\$750,000) and fully recover costs by 5 years. The department further stated that the initial investment and cost recovery would likely be higher if adjusted to current dollars.

Budget requests were submitted by the Stormwater Department as part of the FY2020–FY2025 budget requests and corresponding Five-Year Financial Outlooks. However, the requests were prioritized against other budgetary needs and not selected for funding. The additional resources were not requested as part of the FY2026 budget request given the significant structural deficit in the City's General Fund. This deficit is anticipated to continue into FY2027; as such, the department will revisit the inclusion of these resources in a future fiscal year, as appropriate. Status: On hold pending budget availability.

**Issue Date:** June 14, 2018

**Original Target Date:** January 2020

**Current Target Date:** ~~January 2020~~   ~~July 2021~~   ~~July 2022~~   ~~July 2023~~   ~~July 2024~~  
~~July 2025~~   July 2026

# Performance Audit of the Real Estate Asset Department's Portfolio Management Practices

## 19-002


(MJ)

In our performance audit of the [Real Estate Asset Department's Portfolio Management Practices](#), we found that opportunities exist to improve the City's real estate data tracking and communication of the property portfolio. Specifically, we found:

**Finding 1:** READ's centralized property portfolio's current use classification does not always match the use of City property as recommended by best practices.

**Finding 2:** Opportunities exist for the City to improve management oversight of City inventory by establishing processes or procedures to require land-managing departments to periodically review inventory.

**Finding 3:** READ is not presenting the Portfolio Management Plan to City Council at a public hearing as recommended by best practices, resulting in the City Council not having an opportunity to provide public input regarding the City's comprehensive portfolio management strategy.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Economic Development	Previously Implemented (June 2019)			
2	Economic Development	In Process – Past Due			
3	Economic Development	Previously Implemented (December 2018)			
4	Economic Development	Previously Implemented (December 2024)			

Note: The former Real Estate Assets Department is now part of the Economic Development Department. Thus, all recommendations originally assigned to the Real Estate Assets Department are now assigned to the Economic Development Department.

**Recommendation 2***Economic Development*

READ should consult with the Mayor and City Council to determine whether to work with land-managing departments to conduct an analysis of City property that ensures a good match between the property and its function. This analysis should focus on key information such as whether the property is:

- A good match between the property and function, unlikely to change;
- To be considered for relocation of the function to anchor another property with a better match, good fit with upcoming events, or held for future use; and
- Surplus, or property unused by City functions.

These designations should then be included with property information in REPortfolio. To ensure a review of the most valuable properties, and not the entire real estate portfolio, READ should determine how to prioritize properties for analysis (e.g., minimum acreage threshold, high profile, etc.). (Priority 2)

**In Process – Past Due**

This recommendation is in process. The recently adopted Council Policy 700-10 outlines the procedures for leasing and disposing of City-owned property, including compliance with the Surplus Land Act. According to the department, since adoption, it has brought forward various actions to Committee and Council in alignment with the policy and will continue to do so strategically. Additionally, the department stated it will further address this recommendation through the development of the Real Property Management Plan, which is required by the new Council Policy every two years (contingent upon available budget) and involves coordination with land-managing departments and other stakeholders.

**Issue Date:** July 23, 2018

**Original Target Date:** June 2019

**Current Target Date:** June-2019    ~~December-2019~~    ~~March-2020~~    ~~September-2020~~  
~~December-2021~~    ~~December-2022~~    ~~December-2023~~    ~~December-2024~~    ~~June-2025~~  
 June 2026

# Performance Audit of Public Utilities Department's Advanced Metering Infrastructure Implementation

## 20-002

(JP)

In our [Performance Audit of Public Utilities Department's Advanced Metering Infrastructure Implementation](#), we found that insufficient project planning and management caused major delays and may lead to cost overruns. Specifically, we found:

**Finding 1:** The Public Utilities Department did not adequately plan, budget for, or manage the Citywide AMI implementation, leading to major delays and potential cost overruns.

**Finding 2:** The Public Utilities Department needs to address several staffing issues to improve the performance of the Citywide AMI implementation.

**Finding 3:** The Public Utilities Department should accurately track meter replacement labor costs to improve project oversight.

**Finding 4:** EAM Work Manager data controls do not effectively prevent data entry errors, leading to inefficiencies and billing delays.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Public Utilities	Previously Implemented (December 2019)			
2	Public Utilities	Previously Implemented (December 2019)			
3	Public Utilities	In Process (Proposed Alternative)			
4	Public Utilities	Not Implemented – N/A (June 2023)			
5	Public Utilities	Previously Implemented (December 2019)			
6	Public Utilities	Not Implemented – N/A (June 2024)			
7	Public Utilities	Previously Implemented (December 2021)			
8	Public Utilities	Not Implemented – N/A (June 2024)			
9	Public Utilities	Not Implemented – N/A (June 2023)			
10	Public Utilities	Not Implemented – N/A (June 2023)			
11	Public Utilities	Not Implemented – N/A (June 2024)			
12	Public Utilities	Not Implemented – N/A (June 2024)			

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
13	Public Utilities	Not Implemented – N/A (June 2024)			

### Recommendation 3

*Public Utilities*

The Executive Steering Committee, in conjunction with the project manager, should develop a deployment plan for the Citywide AMI implementation project, which includes specific and detailed tasks, responsibilities, budgets, and a timeline for completion. Budgets and timelines for completion should be supported by detailed analysis based on realistic assumptions. (Priority 1)

#### In Process (Proposed Alternative)

This recommendation is in process. According to Public Utilities, the following tasks are necessary to achieve full implementation:

Task 1: Draft a performance-based Request for Proposal (RFP) to design and implement a smart metering system that addresses the City's functional needs.  
Status: Complete

Task 2: Issue performance-based RFP and select a vendor.  
Status: Public Utilities Department released a performance-based RFP to design and implement a smart metering system that addresses the City's functional needs. While the department received multiple bids, it did not receive any responsive bids due to the need for proposers needing to be prequalified. The project was readvertised, and proposer interviews are scheduled to occur in July. The department estimates bringing the selected vendor forward for City Council consideration/approval by Spring 2026. Target date: July 31, 2026

Task 3: Create deployment plan.  
Status: Dependent on Task 2. Target date: December 31, 2026.

**Issue Date:** July 11, 2019

**Original Target Date:** January 2020

**Current Target Date:** January 2020   July 2021   January 2022   June 2022  
July 2022   September 2023   June 2024   TBD   July 2026   December 2026

# Hotline Report of Abuse Related to the Unfair Award of a Multi-Million-Dollar Contract

**20-003**

(AH)

The Office of the City Auditor [investigated a Fraud Hotline report that the City unfairly awarded a multi-million-dollar contract](#) to a vendor using a cooperative procurement process. During the course of our investigation, we conveyed our preliminary investigation results to City Management and the contract with the vendor was not renewed. Our investigation found sufficient and appropriate evidence to form the following opinions:

- City staff did not perform adequate due diligence in advance of the contract award.
- Department of Information Technology staff reviewed the vendor's services but no other vendors.
- Some contracting process steps and best practices were not followed.
- City staff mischaracterized the nature of the vendor's services to obtain approval from the Human Resources department.
- City staff made significant changes to the source contract's terms, conditions, and pricing.
- Using the source organization's consultant contract may have required City Council approval, but Council approval was not obtained.
- The vendor appears to have defined the scope of work for the contract they were awarded.
- Potential City Charter violations related to Sections 94, 97, 100, and 101.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Purchasing & Contracting	In Process – Past Due			
2	Chief Operating Officer	Previously Implemented (June 2021)			
3	Chief Operating Officer	Previously Implemented (December 2020)			
4	Chief Operating Officer	Previously Implemented (December 2019)			
5	Personnel	In Process – Past Due			
6	Purchasing & Contracting	In Process – Past Due			
7	Purchasing & Contracting	In Process – Past Due			
8	Chief Operating Officer	Not Implemented – N/A (December 2019)			
9	Audit Committee & City Council	Not Implemented – N/A (December 2019)			

**Recommendation 1***Purchasing & Contracting*

We recommend that the Chief Operating Officer ensure that Administrative Regulation 35.11 regarding the Citywide Department Use of Cooperative Procurement Contracts be revised to require documentation of a business case analysis listing other vendors that provide the goods or services, an analysis of the costs and benefits of a competitive procurement process, an evaluation of other cooperative procurement contracts available from other vendors, a certification that the City's process was fair to other vendors, and a signature by the City employee submitting the Certification declaring that the facts and information presented are true and correct. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the department, staff has been focused on completing the contract entry guide, contract admin guide, supporting documents, and training. This item will be prioritized and is expected to be completed Fall 2025.

**Issue Date:** September 11, 2019

**Original Target Date:** February 2020

**Current Target Date:** February 2020    ~~Unknown~~    ~~December 2021~~    ~~Unknown~~

~~October 2022~~    ~~March 2023~~    ~~September 2023~~    ~~May 2024~~    ~~Unknown~~    ~~July 2025~~  
October 2025

**Recommendation 5***Personnel*

We recommend that the Chief Operating Officer, in consultation with the City Attorney's Office, update SDMC §§ 22.3205 and 23.1801, requiring a review of all service contracts by the Civil Service Commission, to reflect the current practice. (Priority 3)

**In Process – Past Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Human Resources gets final authorization from City Administration on next steps.

Status: Pending final authorization.

Task 2: Personnel gets authorization from Civil Service Commission in closed session for Human Resources to meet and confer with REOs.

Status: Planned for Civil Service Commission meeting after completion of Task 1.

Task 3: Set up meet and confer with REOs.

Task 4: Present proposed SDMC revisions to City Council.



**Issue Date:** September 11, 2019

**Original Target Date:** May 2020

**Current Target Date:** ~~May 2020~~ ~~March 2022~~ ~~August 2022~~ ~~June 2023~~  
~~October 2023~~ ~~January 2025~~ August 2025

## Recommendation 6

*Purchasing & Contracting*

We recommend that the Chief Operating Officer, in consultation with the City Attorney's Office, revise Administrative Regulation 35.11 and relevant SDMC sections to clarify whether or not a cooperative procurement process may be used for consultant contracts. (Priority 3)

### In Process – Past Due

This recommendation is in process. According to the department, staff has been focused on completing the contract entry guide, contract admin guide, supporting documents, and training. This item will be prioritized and is expected to be completed Fall 2025.

**Issue Date:** September 11, 2019

**Original Target Date:** February 2020

**Current Target Date:** ~~February 2020~~ ~~November 2020~~ ~~Unknown~~  
~~December 2021~~ ~~Unknown~~ ~~October 2022~~ ~~March 2023~~ ~~September 2023~~  
~~May 2024~~ ~~Unknown~~ ~~July 2025~~ October 2025

## Recommendation 7

*Purchasing & Contracting*

We recommend that the Chief Operating Officer ensure that Administrative Regulation 35.11 regarding the Citywide Department Use of Cooperative Procurement Contracts, and other relevant policies, be revised to prohibit the City from receiving free consultation, goods, or services from vendors if doing so may reasonably be perceived to lead to favorable treatment for a particular vendor, or potentially violate State law. (Priority 2)

### In Process – Past Due

This recommendation is in process. According to the department, staff has been focused on completing the contract entry guide, contract admin guide, supporting documents, and training. This item will be prioritized and is expected to be completed Fall 2025.

**Issue Date:** September 11, 2019

**Original Target Date:** February 2020

**Current Target Date:** ~~February 2020~~ ~~November 2020~~ ~~Unknown~~  
~~December 2021~~ ~~Unknown~~ ~~October 2022~~ ~~March 2023~~ ~~September 2023~~  
~~May 2024~~ ~~Unknown~~ ~~July 2025~~ October 2025

# Performance Audit of Development Services Department Administration of Deposit Accounts for Development Projects

## 20-008

(MJ)

In our [Performance Audit of Development Services Department Administration of Deposit Accounts for Development Projects](#), we found that the Development Services Department is extending City credit to some customers and is at risk of losing a significant amount of money due to the ineffective administration of deposit accounts. Specifically, we found:

**Finding 1:** Deposit accounts' minimum required balances are insufficient to cover ongoing project expenses leading to deficit amounts that may not be paid to the City.

**Finding 2:** Deposit accounts with deficit balances are not reviewed, researched, and invoiced in a timely manner.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Development Services	In Process – Past Due			
2	Development Services	In Process – Past Due			
3	Development Services	Previously Implemented (June 2022)			
4	Development Services	Previously Implemented (December 2020)			
5	Development Services	In Process – Past Due			
6	Development Services	Previously Implemented (June 2021)			
7	Development Services	In Process – Past Due			
8	Development Services	Previously Implemented (December 2020)			
9	Development Services	Previously Implemented (June 2021)			
10	Development Services	In Process – Past Due			
11	Development Services	Previously Implemented (June 2023)			

**Recommendation 1***Development Services*

We recommend Development Services Department establish formal written policies establishing the authority and approvals for setting and changing the minimum required balance in project tracking system or Accela. This policy should describe the project managers roles, responsibilities, level of authority, required documentation and supervisory review and approval. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the Development Services Department (DSD), it has decided to move away from deposit accounts to a pay-as-you-go model. The Pay As You Go model will invoice customers for hourly charges after they are incurred on a monthly basis. DSD's IT vendor (TruePoint) created a custom list in the Accela test environment where hours can be entered. TruePoint also created the ability in the custom list where flat fee amounts for print shop and mailing fees can be entered. The Pay As You Go project will need to receive Treasury approval for delaying the invoicing of a receivable beyond the City standard of 3 days. DSD developed a process document, which was sent to Treasury for review and approval, and the status is pending. The target go-live is by the end of the calendar year 2025.

**Issue Date:** February 7, 2020

**Original Target Date:** May 2020

**Current Target Date:** ~~May 2020~~ ~~June 2021~~ ~~April 2022~~ ~~March 2024~~  
~~December 2024~~ ~~September 2025~~ December 2025

**Recommendation 2***Development Services*

We recommend Development Services Department (DSD) automate minimum required balance (MRB) calculation in project tracking system or Accela. Specifically, the approval types should be tied to specific MRB amounts as set forth in DSD's information bulletins, 502 and 503. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the Development Services Department (DSD), it has decided to move away from deposit accounts to a pay-as-you-go model. The Pay As You Go model will invoice customers for hourly charges after they are incurred on a monthly basis. DSD's IT vendor (TruePoint) created a custom list in the Accela test environment where hours can be entered. TruePoint also created the ability in the custom list where flat fee amounts for print shop and mailing fees can be entered. The Pay As You Go project will need to receive Treasury approval for delaying the invoicing of a receivable beyond the City standard of 3 days. DSD developed a process document, which was sent to Treasury for review and approval, and the status is pending. The target go-live is by the end of the calendar year 2025.

**Issue Date:** February 7, 2020

**Original Target Date:** November 2020

**Current Target Date:** ~~November 2020~~ ~~June 2021~~ ~~December 2021~~ ~~April 2022~~  
~~December 2023~~ ~~December 2024~~ ~~September 2025~~ December 2025

**Recommendation 5***Development Services*

We recommend Development Services Department work with the Public Works Department to develop procedures that clearly define roles and responsibilities for setting the MRB in applicable ministerial deposit accounts and stopping work on projects with deficit deposit account balances. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the Development Services Department (DSD), it has decided to move away from deposit accounts to a pay-as-you-go model. The Pay As You Go model will invoice customers for hourly charges after they are incurred on a monthly basis. DSD's IT vendor (TruePoint) created a custom list in the Accela test environment where hours can be entered. TruePoint also created the ability in the custom list where flat fee amounts for print shop and mailing fees can be entered. The Pay As You Go project will need to receive Treasury approval for delaying the invoicing of a receivable beyond the City standard of 3 days. DSD developed a process document, which was sent to Treasury for review and approval, and the status is pending. The target go-live is by the end of the calendar year 2025.

**Issue Date:** February 7, 2020

**Original Target Date:** October 2020

**Current Target Date:** ~~October 2020~~ ~~March 2021~~ ~~December 2021~~ ~~April 2022~~  
~~December 2023~~ ~~December 2024~~ ~~September 2025~~ December 2025

**Recommendation 7***Development Services*

We recommend Development Services Department automate the following information technology controls in project tracking system (PTS) and/or Accela to:

- a. Fix the glitch in the PTS that causes the minimum required balance (MRB) to revert to \$0;
- b. Calculate the MRB automatically—e.g., tie approvals to the appropriate dollar amounts; and
- c. Notify staff to stop working on projects with deficit deposit account balances. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the Development Services Department (DSD), it has decided to move away from deposit accounts to a pay-as-you-go model. The Pay As You Go model will invoice customers for hourly charges after they are incurred on a monthly basis. DSD's IT vendor (TruePoint) created a custom list in the Accela test environment where hours can be entered. TruePoint also created the ability in the custom list where flat fee amounts for print shop and mailing fees can be entered. The Pay As You Go project will need to receive Treasury approval for delaying the invoicing of a receivable beyond the City standard of 3 days. DSD developed a process document, which was sent to Treasury for review and approval, and the status is pending. The target go-live is by the end of the calendar year 2025.

**Issue Date:** February 7, 2020

**Original Target Date:** November 2020

**Current Target Date:** ~~November 2020~~ ~~June 2021~~ ~~Unknown~~ ~~December 2023~~  
~~December 2024~~ ~~September 2025~~ December 2025

### Recommendation 10

*Development Services*

We recommend Development Service Department work with the Office of the City Treasurer, Department of Finance, and Department of Information Technology to implement direct invoicing of all deposit accounts through SAP to establish receivables for customers with outstanding balances. (Priority 2)

#### In Process – Past Due

This recommendation is in process. According to the Development Services Department (DSD), it has decided to move away from deposit accounts to a pay-as-you-go model. The Pay As You Go model will invoice customers for hourly charges after they are incurred on a monthly basis. DSD's IT vendor (TruePoint) created a custom list in the Accela test environment where hours can be entered. TruePoint also created the ability in the custom list where flat fee amounts for print shop and mailing fees can be entered. The Pay As You Go project will need to receive Treasury approval for delaying the invoicing of a receivable beyond the City standard of 3 days. DSD developed a process document, which was sent to Treasury for review and approval, and the status is pending. The target go-live is by the end of the calendar year 2025.

**Issue Date:** February 7, 2020

**Original Target Date:** September 2020

**Current Target Date:** ~~September 2020~~ ~~June 2021~~ ~~Unknown~~ ~~December 2023~~  
~~December 2024~~ ~~September 2025~~ December 2025

# Performance Audit of the City's Efforts to Address Homelessness

## 20-009

(DN)

In our [Performance Audit of the City's Efforts to Address Homelessness](#), we found that the City has made strategic improvements but needs additional planning, coordination, oversight, and improved outreach—including at encampments—to better address homelessness. Specifically, we found:

**Finding 1:** The City has significantly increased its efforts to address homelessness and recently adopted a Strategic Plan on Homelessness, but several additional steps are needed to successfully implement the plan.

**Finding 2:** Homeless outreach efforts can be improved using a comprehensive strategy that includes additional outreach workers, improved coordination, and data utilization.

**Finding 3:** The City is not maximizing the effectiveness of its outreach practices to connect individuals with shelter and services during homeless encampment abatements.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Homelessness Strategies & Solutions	Previously Implemented (June 2022)			
2	Homelessness Strategies & Solutions	In Process – Past Due			
3	Homelessness Strategies & Solutions	Previously Implemented (June 2020)			
4	Homelessness Strategies & Solutions	Previously Implemented (June 2021)			
5	Homelessness Strategies & Solutions	Previously Implemented (December 2020)			
6	Homelessness Strategies & Solutions	Previously Implemented (December 2020)			
7	Homelessness Strategies & Solutions	Previously Implemented (June 2021)			
8	Homelessness Strategies & Solutions	Previously Implemented (December 2020)			
9	Homelessness Strategies & Solutions	Previously Implemented (December 2022)			
10	Homelessness Strategies & Solutions	Previously Implemented (June 2021)			
11	Homelessness Strategies & Solutions	Previously Implemented (December 2020)			
12	Homelessness Strategies & Solutions	Will Not Implement (December 2022)			

**Recommendation 2***Homelessness Strategies & Solutions*

To ensure that the City has the funding necessary to implement the new City of San Diego Community Action Plan on Homelessness (Strategic Plan on Homelessness), the Homelessness Strategies Division (HSD) should develop long-term funding options, such as: continued or increased reliance on the General Fund, State or Federal funding, bonds, tax measures, and any other options that may significantly contribute to closing a funding gap.

Once outcomes of the 2020 ballot measures have been determined, HSD should immediately initiate the development of a long-term funding strategy to meet its present and future homelessness needs identified in the Strategic Plan on Homelessness. The funding strategy should identify permanent and sustainable funding sources and should be finalized, publicly documented, and presented to the City Council upon completion.

When developing its funding strategy, HSD should solicit public input. Specific strategies HSD should consider include, but are not limited to:

- Focus groups;
- Interviews;
- Comment (or point-of-service) cards;
- Public meetings, such as hearings, “town hall” meetings, and community vision sessions;
- Interactive priority setting tools;
- Creating public or neighborhood advisory groups, committees, or task forces; or
- Hire a consultant to conduct surveys.

The funding strategy should include a plan to pursue the desired funding mechanism(s) based on consideration of information obtained from stakeholders, expert knowledge, and objective data. (Priority 1)

**In Process – Past Due**

This recommendation is in process. The Homelessness Strategies and Solutions Department (HSSD) reported that considering the federal government priorities, the State’s budget challenges, and the City’s budget challenges, HSSD has prioritized operational oversight of current services over progress on a long-term funding strategy. The City continues to rely on HHAP and the City’s General Fund, and the FY2026 budget added the promise of Measure C funding. HSSD intends to consider funding strategy development as part of its Five-Year Financial Outlook development.

**Issue Date:** February 12, 2020

**Original Target Date:** December 2021

**Current Target Date:** December 2021    Unknown


# Hotline Investigation of Gifts Received by a City Employee

**20-010**

(AH)

We conducted a [Hotline Investigation of Gifts Received by a City Employee](#) and determined that a City employee:

- Received over \$3,000 in gifts from vendors;
- Managed employees who supervised the vendors;
- Covertly advised the vendors to increase revenues on City contracts;
- Awarded option contracts worth millions to the vendors;
- Acknowledged receiving the gifts only after questioning by law enforcement; and
- Failed to disclose the gifts and under-reported the amounts on disclosure forms by over \$1,600.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Ethics Commission	In Process – Past Due			
2	Chief Operating Officer	Previously Implemented (June 2020)			
3	Chief Operating Officer	Previously Implemented (June 2020)			
4	Chief Operating Officer	Previously Implemented (June 2021)			

## Recommendation 1

*Ethics Commission*

We recommend that the Chief Operating Officer present a revision of SDMC §26.0413(a)(4) to the City Council to include Classified employees who file SEIs be under the jurisdiction of the Ethics Commission for both education and enforcement purposes. (Priority 2)



### In Process – Past Due

This recommendation is in process, and the Ethics Commission is taking the lead on implementation with assistance from other departments as needed. According to the Ethics Commission, the following tasks are necessary to achieve full implementation:

Task 1: Commission staff drafts proposed amendments to the Municipal Code, a Council Policy, and other City laws to expand the Commission's jurisdiction to add Classified employees who file Form 700 Statements of Economic Interests.



Target Date: February 28, 2025

Status: Completed. Staff drafted amendments to SDMC 26.0413 that expand the Commission's jurisdiction to Classified employees. If a Council Policy or other legal documents need drafting or amending, those tasks will be accomplished later in the implementation process and in collaboration with the City Attorney's Office.

Task 2: Commission staff conduct research and benchmarking with other jurisdictions to see how they handle the enforcement of union-represented employees and determine what changes need to be made to the Commission's enforcement procedures.

Target date: TBD

Status: Staff intends to conduct research and benchmarking later in the implementation process.

Task 3: The Commission considers the proposed amendments at their monthly meeting and whether to direct staff to provide the draft to the City Attorney's Office to prepare documents for Council action. Target date: April 30, 2025

Status: Completed. The Commission reviewed the proposed amendments that expand its jurisdiction to include Classified employees and approved the language at its March 13, 2025, meeting. The Commission directed staff to provide the draft to the City Attorney's Office.

Task 4: Commission staff works with the City Attorney's Office to bring the amendment package to Council.

Status: Staff provided the draft language to the City Attorney's Office on May 9, 2025. The City Attorney's Office commenced its legal review process.

Task 5: Once the proposed amendments are finalized, the item is taken to Council to request authorization for the "meet and confer process" with affected labor unions.

Target date: November 1, 2025

Task 6: City Management oversees the "meet and confer process." City Management handles this step; the Ethics Commission is not involved.

Target date: TBD

Task 7: Once the meet and confer process is complete, and any necessary amendments are made, the Council is asked to approve the legislative package.

Target date: TBD

Task 8: City Management works with the Ethics Commission on the appropriate timeline for funding and phasing in new employees to help manage the new program.

Target date: TBD

Task 9: The Executive Director hires and onboards staff. The Commission changes internal policies as needed.

Task 10: Staff begin training and regulating all Classified employees. The Commission begins enforcement of cases involving classified employees.

Target date: TBD

This recommendation is in process. Since the last update, Ethics Commission staff drafted the relevant strikeout language for the SDMC amendments and obtained approval from the Commissioners. On May 9, 2025, staff submitted the draft language to the City Attorney's Office.

The Ethics Commission has the technical knowledge and expertise to add Classified employees who file Form 700 Statement of Economic Interests to its jurisdiction for education and enforcement. Although legislative work can proceed, a meet and confer process will be needed to implement the recommendation.

Full implementation also requires adequate funding to expand Ethics Commission staff and a contracts budget. The recommendation was initially estimated to add more than 700 employees to the Commission's jurisdiction. A more recent estimate is 1000 employees. Existing programs would be significantly impacted without additional resources to implement the recommendation. New Charter section 41.3 states that the Ethics Commission must receive "sufficient" funding to operate the programs within its jurisdiction. Therefore, the City's General Fund must fully fund any new program.

SDMC section 26.0413 is part of the Ethics Commission's procedural and enforcement laws that were impacted by Charter section 41.3. Amendments to SDMC sections 26.0401 through 26.0456 will also need to be amended. The amendments to section 26.0413 are part of a larger year-long project that the Ethics Commission is undertaking in partnership with the City Attorney's Office.

Revised target dates of "TBD" recognize that the City's FY2026 budget will not have adequate funding to expand the Commission's programs and staff in the immediate future. The target dates also reflect that implementation tasks require work from other departments with their workload and requirements unrelated to the Ethics Commission.

**Issue Date:** April 13, 2020

**Original Target Date:** December 2020

**Current Target Date:** ~~December 2020~~ January 2023 Unknown

# IT Performance Audit of Citywide Data Classification and Sensitive Data Encryption

**20-013**

(JP) (VG)

The City of San Diego relies on and generates significant amounts of data on a daily basis to plan, execute, and improve its operations. A Comprehensive Data Management program is essential to enable the City to appropriately protect and leverage its data resources to maximize the usefulness of this data to the City and the public while balancing appropriate access and security. In our [IT Performance Audit of Citywide Data Classification and Sensitive Data Encryption](#), we found that the City must further formalize its data management program to enable comprehensive data management, including the classification and security of its data. Specifically, we found:

**Finding 1:** The City requires stronger coordination and definition of roles between the groups responsible for data management to ensure availability and security of the City's data resources.

**Finding 2:** The role of Chief Data Officer requires additional definition to facilitate centralization of Citywide data management.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Performance & Analytics	Previously Implemented (June 2024)			
2	City Clerk	Previously Implemented (June 2022)			
3	City Clerk	Previously Implemented (December 2021)			
4	Chief Operating Officer	Previously Implemented (June 2022)			
5	City Clerk	Newly Implemented			

**Recommendation 5***City Clerk*

The City Clerk, Chief Information Officer, and Chief Data Officer should create an Administrative Regulation defining a Citywide data governance model and the roles and responsibility of each of the City's data management entities. (Priority 1)

**Newly Implemented**

This recommendation is implemented. The City has implemented Administrative Regulation 90.75, effective July 23, 2025, establishing a formal Citywide Data Governance Model. This regulation defines clear roles and responsibilities for all departments and data stakeholders, ensuring that City data is treated as a strategic asset. This Administrative Regulation is the capstone of the collaborative work completed by the Chief Data Officer (CDO), Chief Information Officer (CIO), and City Clerk, formally memorializing the structures and responsibilities established through Recommendations #1–4. Evidence of the implementation of the Citywide data governance model and the clarification of roles and responsibilities of each data management entity was verified as part of the closure of Recommendations #1–4.

By centralizing data oversight through a new Data Governance Committee and Executive Leadership Group, the policy strengthens accountability, improves coordination, and reduces risks tied to inconsistent data practices. It also supports better decision-making, safeguards sensitive information, and aligns with legal and operational standards outlined in the San Diego Municipal Code.

# Follow-Up Performance Audit of the Public Utilities Department's Industrial Wastewater Control Program

21-001

(JP)

In 2013, we issued a [Performance Audit of the Public Utilities Department's Industrial Wastewater Control Program](#) (IWCP). At that time, we found that outdated fees, billing lapses, and inadequate controls limited program cost recovery from IWCP permittees. Most program costs were passed on to other wastewater customers who were not IWCP permittees. In addition, we issued a confidential memorandum raising the possibility that these cost recovery practices were not in compliance with Proposition 218. We conducted a [Follow-Up Performance Audit of the Public Utilities Department's Industrial Wastewater Control Program](#) to review the status of the recommendations we made in 2013. We found that the Public Utilities Department's cost recovery practices remain out of compliance with City regulations and policies and possibly State Law. Specifically, we found:

**Finding 1:** The Public Utilities Department has not adjusted many IWCP permit fees since 1984, and its cost recovery practices remain out of compliance with City policies and potentially State Law.

**Finding 2:** Billing lapses have reoccurred due to overly complex and inefficient processes and a breakdown in oversight.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Public Utilities	Previously Implemented (December 2022)			
2	Public Utilities	Previously Implemented (December 2021)			
3	Public Utilities	Previously Implemented (December 2020)			
4	Public Utilities	In Process – Past Due			
5	Public Utilities	Previously Implemented (June 2021)			
6	Public Utilities	In Process – Past Due			
7	Public Utilities	Previously Implemented (June 2021)			
8	Public Utilities	Previously Implemented (June 2021)			
9	Public Utilities	Previously Implemented (December 2023)			



**Recommendation 4***Public Utilities*

Upon completion of the fee study, the Public Utilities Department should work with the Office of the City Attorney and the Participating Agencies to review and revise, as appropriate, Interjurisdictional Agreements to include fees for service that achieve appropriate cost recovery under the guidelines of Council Policy 100-05 and Administrative Regulation 95.25, as well as Proposition 218. The revised agreements should include mechanisms to adjust fees in response to changes in the cost of service. (Priority 1)

**In Process – Past Due**

This recommendation is in process. According to Public Utilities, the following tasks are necessary to achieve full implementation:

The Second Amended and Restated Agreement and the pretreatment agreement went to Metro Joint Powers Authority Technical Advisory Committee in July and is expected to be released to the individual Participating Agencies' governing bodies for consideration starting in August. Public Utilities anticipates jurisdictional approvals to commence in September.

Task 1: Conduct negotiations with Participating Agencies.

Status: Completed.

Task 2: Implement revised interjurisdictional agreements.

Status: In Progress. Final agreement needs Joint Powers Authority approval followed by the 12 Participating Agencies receiving approval from their respective governing bodies.

**Issue Date:** July 15, 2020

**Original Target Date:** November 2020

**Current Target Date:** November 2020   July 2021   August 2022   July 2023  
July 2024   December 2024   July 2026

**Recommendation 6***Public Utilities*

The Public Utilities Department should move the Industrial Wastewater Control Program's budget from the Municipal Wastewater Fund to the Metropolitan Wastewater Fund. (Priority 1)

**In Process – Past Due**

This recommendation is in process. According to Public Utilities, the following tasks are necessary to achieve full implementation:

Task 1: Conduct negotiations with Participating Agencies.

Status: Completed.

Task 2: Move Industrial Wastewater Control Program's budget from Muni to Sewer Fund.

Status: In Progress. Moving the budget to the Metro fund is dependent on Participating Agencies approving revised agreements in Recommendation #4.

**Issue Date:** July 15, 2020

**Original Target Date:** July 2022

**Current Target Date:** ~~July 2022~~ ~~July 2023~~ ~~July 2024~~ ~~July 2025~~ July 2026

## Agreed-Upon Procedures Related to the Central Stores Physical Inventory – Fiscal Year 2020

**21-002**

(DN)

The San Diego Municipal Code requires an annual inventory count of the Purchasing & Contracting Department's Central Stores physical inventory. The [Agreed-Upon Procedures Related to the Central Stores Physical Inventory report for fiscal year 2020](#), conducted by Macias Gini & O'Connell (MGO), resulted in two recommendations. The [Agreed-Upon Procedures Related to the Central Stores Physical Inventory report for Fiscal Year 2023](#) resulted in one recommendation that was a repeat of Recommendation #1 from the FY2020 report.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Purchasing & Contracting	In Process – Past Due			
2	Purchasing & Contracting	In Process – Past Due			

Note: A repeat of Recommendation 1 was issued for the Agreed-Upon Procedures Related to the Central Stores Physical Inventory Fiscal Year 2023 report.

### Recommendation 1

*Purchasing & Contracting*

Macias Gini & O'Connell recommends that the Purchasing and Contracting Department consider procuring handheld devices that are compatible with the SAP inventory record module. These devices can be used to scan the barcodes that already exist on each stock item tag and will allow storekeepers to update inventory records in real-time for their inventory cycle counts and will provide more accurate and timely information regarding inventory record maintenance. (Priority 2)

### In Process – Past Due

This recommendation is in process. According to Purchasing & Contracting, it had awarded a contract to a vendor that indicated they had both the equipment and software integrations necessary for this recommendation to be satisfied. After having to obtain the infrastructure in the warehouse (wireless access points/internet), scanners and printers were purchased. When working to implement and integrate the software, issues arose and a resolution could not be reached. The contract expired July 21, 2025. Central Stores staff is working with the Department of IT Enterprise Resource Planning team and have identified a potential new vendor that can assist with integrating the equipment and SAP. Pricing is being obtained, and if acceptable, a new contract will be awarded within the next 90 days.



**Issue Date:** September 14, 2020

**Original Target Date:** April 2021

**Current Target Date:** April-2021   March-2022   September-2022   June-2023  
September-2023   December-2024   June-2025   December-2025

## Recommendation 2

*Purchasing & Contracting*

Macias Gini & O'Connell recommends that the Purchasing and Contracting Department develop policies and procedures for obtaining and documenting explanations and related support for any adjustments made to the inventory stock records. (Priority 2)

### In Process – Past Due

This recommendation is in process. According to Purchasing & Contracting, this recommendation will be satisfied once inventory scanners/software from Recommendation 1 is implemented and a final process can be developed.

**Issue Date:** September 14, 2020

**Original Target Date:** June 2021

**Current Target Date:** June-2021   December-2021   Unknown   December-2022  
June-2023   December-2023   Unknown   June-2025   December-2025

# Performance Audit of the Purchasing and Contracting Department's Small Local Business Enterprise Program

**21-005**

(CN)

In our [Performance Audit of the Purchasing and Contracting Department's Small Local Business Enterprise Program](#), we found that the program's design and insufficient oversight limit efforts to increase diversity and small business development in City contracting. At the time, we found that the program cost—mostly consisting of increased contracting costs—totaled \$2.2 million per year, while not providing the intended benefits. Specifically, we found:

**Finding 1:** The SLBE program has not effectively achieved the economic benefits of its program objectives.

**Finding 2:** Changes to the program's implementation may expand its economic benefits.

**Finding 3:** City leadership is not given sufficient quality information on the performance of the program to make informed management and oversight decisions.

In August 2025, the Office of the Independent Budget Analyst estimated increased contracting costs resulting from the program totaled \$13.1 million for FY2024 construction contracts alone.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Purchasing & Contracting	Previously Implemented (June 2021)			
2	Purchasing & Contracting	Previously Implemented (December 2021)			
3	Purchasing & Contracting	Partially Implemented – No Further Action (December 2024)			
4	Purchasing & Contracting	In Process – Past Due			
5	Purchasing & Contracting	In Process – Past Due			
6	Purchasing & Contracting	Previously Implemented (June 2022)			
7	Purchasing & Contracting	Previously Implemented (December 2024)			
8	Purchasing & Contracting	Previously Implemented (December 2021)			
9	Purchasing & Contracting	In Process – Past Due			
10	Purchasing & Contracting	Previously Implemented (December 2022)			

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
11	Purchasing & Contracting	Previously Implemented (June 2022)			
12	Purchasing & Contracting	In Process – Past Due			

## Recommendation 4

*Purchasing & Contracting*

We recommend the Mayor’s Office reposition oversight of the Small Local Business Enterprise (SLBE) program outside the management of the program. Oversight should include necessary expertise on decreasing barriers for businesses owned by women and people of color and should not solely rely upon City contracting expertise or fall to an advisory commission that cannot compel management to action. Oversight should, at minimum, include:

- Reviewing and approving the SLBE program’s performance measures, including the goods and services participation rate in Recommendation #7.
- Ensuring the performance measures and goals of the program align with the program’s objectives.
- Reviewing the program’s progress at meeting performance measures and goals, and increasing the goals at a steady rate to ensure program progress.
- Reviewing and approving the goal setting methodology for construction contracts.
- Reviewing and approving the template for the annual report to City Council, as referenced in Recommendation #11, to ensure the information is presented in a manner that is clear and details the program’s performance.
- Reviewing, approving, and seeking regular updates on the progress of the outreach plan in Recommendation #5. (Priority 2)

### In Process – Past Due

This recommendation was originally reported as implemented by Management. However, after OCA review, we have determined it to be in process.

The department has positioned oversight with the Race and Equity Team, which is a step towards implementation, but has not provided evidence that the team is providing oversight of the elements in the recommendation, such as the outreach plan and the program’s goals.

**Issue Date:** November 24, 2020

**Original Target Date:** December 2021

**Current Target Date:** ~~December 2021~~   ~~June 2022~~   ~~December 2022~~   ~~June 2023~~  
June 2024   Unknown

**Recommendation 5***Purchasing & Contracting*

We recommend that Equal Opportunity Contracting develop a written, evidence-based plan consistent with the results of the disparity study for increasing outreach and participation in the Small Local Business Enterprise (SLBE) program for small, local businesses and those owned by women and people of color to the extent allowable under the law.

- The plan should include outcome-based performance measures for each program objective. Measures to be considered should include:
  - Registration by businesses owned by women and people of color;
  - The number of businesses that grow out of the emerging local business enterprise category each year;
  - The number of businesses that grow out of the small, local business enterprise category each year; and
  - The number of employees the organization has when applying initially, when renewing their application, and when growing out of the program.
- The plan should be presented to the Citizens Equal Opportunity Commission for input and should include a public hearing with invited speakers from the pool of current registered SLBEs, SLBEs that successfully grew out of the program, and affiliated stakeholder groups, including industry associations and chambers of commerce.
- The plan should create goals and performance measures related to other tools designed to reduce barriers and increase competition in contracting included in the program, such as the mentor-protégé program and the bonds/insurance assistance program.

This recommendation does not recommend any preference in contracting based on race or gender, nor does create or imply a required goal or quota of race or gender in contracts with the City. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the department, Equal Opportunity Contracting is actively working with the Race and Equity team to draft a comprehensive written plan to ensure the full implementation of the recommendation. Additional time is needed to finalize the plan, as both teams are committed to developing a thorough and effective strategy that addresses key barriers and promotes equity within the SLBE Program.

**Issue Date:** November 24, 2020

**Original Target Date:** December 2021

**Current Target Date:** ~~December 2021~~ ~~June 2022~~ ~~June 2023~~ ~~June 2024~~  
~~June 2025~~ December 2025

**Recommendation 9***Purchasing & Contracting*

We recommend Small Local Business Enterprise (SLBE) program management, in consultation with the appropriate oversight bodies, evaluate the caps on SLBE subcontracting requirements for construction projects annually. Program management should then include the caps in the annual report, with a detailed description of the methodology used to justify the cap, and should include the previous cap amounts over time. This recommendation, however, should not conflict with City policies that require the prime contractor to perform at least 50 percent of the contract. (Priority 2)

**In Process – Past Due**

This recommendation is in process. The department reported that staff needs additional time to implement the recommendation.

**Issue Date:** November 24, 2020

**Original Target Date:** January 2022

**Current Target Date:** ~~January 2022~~ ~~June 2023~~ ~~June 2024~~ ~~June 2025~~ June 2026

**Recommendation 12***Purchasing & Contracting*

We recommend Equal Opportunity Contracting draft written policies for data tracking. Methodologies should be consistent year over year, with any changes documented, and the report should have a written quality control reviewing process to minimize errors and ensure the methodologies for the data used in the report do not distort the conclusions drawn from the data. (Priority 2)

**In Process – Past Due**

This recommendation is in process. The department reported that staff requires additional time to fully implement the audit recommendation. According to the department, Equal Opportunity Contracting is currently in the final stages of developing a new centralized data tracking system designed to capture all contract awards. Once the system is complete, staff will begin drafting formal written policies to support consistent and accurate data tracking practices.

**Issue Date:** November 24, 2020

**Original Target Date:** December 2021

**Current Target Date:** ~~December 2021~~ ~~June 2022~~ ~~June 2023~~ ~~June 2024~~  
~~June 2025~~ December 2025

# Performance Audit of Strategic Human Capital Management II: Employee Performance Management

**21-006**

(NO) (GT)

To address risks identified in our performance audit of the City's strategic human capital management, we initiated the [Performance Audit of Strategic Human Capital Management II: Employee Performance Management](#) to evaluate the extent of and several internal controls around efforts to monitor and address employee performance issues. We found that the City should ensure all employees receive performance reviews, and should enhance controls to ensure consistent and appropriate utilization of employee incentive and accountability tools. Specifically, we found:

**Finding 1:** The City should ensure all employees receive required performance evaluations to recognize and reward high performers as well as to identify and address poor performance.

**Finding 2:** The City utilizes multiple ways to recognize and reward commendable performance among employees, but utilization of the Rewards & Recognition Program varies widely among departments and its effect on employee satisfaction and retention is unclear.

**Finding 3:** The Human Resources Department should strengthen its abilities to more strategically monitor aggregated discipline trends and issues within the City's workforce.

**Finding 4:** Opportunities exist for the City to reform some elements of its disciplinary processes and discipline-related training for City supervisors.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Personnel	In Process – Past Due			
2	Personnel & Human Resources	Previously Implemented (June 2022)			
3	Human Resources	Previously Implemented (June 2022)			
4	Human Resources	Previously Implemented (December 2023)			
5	Human Resources	Previously Implemented (June 2024)			
6	Human Resources	Previously Implemented (June 2024)			
7	Human Resources	Previously Implemented (June 2024)			
8	Human Resources	Previously Implemented (June 2024)			
9	Human Resources	Previously Implemented (December 2022)			

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
10	Personnel	Previously Implemented (December 2024)			
11	Human Resources	Previously Implemented (December 2022)			

### Recommendation 1

*Personnel*

The Personnel Department (Personnel) and Human Resources Department (HR) should work collaboratively to report Employee Performance Review (EPR) completion rates for all eligible employees Citywide in the City's Annual Workforce Report.

- The report should include some sort of breakout capability, such as results by department, type of EPR (e.g., annual, quarterly, etc.), and classified or unclassified status.
- Personnel and HR should encourage the lowest-utilizing departments in particular—for example, via additional reminders or targeted trainings of supervisors and managers in those departments. (Priority 2)

### In Process – Past Due

This recommendation is in process. According to the Personnel Department, it has built a report to identify completed and past due Employee Performance Reviews (EPR). The department resolved an issue in June 2025 where online EPR data was not being entered into SAP and is now running bi-weekly reports to identify any remaining missing or inaccurate data. The department will also provide the Human Resources Department EPR completion rates for inclusion in the next City Annual Workforce Report.

**Issue Date:** November 25, 2020

**Original Target Date:** December 2021

**Current Target Date:** ~~December 2021~~   ~~June 2022~~   ~~December 2022~~   ~~June 2023~~  
~~December 2023~~   ~~March 2024~~   ~~August 2024~~   ~~April 2025~~   September 2025

# Performance Audit of the City's Major Building Acquisition Process

**22-002**

(CN) (MJ)


In 2015, the City began a series of building acquisitions totaling more than \$230 million. Many questions have been raised about whether these acquisitions were in the best interest of the City. We conducted our [Performance Audit of the City's Major Building Acquisition Process](#) to determine (1) if the City followed policies and best practices when acquiring major buildings, and (2) if the City has sufficient governance mechanisms for oversight of major building acquisitions.

We found that a serious lack of policies and oversight caused the City to miss or skip key steps in the acquisition process, and allowed the prior City Administration to leave out or misrepresent key information about building acquisitions when presenting them to the City Council and the public. Specifically, we found:

**Finding 1:** The prior City Administration did not follow best practices when acquiring more than \$230 million of major real estate assets due to unclear roles and responsibilities, resulting in significantly increased costs and underutilized facilities.

**Finding 2:** The prior City Administration failed to conduct sufficient due diligence, limiting the City's understanding of the properties acquired and hindering its ability to negotiate.

**Finding 3:** The prior City Administration diminished City Council's oversight capabilities on major real estate acquisitions by failing to provide complete and accurate information.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Economic Development	Previously Implemented (December 2024)			
2	Economic Development	Previously Implemented (December 2024)			
3	Economic Development	In Process – Past Due			
4	Economic Development	Previously Implemented (December 2024)			
5	Economic Development	Previously Implemented (December 2024)			
6	Economic Development	Previously Implemented (December 2024)			
7	Compliance	In Process – Not Due			
8	Economic Development	Previously Implemented (December 2024)			
9	Independent Budget Analyst	Previously Implemented (June 2022)			



No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
10	Economic Development	Previously Implemented (December 2024)			

Note: The former Real Estate Assets Department is now part of the Economic Development Department. Thus, all recommendations originally assigned to the Real Estate Assets Department are now assigned to the Economic Development Department.

### Recommendation 3

*Economic Development*

We recommend that the Real Estate Assets Department (READ), in consultation with the City Administration, develop and use a strategic real estate and office space plan. The plan should include the current space usage and a plan for future office space usage for City properties. The Council Policy described in Finding 1 should require READ to present the plan to the designated City Council committee and the City Council for input, changes, and approval every two years. (Priority 2)



#### In Process – Past Due

This recommendation is in process. According to the department, the development and inclusion of a strategic real estate and office space plan is addressed as part of the Real Property Management Plan (formerly Portfolio Management Plan), as outlined in the Revised Council Policy 700-10. This policy, adopted in February 2025, requires the Department to review, update, and present the Real Property Management Plan to Council every two years.

The department will be initiating the development of a scope of work and framework for the Real Property Management Plan; however, due to other departmental priorities and current budgetary constraints, it is likely that department will initiate hiring a consultant and formally launching this effort in mid-2026.

**Issue Date:** July 22, 2021

**Original Target Date:** February 2023

**Current Target Date:** ~~February 2023~~ ~~December 2023~~ ~~March 2024~~ ~~February 2025~~ December 2026

**Recommendation 7***Compliance*

We recommend that the Independent Budget Analyst, in consultation with the City Attorney's Office, create and bring forward to City Council for approval a section to be added to the San Diego Municipal Code to provide an enforcement mechanism for Charter Section 32.1, to ensure that City staff accurately represent and inform City Council of all material facts or significant developments relating to real estate acquisitions under the jurisdiction of City Council. (Priority 1)

**In Process – Not Due**

At the April 2025 Audit Committee meeting, the Audit Committee voted to keep the recommendation open as "In Process - Not Due" until Items B and C are completed.

Item B: Update the employee code of conduct, including the internal employee handbook, to include reference to Charter Section 32.1 as referenced in Option #3 of IBA Report 24-05.

Item C: Develop and offer enhanced staff training related to City Charter Section 32.1 as referenced in Option #4 of IBA Report 24-05.

In March 2025, Compliance reported that Management is in the process of implementing Item B by having the Human Resources Department update AR 95.60 and the City's Employee Code of Conduct and the Personnel Department update the Personnel Manual. Compliance reported that once Item B has been implemented, the Human Resources Department and Personnel Department will implement Item C by offering training to affected City staff.

**Issue Date:** June 22, 2021

**Original Target Date:** IBA Agreed, but City Attorney's Office Disagreed

**Current Target Date:** March 2025    Unknown

# Performance Audit of Equity in Recreation Programming

**22-005**

(AR) (MS)

Recreation is a core public service that provides numerous health and social benefits to individuals and communities. In our [Performance Audit of Equity in Recreation Programming](#), we found that providing equitable recreation programming requires a comprehensive, strategic approach. Specifically, we found:




**Finding 1:** Although the Parks and Recreation Department solicits participant feedback, it is likely not aware of broader community recreational needs and lacks a strategic plan and adequate resources to provide recreation programs more equitably.



**Finding 2:** The Parks and Recreation Department's approach to resource allocation and program quality is incomplete and limits its ability to provide equitable recreation programming.

**Finding 3:** The Parks and Recreation Department's approach to community engagement and marketing is decentralized and inconsistent, which results in diminished access to programming.

**Finding 4:** The Parks and Recreation Department has made efforts to ensure certain communities can participate in recreation programs, but significant barriers remain that may preclude other groups from participating.

**Finding 5:** Although the Parks and Recreation Department tracks certain program information, current practices diminish its ability to implement a data-driven approach for resource allocation, monitoring, evaluation, and reporting.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Parks & Recreation	In Process – Past Due			
2	Parks & Recreation	In Process – Past Due			
3	Parks & Recreation	In Process – Past Due			
4	Parks & Recreation	In Process – Past Due			
5	Parks & Recreation	In Process – Past Due			
6	Parks & Recreation	Previously Implemented (December 2024)			
7	Parks & Recreation	In Process – Past Due			
8	Parks & Recreation	In Process – Past Due			

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
9	Parks & Recreation	In Process – Past Due			
10	Parks & Recreation	In Process – Past Due			
11	Parks & Recreation	In Process – Past Due			
12	Parks & Recreation	In Process – Past Due			
13	Parks & Recreation	Previously Implemented (June 2024)			
14	Parks & Recreation	Previously Implemented (June 2023)			
15	Parks & Recreation	In Process – Past Due			
16	Parks & Recreation	Previously Implemented (June 2023)			

### Recommendation 1

*Parks & Recreation*

To ensure a formalized approach for obtaining recreation programming feedback from the community at-large, the Parks and Recreation Department should:

- Develop, document, and implement a process for conducting a community needs assessment that includes identifying the types of programs communities need, satisfaction levels, effectiveness, and recreation priorities, and demographic information such as race, income, education level, age, etc.; and
- Conduct this assessment at least every five years to reevaluate the data and update strategic plan efforts. (Priority 1)



#### **In Process – Past Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Request budget for consultants and positions to develop and implement community survey. Parks and Recreation requested budget in FY2024 and FY2025 to cover the costs of hiring consultants to conduct a community needs assessment. In FY2024, FY2025, FY2026 only \$50,000 was appropriated for recreation program equity audit expenses. The community needs assessment consultant costs are \$150,000. Status: Complete, although no additional funding has been received to support this contract.

Task 2: Acquire a consultant to develop, implement and summarize community needs assessment. The department developed an RFP with Purchasing and Contracting in 2023. The RFP was advertised in Planet Bids for one month beginning February 12, 2024. A consultant was awarded the contract and is working with department managers to develop the assessment, outreach and communication plan. Due to

budgetary restraints in the third and fourth quarters of FY2025, the department was unable to maintain the projected timeline with the contractor. The department projects a new completion date of May 2026.

Status: Complete. A contract was issued in December 2024 for a Community Needs Assessment consultant. The assessment will launch in February 2025 with projected completion in May 2026.

Task 3: Analyze community needs data and implement programming to meet community needs. Upon receipt of the final community needs assessment report, the department will request budget for FY2027 to implement programmatic and marketing recommendations.

Status: Not started.

Task 4: Conduct follow up community needs assessment in 2028. The department will revise this date to 2031 to allow for a five-year span between assessments.

Status: In progress.

Task 5: Conduct follow up community needs assessment in 2031.

Status: Not started.

In summary, Parks and Recreation requested NPE in budget years 2023, 2024, and 2025 to support efforts related to the Audit of Equity in Recreation Programming. The department did not request additional PE or NPE for the FY2026 budget due to the project budget deficit identified in the Five-Year Budget Outlook. The department has a reoccurring budget of \$50,000 in NPE but lacks additional fund allocations to meet the full needs of responding to this audit and recommendation. The department awarded the CRNA contract in December 2024 and onboarded a consultant. This assessment is in the preliminary phase of gathering info, creating survey questions, compiling stakeholder list and engaging the Mayor, Councilmembers, Office of Race and Equity, and Performance and Analytics Department with all aspects of the assessment. Assessment will be done in three phases and will include all nine council districts to gather demographic data and recreation programmatic desires and priorities. Tentative completion of assessment is summer of 2026.

**Issue Date:** November 10, 2021

**Original Target Date:** September 2022

**Current Target Date:** ~~September 2022~~   ~~December 2024~~   ~~December 2025~~  
~~March 2026~~   May 2026

**Recommendation 2***Parks & Recreation*

Once the Parks and Recreation Department (Parks & Rec) completes a community needs assessment, it should develop a strategic plan for addressing recreational equity that:

- Defines Parks & Rec's vision for equitable recreational programming;
- Includes objectives and goals with performance measures to gauge progress;
- Identifies resource needs to implement:
- The goals and objectives of the strategic plan;
- The recommendations in this audit report; and
- Any other strategies Parks & Rec plans to pursue to improve recreation programming equity;
- Requires Parks & Rec to annually update progress on its performance measures; and
- Requires Parks & Rec to update its objectives, goals, and performance measures every five years and incorporate findings from the community needs assessment. Parks & Rec should present the strategic plan to the City Council for approval. (Priority 1)

**In Process – Past Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: In January 2022, Mayor Todd Gloria released the new Citywide Strategic Plan which outlines the City's vision, mission, operating principals, priority areas of focus, and the commitment to equity. As part of the commitment to equity, each department, including the Parks and Recreation Department, developed a Tactical Equity Plan outlining goals, objectives and performance metrics.

Status: Complete.

Task 2: The Parks and Recreation Department Tactical Equity Plan was presented to the Community and Neighborhood Services Committee followed by City Council in May and June of 2023, respectively, in the annual report of 2023 Recreation Equity Report.

Status: Complete.

Task 3: Conduct a Citywide Community Recreation Needs Assessment, which will inform whether the performance metrics outlined in the Tactical Equity Plan are in alignment to reduce inequities and assure continuity of high-quality recreation programs across all communities of the City.

Status: In progress, anticipated completion is May 29, 2026.

Task 4: Update department's Tactical Equity Plan to address equity in recreation using the results of the Community Recreation Needs Assessment.

Status: Not started, contingent on completion of task 3.

Task 5: Present the updated Tactical Equity Plan to Community Recreation Groups, the Parks and Recreation Board, and the City Council for review, input, and approval.

Status: Not started, contingent on completion of tasks 3 and 4.

In summary, Parks and Recreation requested NPE in budget years 2023, 2024, and 2025 to support efforts related to the Audit of Equity in Recreation Programming. The department did not request additional PE or NPE for the FY2026 budget due to the projected budget deficit identified in the Five-Year Budget Outlook. The department awarded the contract in December 2024 and onboarded a consultant. This assessment is in the preliminary phase of gathering info, creating survey questions, compiling stakeholder list and engaging the Mayor, Councilmembers, Office of Race and Equity, and Performance and Analytics Department with all aspects of the assessment. Assessment will be done in three phases and will include all nine council districts. Tentative completion of assessment is summer of 2026. Projected completion of the community needs assessment is summer of 2026. Upon completion of the Community Needs Assessment, the department will update the Tactical Equity Plan to address equity in recreation as outlined in this recommendation.

**Issue Date:** November 10, 2021

**Original Target Date:** September 2022

**Current Target Date:** ~~September 2022~~   ~~December 2023~~   ~~March 2025~~   May 2026

### Recommendation 3

*Parks & Recreation*

To fully recover taxpayer money spent on contracted recreation programs, the Parks and Recreation Department should include contracted recreation programs in its next User Fee Study and increase the program surcharge, if necessary, in order to reach 100 percent cost recovery on these programs. (Priority 1)

#### In Process – Past Due

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Acquire a consultant for a cost-of-service study. In alignment with Council Policy 100-05, User Fee Policy, the department is required to conduct a cost-of-service study every five years to update the Department's Fee Schedule to ensure adequate cost recovery of services provided to the public. The department last updated the Fee Schedule in April 2025 and will conduct the next cost-of-service study in Fiscal Year 2026.

Status: In progress. The department is preparing the RFP for the cost-of-service study.

Task 2: Upon completion of the FY2026 cost-of-service study, the department will update the Department Fee Schedule to capture recommendations resulting from the study, including the analysis of contractual program fees and the program surcharge fee identified in this recommendation.

Status: Not started yet, contingent on completion of task 1.

Anticipate fee schedule updates to take effect in July 2027.

Task 3: Department will present the updated Department Fee Schedule to Community Recreation Groups, the Parks and Recreation Board, and City Council for review, input and approval.

Status: Not started yet, contingent on completion of tasks 1-2.

Anticipate fee schedule updates to take effect in July 2027.

Task 4: Upon approval of the updated Department Fee Schedule, the online registration and permitting software will need to be updated, along with the automatic fee calculator that accompanies this software. This will be conducted with assistance from the Department of IT's consultant, CGI.

Status: Not started yet, contingent on completion of tasks 1-3.

Anticipate fee schedule updates to take effect in July 2027.

Task 5: Provide training to Department Staff on updated fee schedule and begin implementation.

Status: Not started yet, contingent on completion of task 1-4.

Anticipate completion by July 2027.

In summary, the last Cost of Service Study was conducted in 2019 to support the update to the Department Fee Schedule in July 2022 and April 2025. According to Council Policy 100-05 User Fee Policy ([https://docs.sandiego.gov/councilpolicies/cpd\\_100-05.pdf](https://docs.sandiego.gov/councilpolicies/cpd_100-05.pdf)), the next required update to the fee schedule is in five years, or in 2027. In order to address this recommendation, the department is actively working on drafting the RFP for the study. Goal is to post and award this RFP by December 2025 and onboard a consultant by January 2026. Tentative completion date for Cost-of-Service Study is December 2026.

**Issue Date:** November 10, 2021

**Original Target Date:** June 2025

**Current Target Date:** June 2025    Unknown    July 2027



**Recommendation 4***Parks & Recreation*

To identify disparities in equitable funding, the Parks and Recreation Department should develop, document, and implement a resource allocation model that will evaluate resource equity between recreation facilities. The model should be based on:

- Community-specific criteria (e.g., health indicators, poverty, transportation access, etc.); and
- Site-specific criteria (e.g., size, frequency of visitors, amenities, etc.). (Priority 1)

**In Process – Past Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Request budget for consultants and positions to develop and implement community survey. Parks and Recreation requested budget in FY2024 and FY2025 to cover the costs of hiring consultants to conduct a community needs assessment. In FY2024, FY2025, and FY2026, only \$50,000 was appropriated for recreation program equity audit expenses. The community needs assessment consultant costs are \$150,000.

Status: Complete, although no additional funding has been received to support this contract.

Task 2: Acquire a consultant to develop, implement, and summarize community needs assessment. A contract was issued in December 2024 for a Community Needs Assessment consultant. A consultant was awarded the contract and is working with department managers to develop the assessment, outreach and communication plan. Due to budgetary restraints in the third and fourth quarters of FY2025, the department was unable to maintain the projected timeline with the contractor. The department projects a new completion date of May 2026.

Status: Complete. A contract was issued in December 2024 for a Community Needs Assessment consultant. The assessment will launch in February 2025 with projected completion in May 2026.

Task 3: Analyze community needs data and implement programming to meet community needs. Upon receipt of the final community needs assessment report, the department will request budget for FY2027 to implement programmatic and marketing recommendations.

Status: Not started yet.

Task 4: Analyze findings of Community Needs Assessment, compare recreation centers across the City, and develop a resource allocation model based on the comparison, benchmarking, and public input.

Status: Not started yet. Contingent on completion of tasks 1–3.

Task 5: Incorporate resource allocation model into the annual Recreation Equity Report and present to Community Recreation Groups, the Parks and Recreation

Board and City Council via the annual budget request process.  
Status: Not started yet. Contingent on completion of tasks 1–4.

In summary, Parks and Recreation requested NPE in budget years 2023, 2024, 2025 to support efforts related to the Audit of Equity in Recreation Programming. The department did not request additional PE or NPE for the FY2026 budget due to the project budget deficit identified in the Five-Year Budget Outlook. Once the budget allows, the department will request an additional 6.0 FTE, including 1.0 Marketing Program Manager, 1.0 Supervising Management Analyst, 1.0 Associate Management Analyst, 1.0 Administrative Aide and 2.0 Recreation Specialist along with NPE to support the implementation of the Community Recreation Needs Assessment results and Equity Audit recommendations. The department issued a contract in December 2024 for a consultant to conduct the community needs assessment, even though funds remain short for the effort. The assessment is currently underway and is projected to be complete in May 2026. Upon completion of the assessment, the department will develop the resource allocation model for City Council review and approval in anticipation of the FY2027 budget year.

**Issue Date:** November 10, 2021

**Original Target Date:** June 2023

**Current Target Date:** June 2023   ~~November 2025~~   June 2026

## Recommendation 5

*Parks & Recreation*

To monitor the quality of staff-run and contractual programs, the Parks and Recreation Department should develop, document, and implement a comprehensive method for measuring the quality of all recreation programs. This should include training staff to conduct these program quality assessments in a way that is standardized and incorporates notes, observations, and interview data. (Priority 2)



### In Process – Past Due

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Requested staff positions in budget years 2023, 2024, 2025 to support efforts to complete this recommendation. The department did not request additional PE or NPE for the FY2026 budget due to the projected budget deficit identified in the Five-Year Budget Outlook. Additional analytical staff is crucial to measure the quality of all recreation programs. Five positions were added in the budget for Fiscal Years 2023 and 2024, while five others remain unfunded.

Status: In progress.

Task 2: Develop, recruit, and hire new positions to support this recommendation.

Status: In progress. The department hired five positions to support the Audit of Equity in Recreation Programming.

Task 3: Develop procedures to create, distribute and analyze surveys for recreation programs in a Department Instruction.

Status: Complete.

Task 4: Train department staff on new recreation program survey and evaluation system.

Status: Not started. The DI is currently under review. Upon completion of the Meet and Confer process, this task will begin.

Task 5: Conduct surveys and evaluations for recreation programs. Analyze results to determine the success of programs.

Status: Not started. Upon implementation resulting from task 4, this step will be implemented and remain an on-going process in the department.

In summary, the department requested staff positions in fiscal years 2023, 2024, and 2025 to support efforts to complete this recommendation, but did not request additional PE or NPE for the FY2026 budget due to the projected budget deficit identified in the Five-Year Budget Outlook. Once the budget allows, the department will request an additional 6.0 FTE, including 1.0 Marketing Program Manager, 1.0 Supervising Management Analyst, 1.0 Associate Management Analyst, 1.0 Administrative Aide and 2.0 Recreation Specialist along with NPE to support the implementation of the Community Recreation Needs Assessment results and Equity Audit recommendations.

The department worked with the Performance and Analytics Department to develop an online program survey for program participants and established a Department Instruction (DI) outlining procedures for program survey and evaluation implementation. The DI is currently under legal review and meet and confer with the labor union. Through this process, the staff has received feedback and recommendations in which they are actively working on updating in the documents. Upon completion of these reviews, department staff will be provided training on this process and begin implementation.

**Issue Date:** November 10, 2021

**Original Target Date:** June 2023

**Current Target Date:** June 2023   ~~November 2024~~   ~~April 2025~~   June 2026

**Recommendation 7***Parks & Recreation*

In order to increase and standardize marketing efforts, the Parks and Recreation Department (Parks & Rec) should hire a marketing professional to: Manage online (e.g., social media, websites) and physical (e.g., flyers, banners) content; coordinate marketing efforts across Parks & Rec; and lead strategic marketing initiatives for Parks & Rec (e.g., public relations, educational campaigns, etc.). (Priority 3)

**In Process – Past Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Request budget for a consultant and positions to develop and implement a robust marketing plan. Parks and Recreation requested budget in FY2024 and FY2025 to cover the costs of hiring a consultant and a marketing Program Manager to develop the department's first-ever marketing plan. Budget was not allocated for this service or position in either fiscal year to support this recommendation. The department did not request additional PE or NPE for the FY2026 budget due to the projected budget deficit identified in the Five-Year Budget Outlook.

Status: In progress.

Task 2: Acquire a consultant to develop and implement a marketing plan for the department. Upon receipt of general fund budget and staffing to support this item, the department will begin the RFP process to hire a consultant to develop the marketing plan. The RFP process typically takes 8–14 months to execute.

Status: Not started.

Task 3: Finalize and implement marketing plan via staff training.

Status: Not started.

In summary, Parks and Recreation requested PE and NPE in budget years 2023, 2024, 2025 to support efforts related to the Audit of Equity in Recreation Programming. No additional funding was received to support staff and a consultant to develop a marketing plan. The department did not request additional PE or NPE for the FY2026 budget due to the projected budget deficit identified in the Five-Year Budget Outlook. The department did receive an Information Systems Analyst position to support social media marketing efforts, but a Marketing Program Manager, Recreation Specialist and a consultant are still required to fully support the development and implementation of a department marketing plan. In the interim with existing staff, the department is working on growing social media presents, managing website to ensure information is update, and managing online event calendar.

**Issue Date:** November 10, 2021

**Original Target Date:** June 2023

**Current Target Date:** June 2023   March 2025   June 2026   June 2027

**Recommendation 8***Parks & Recreation*

In order to effectively market recreation programs to all residents, the Parks and Recreation Department should:

- Direct individual recreation centers to collect demographic information on participants and the surrounding community, including age, gender, race, and other demographics;
- Use collected information to create a strategic marketing plan that:
- Sets goals and objectives for marketing efforts;
- Creates steps for Citywide marketing plans; and
- Develops policies for individual recreation center marketing plans; and
- Use demographic information to tailor marketing efforts towards specific segments of the population, with the goal of promoting engagement through awareness, access, and participation. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Request budget and hire a consultant and staff positions to develop, implement and support a robust marketing plan as outlined in recommendation 7. Status: Pending. No additional funding has been received to support the development and implementation of a marketing plan, which is integral to this recommendation.

Task 2: Acquire a new online registration and permitting software that can support collection of the data in this recommendation. The current system does not offer the ability to collect or report on this data.

Status: In Progress. Staff is actively drafting the RFP for a new online registration software. Plan to post and award bid by December 2025 and onboard a new system by Fall 2026.

Task 3: Conduct surveys and analyze results to determine success of programs as outlined in Recommendation 5.

Status: Complete. On an ongoing basis, the department partners with the Performance and Analytics Department to send out program surveys which incorporates the voluntary collection of demographic data. Results of these surveys are presented in an annual Come Play Outside report. The department plans to expand survey/evaluation/analytic efforts upon completion of Recommendation 5.

Task 4: Utilize data to tailor marketing efforts in accordance with the marketing plan. Status: Pending. Once new online registration is obtained and data can be collected; staff will start utilizing data for marketing plan and efforts.

In summary, Parks and Recreation requested PE and NPE in budget years 2023, 2024, and 2025 to support efforts related to the Audit of Equity in Recreation Programming. No additional funding was received to support the development and implementation

of a marketing plan which is integral to this recommendation. The department did not request additional PE or NPE for the FY2026 budget due to the projected budget deficit identified in the Five-Year Budget Outlook. Once a new online registration and permitting software is obtained, demographic collection and reporting will commence to begin ongoing efforts to structure a marketing plan that meets the department needs. The department has also partnered with the Performance and Analytics Department to develop a program survey which incorporates the voluntary collection of demographic data. Results of these surveys are presented in an annual Come Play Outside report.

**Issue Date:** November 10, 2021

**Original Target Date:** June 2023

**Current Target Date:** ~~June 2023~~ ~~June 2025~~ ~~June 2026~~ June 2027

## Recommendation 9

*Parks & Recreation*

To ensure that eligible program participants can receive the fee waiver, the Parks and Recreation Department should develop, document, and implement procedures that allow residents to:

- Apply fee waivers to all eligible programs on an annual basis; and
- Register for classes online while using the fee waiver. (Priority 3)



### In Process – Past Due

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Update fee waiver process to allow applicants to apply once annually for entire family.

Status: Complete. In December 2022, Parks and Recreation established a revised Fee Waiver Application process that included and application in both English and Spanish (alternative languages available upon request), including instructions for submitting the fee waiver application. Under the new process, an applicant need only apply once every calendar year for their entire household and the approved fee waiver is good for all eligible programs in that calendar year at any location.

Task 2: Ability for fee waiver approved families to enroll for programs online.

Status: In progress. The current online registration software does not allow for this process. The department is actively working on drafting the RFP contract for a new online registration and permitting software that is compatible with online fee waiver enrollments. Plan is to post and award the RFP by December 2025 and onboard a new software in January 2026. Configuration, training and overall transition period will take a few months. Fall 2026 is the goal to fully implement a compatible online fee waiver process.

In summary, in December 2022, Parks and Recreation trained staff and implemented a new Fee Waiver Program that included an application with instructions in both English and Spanish. Staff are trained on the Fee Waiver program annually,

with several refreshers throughout each year. The new fee waiver meets all recommendations of this item. In the current system, the department is still working on establishing a method to apply fee waivers to customer accounts allowing them to enroll without having to travel to a facility. Simultaneously, the department is actively working on drafting the RFP contract for a new online registration and permitting software that has the capability to allow for secure, electronic, online fee waiver application process and enrollment.

**Issue Date:** November 10, 2021

**Original Target Date:** July 2022

**Current Target Date:** ~~July 2022~~ ~~June 2023~~ ~~March 2024~~ ~~June 2026~~ ~~March 2026~~  
September 2026

## Recommendation 10

*Parks & Recreation*

To ensure recreation programs are accessible to people at all income levels, the Parks and Recreation Department (Parks & Rec) should reevaluate its current practice of only allowing the fee waiver for Civic Dance and Aquatics programs and expand eligibility to other recreation programs. As part of this, Parks & Rec should:

- Analyze alternative agency fee waiver models—including higher income limits, tiered systems, and membership passes—and recommend adoption of a decided-upon model; and
- Develop, document, and implement guidelines that specify which programs and costs fee waivers can be applied to and the rationale for leaving other programs and costs ineligible for fee waivers and include them in Park & Rec's fee schedule. (Priority 3)

### In Process – Past Due

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Conduct a comprehensive review of the Department's Fee Waiver Program and corresponding fees in the Department Fee Schedule.

Status: Not started. The timeline to complete this recommendation will correspond with the timing for Recommendations 3, 4, and 6.

Task 2: Develop a report outlining findings and recommendations for a new fee waiver program.

Status: Not started. The timeline to complete this recommendation will correspond with the timing for Recommendations 3, 4, and 6.

In summary, the department did not request additional PE or NPE for the FY2026 budget due to the projected budget deficit identified in the Five-Year Budget Outlook. Once the budget allows, the department will request an additional 6.0 FTE, including 1.0 Marketing Program Manager, 1.0 Supervising Management Analyst, 1.0 Associate Management Analyst, 1.0 Administrative Aide and 2.0 Recreation Specialist along with NPE to support the implementation of the Community Recreation Needs



Assessment results and Equity Audit recommendations. In December 2022, Parks and Recreation trained staff and implemented a new Fee Waiver Program that included an application with instructions in both English and Spanish and have been expanded to include the waiver of fees for all staff led programs. The timeline to complete this recommendation will correspond with the timing for Recommendations 4 and 6. It will also be reviewed again depending on the timing for Recommendation 3 for a cost-of-service study and fee schedule update. Through the cost-of-service study, the consultant can evaluate options to increase access to the fee waiver, including the challenges of subsidizing the fees waived for contract service classes, which cannot be passed onto other class participants per Proposition 26 requirements.

**Issue Date:** November 10, 2021

**Original Target Date:** July 2022

**Current Target Date:** ~~July 2022~~ ~~November 2023~~ ~~November 2025~~ July 2026

## Recommendation 11

*Parks & Recreation*

To gain insight into the languages spoken in each community, the Parks and Recreation Department (Parks & Rec) should develop, document, and implement a plan to identify recreation center service areas and the languages spoken by individuals or households in those areas. Parks & Rec should update and review the results of this analysis at least biannually to determine which translation and interpretation languages are necessary in the service areas. (Priority 2)

### In Process – Past Due

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Request budget and acquire a consultant to conduct an analysis to identify languages spoken in service areas and develop a communication plan to determine which translation and interpretation languages are necessary in each service area. Status: In progress. The department hired a consultant in December 2024 to conduct a Community Needs Assessment, which includes identifying communication needs of each service area. Results from the assessment will inform the development of a communication plan.

Task 2: Train department staff on Communication Plan and implement plan  
Status: Not started. This item is contingent upon completion of audit Recommendation 1 and task 1 of this recommendation.

In summary, in December 2024, the department acquired a consultant to conduct a Community Recreation Needs Assessment, which includes identifying communication needs of each service area, even though funds remain short for the effort. While the department encountered budgetary delays in the second half of FY2025, the assessment is currently underway with projected completion in May 2026. With the results from this assessment, a communication plan will be developed and



implemented. Currently, through a translation service contract, the department is translating marketing materials for events and programs into various languages spoken in each respective service area and offering telephone and in-person interpretation services as requested by the public.

**Issue Date:** November 10, 2021

**Original Target Date:** June 2023

**Current Target Date:** ~~June 2023~~ ~~June 2025~~ June 2026

## Recommendation 12

*Parks & Recreation*

To ensure that the Parks and Recreation Department (Parks & Rec) meets community language needs, Parks & Rec should:

- Develop, document, and implement, a department-wide language access plan that includes at least the following elements:
  - Establishment of a threshold at which languages must be spoken in the service area to be considered a substantial number of customers;
  - Policies for recreation center staff that specify which written materials need to be translated into the languages identified in Recommendation #11; and
  - Procedures for getting documents translated and approved by qualified bilingual staff or professional translators. (Priority 2)

### In Process – Past Due

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Acquire contracts for translation and interpretation services. In 2022, the Communication Department underwent efforts to hire consultants to provide document translations services as well as in-person and phone interpretation services. These services were rolled out to the Parks and Recreation Department to utilize in February 2023.

Status: Complete. In 2022, the Communication Department underwent efforts to hire consultants to provide document translations services as well as in-person and phone interpretation services. These services were rolled out to the Parks and Recreation Department to utilize in February 2023.

Task 2: Establish a threshold of which languages should be included in a communication plan for each service area. The Community Recreation Needs Assessment (CRNA) set to begin in calendar year 2024 will inform the department on languages spoken across the City.

Status: In progress. The Community Recreation Needs Assessment (CRNA) is in progress and is anticipated to be completed in March 2026. It will inform the department on languages spoken across the City.

Task 3: Develop and implement a department-wide language access plan. Upon completion of the CRNA, the department will finalize and implement a language access plan.

Status: In progress. The department is working alongside the Compliance Department to develop a language access plan. The department is currently benchmarking for the Language Access Plan and will utilize recommendations from the Compliance Department and the CRNA to complete the Language Access Plan.

In summary, the department has taken steps to educate staff on new translation and interpretation services available Citywide and has hired a consultant to conduct a Community Recreation Needs Assessment that will inform a Communication and Language Access Plan. The department remains unbudgeted for staffing to establish and manage marketing and communication efforts and is currently utilizing existing interns to conduct benchmarking for the Language Access Plan. Budget for staffing and a consultant were requested in FY2023, FY2024, and FY2025. The department did not request additional PE or NPE for the FY2026 budget due to the projected budget deficit identified in the Five-Year Budget Outlook. Once the budget allows, the department will request an additional 6.0 FTE, including 1.0 Marketing Program Manager, 1.0 Supervising Management Analyst, 1.0 Associate Management Analyst, 1.0 Administrative Aide and 2.0 Recreation Specialist along with NPE to support the implementation of the Community Recreation Needs Assessment results and Equity Audit recommendations.

**Issue Date:** November 10, 2021

**Original Target Date:** June 2023

**Current Target Date:** June 2023   June 2025   June 2026

## Recommendation 15

*Parks & Recreation*

To ensure the accuracy of key data fields in the Parks and Recreation Department's (Parks & Rec) recreation program management software, Parks & Rec should:

- Develop automated controls, where possible, to ensure that recreation staff enter program information in the recreation program management software consistently and accurately; and
- Develop policies and procedures that require Area Managers to regularly review program information captured in Parks & Rec's recreation program management software—such as dates, season, and class status, among others—for consistency and accuracy. These policies and procedures should specify how Area Managers should select data entries for review, require this review to be documented, and identify corrective actions where necessary. (Priority 2)



### **In Process – Past Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Request budget for positions to monitor, maintain, develop policies and procedures, and train staff on online registration software. In FY2023 and FY2024, the department received five new positions out of ten to support on-going efforts to improve recreational program offerings.

Status: Complete.

Task 2: Develop, recruit, hire new positions to support this action. Over the past year, the department has filled five positions to support this action, with the Information Systems Analyst II being the last to onboard in December 2023.

Status: Complete

Task 3: Evaluate online registration software that best meets the department's goals, objectives and operational needs.

Status: In progress. An RFP for a new online registration and permitting software is currently be developed with the anticipation of the bid being awarded in December 2025.

Task 4: Formalize online registration and permitting software trainings into Department Instructions.

Status: In progress. In October 2022, the department updated the ActiveNet Online Registration and Permitting training, making it mandatory for every employee to take the training prior to using the system. In addition, the Department developed an annual refresher training that is also mandatory for all supervisors using the system. The training on ActiveNet for supervisors identifies roles and responsibilities for entering, reviewing and approving content entered. The department is in the process of formalizing the roles and responsibilities for use of ActiveNet in a Department Instruction. The DI is in under policy review with an anticipated implementation of December 2025. Through this process, the staff has received feedback and recommendations in which they are actively working on updating in the documents. Upon completion of these reviews, department staff will be provided training on this process and begin implementation.

In summary, Parks and Recreation hired five positions as of December 2023 to assist with improving recreational programs, training, marketing, and online registration and permitting software controls. Detailed training for the online software was established and mandated annually for all supervisors and employees using the online software beginning in October 2022. The training identifies roles, responsibilities, data entry and oversight procedures. The department has developed a Department Instruction formalizing the use of the online recreation software. The DI is under policy review with an anticipated implementation of December 2025. The department continues to explore online recreation software providers that meet the needs and City requirements. An RFP is being developed to complete this process in an anticipated two-year time frame.

**Issue Date:** November 10, 2021

**Original Target Date:** June 2023

**Current Target Date:** ~~June 2023~~   ~~October 2023~~   ~~February 2026~~   ~~April 2024~~  
February 2026

# Performance Audit of the City's Lease Management and Renewal Process



**22-007**  
(NO) (NK)

Effectively managing the leasing out of City-owned property is essential to maximize the City's revenues and ensure the best use of the City's assets. In our [Performance Audit of the City's Lease Management and Renewal Process](#), we found:

**Finding 1:** The City allows a much higher share of leases to remain in holdover than other jurisdictions, which may be leading to foregone revenue for the City and potential or perceived favoritism. As of FY2025, 24 percent of leases remain in holdover, which could be costing millions of dollars in foregone revenue.

**Finding 2:** The Department of Real Estate and Airport Management (DREAM) should improve its lease management practices, particularly to protect the City from liability, verify that lessees are utilizing leased property appropriately, and ensure that rent levels align with market conditions.

**Finding 3:** DREAM should work with the City Attorney's Office to develop a lease template to streamline the lease renewal process and ensure that the appropriate provisions and clauses are included in leases.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Economic Development	In Process – Past Due			
2	Economic Development	Previously Implemented (June 2023)			
3	Economic Development	Previously Implemented (December 2024)			
4	Economic Development	Previously Implemented (June 2024)			
5	Economic Development	Previously Implemented (December 2022)			
6	Economic Development	In Process – Past Due			
7	Economic Development	Previously Implemented (December 2022)			
8	Economic Development	In Process – Past Due			
9	Economic Development	In Process – Past Due			
10	Economic Development	Previously Implemented (December 2023)			
11	Economic Development	Previously Implemented (December 2022)			

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
12	Economic Development	Previously Implemented (December 2024)			
13	Economic Development	Previously Implemented (December 2024)			
14	Economic Development	Previously Implemented (December 2024)			

Note: The former Department of Real Estate and Airport Management is now part of the Economic Development Department. Thus, all recommendations originally assigned to the Department of Real Estate and Airport Management are now assigned to the Economic Development Department.

### Recommendation 1

*Economic Development*

The Department of Real Estate and Airport Management (DREAM) should document and execute a strategy for addressing the number of lease holdovers in the City's portfolio, as appropriate.

Elements of the strategy that should be considered include:

- Re-evaluating or removing the 25 percent Lease Holdover key performance indicator and replacing or supplementing it with an alternative goal relating to on-time lease renewals (such as number of lessees approaching holdover that were emailed a lease expiration reminder);
- Setting a target for completing the renewal of a certain percentage or number of leases which are currently in holdover;
- Determining a mechanism for selecting which leases will be prioritized for renewal, to include the leases with high potential foregone revenue and leases that have been in holdover the longest; and
- Completing or updating a policies and procedures manual for DREAM staff that provides guidance on the issues discussed in this finding, such as determining when property agents and DREAM staff should exercise financial disincentives, prioritizing leases for renewal, improving documentation and alerts within REPortfolio, etc. (Priority 1)



### In Process – Past Due

This recommendation is in process. According to the department, it “has developed a strategy that prioritizes revenue-generating leases in holdover status, assigned internal resources, and is actively working toward implementation. As a first step, the department compiled a comprehensive list of all leases and agreements in holdover for more than five years, categorizing them by duration, revenue generation, and other relevant factors. Recognizing the volume and complexity of the holdovers and the need to balance other departmental priorities, the department is also exploring options for supplemental support through its recently approved bench of real estate consulting firms to expand capacity and maintain momentum. Implementation of the strategy began in 2025, and staff have already initiated work on renewing several long-standing holdover leases, with an initial focus on those that generate revenue.”

**Issue Date:** February 9, 2022

**Original Target Date:** February 2023

**Current Target Date:** ~~February 2023~~ ~~December 2023~~ ~~February 2024~~ ~~Unknown~~  
June 2025 June 2026

## Recommendation 6

*Economic Development*

To improve productivity, oversight, and accountability, the Department of Real Estate and Airport Management (DREAM) should establish and enforce productivity standards, goals, or similar performance targets and procedures based on reasonable expectations for conducting property inspections, ensuring up-to-date insurance and/or indemnification of the City, adjusting rent timely, and documenting appraisals. Finalized performance targets should be communicated to all appropriate employees within DREAM so that all are aware of these expectations and monitored via routine reporting by DREAM management/supervisors. Deviations from agreement terms should be documented and maintained within REPortfolio, EDRS, or another information management system. (Priority 1)

### In Process – Past Due

This recommendation is in process. According to the department, it “has taken key initial steps, including the adoption of three updated Council Policies related to the Real Estate Division in February 2025. In addition, a draft of the new Real Estate Division Procedures has been completed to replace the outdated “Real Estate Assets Department Manual” last updated in 1995, with finalization anticipated by the end of the year. The department has also enhanced its real estate administration software, allowing for more efficient tracking, monitoring, and reporting of data, with further improvements expected through upcoming upgrades and future implementation of a new system.”

**Issue Date:** February 9, 2022

**Original Target Date:** February 2024

**Current Target Date:** February 2024 March 2024 February 2025 June 2025  
December 2025

## Recommendation 8

*Economic Development*

The Department of Real Estate and Airport Management should perform and document a property inspection for all properties that have not had a documented inspection within the last 3 years. (Priority 1)

### In Process – Past Due

This recommendation is in process. According to the department, it “has compiled a list of properties with no inspections for more than three years. Given the limited staff resources, the department is prioritizing and conducting inspections or informal site visits as time permits to bring them to current. Since January 1, 2022 through

July 22, 2025, the department has completed over 250 inspections. Additionally, the REPortfolio system has been set to notify agents of inspections coming due within 120 days. It is anticipated that inspections will continue to be done on an on-going basis as they are due. Inspections on all properties per the recommendation are anticipated to be current by the end of 2025.”

**Issue Date:** February 9, 2022

**Original Target Date:** January 2023

**Current Target Date:** ~~January 2023~~ ~~November 2023~~ December 2025

## Recommendation 9

*Economic Development*

To improve oversight of potentially foregone revenue from non-competitively priced leases, the publicly-presented Portfolio Management Plan or similar publicly-presented plan should include a listing of all City lease-outs. The list should include leases’ most recent market rental value, the date of said value, and the actual annual rent paid to the City. The results should be presented both by lease as well as grand totals, and leases with the largest differences between market value and actual rent paid should be highlighted for public transparency. The Department of Real Estate and Airport Management should work with City leadership to include a control, such as a requirement within updated Council Policy, to ensure that this reporting continues periodically. (Priority 1)



### In Process – Past Due

This recommendation is in process. According to the department, it “has revised Council Policy 700-10. This policy, adopted in February 2025, requires the department to review, update, and present the Real Property Management Plan to Council every two years. This Plan will include, among other elements, a listing of City lease-outs along with relevant property information. The department will begin developing the scope of work and framework for the Plan; however, due to current budgetary constraints and competing priorities, it is anticipated that a consultant will be hired and the effort formally launched in mid-2026.”

**Issue Date:** February 9, 2022

**Original Target Date:** July 2022

**Current Target Date:** ~~July 2022~~ ~~July 2024~~ ~~December 2024~~ February 2025  
December 2026



# Performance Audit of Workplace Safety and Workers' Compensation

22-008










(JP)

City employees expect and deserve a safe workplace, and work-related injuries and illnesses harm employees and their families. We conducted a [Performance Audit of Workplace Safety and Workers' Compensation](#) and industrial leave and found that improving workplace safety and minimizing workers' compensation costs requires a multi-pronged approach. We found that the City's costs related to workplace injuries could total more than \$200 million per year, and could be reduced through an improved workplace safety program. Specifically, we found:

**Finding 1:** Some departments do not meet the Citywide Injury and Illness Prevention Program requirements, which likely contributes to higher injury rates and workers' compensation costs.

**Finding 2:** The City should proactively prevent workplace incidents by conducting incident investigations with a focus on root cause analyses; collecting and analyzing injury, illness, and near-miss data; and using safety performance indicators to continuously improve safety program effectiveness.

**Finding 3:** Workers' Compensation has a process in place for reviewing potential fraud, but it can improve controls over this process by centrally tracking all fraud red flags or tips and investigations.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Chief Compliance Officer	In Process – Past Due			
2	Chief Compliance Officer	Previously Implemented (June 2023)			
3	Chief Compliance Officer	Newly Implemented			
4	Risk Management	Previously Implemented (December 2023)			
5	Chief Compliance Officer	In Process – Past Due	 		
6	Risk Management	Previously Implemented (December 2023)			
7	Chief Compliance Officer	In Process – Past Due			
8	Chief Compliance Officer	In Process – Past Due			
9	Chief Compliance Officer	In Process – Past Due			
10	Risk Management	Previously Implemented (December 2023)			

**Recommendation 1***Chief Compliance Officer*

To specify roles and responsibilities in the process of implementing, maintaining, and monitoring department-specific Injury and Illness Prevention Programs (IIPPs), the Compliance Department's Occupational Safety and Health program (OSH) should establish and implement an Administrative Regulation or process narrative that includes the following elements.

For operating departments, the Administrative Regulation or process narrative should establish roles and responsibilities that include:

- Developing and implementing a department-specific IIPP that meets State requirements and department-specific needs;
- Providing the department-specific IIPP to OSH for review;
- Collecting information on activities supporting the IIPP and reporting it to OSH; and
- Conducting an annual review of the department-specific IIPP and reporting the results to OSH with an attestation from the department director.

For OSH, the Administrative Regulation or process narrative should establish responsibilities that include:

- Educating departments on requirements for department-specific IIPPs;
- Reviewing department-specific IIPPs for compliance with State requirements and conformance with Citywide workplace safety goals;
- Notifying appropriate Deputy Chief Operating Officers and the Chief Operating Officer of departments lacking an IIPP;
- Requesting departments review their IIPP annually, report to OSH the results of their review with an attestation by each department director on the accuracy of the update, and report any changes to the department-specific IIPP; and
- Summarizing annual updates from departments in an annual Citywide safety report to Department Directors, Deputy Chief Operating Officers, the Chief Operating Officer, and the Safety and Risk Oversight Committee. (Priority 1)

**In Process – Past Due**

This recommendation is in process. According to the department, implementation of this recommendation is delayed due to the FY2026 reductions of 4.00 FTE positions from the Compliance Department's Occupational Safety and Health program included in the Adopted Budget. (The program has been reduced from 7.00 to 3.00 FTE positions.) Implementing this recommendation has been put on hold while staff prioritize meeting regulatory required programmatic deadlines. Staff anticipates being able to pick this work up again in the upcoming calendar year.

**Issue Date:** May 9, 2022

**Original Target Date:** December 2023

**Current Target Date:** ~~December 2023~~   ~~October 2023~~   ~~May 2024~~   ~~December 2024~~—Unknown

**Recommendation 3***Chief Compliance Officer*

To help address employee concerns and improve Citywide workplace safety culture, the Compliance Department's Occupational Safety and Health program (OSH) should work with the Performance and Analytics Department to include questions regarding workplace safety programs in the Employee Satisfaction Survey (ESS). In addition to department directors, OSH should receive a copy of ESS results and use the results of the survey to analyze potential Citywide trends or employee concerns and coordinate with departments—allowing for departments with designated safety personnel to conduct their own analysis—to address employee concerns and make process adjustments to improve department safety programs, such as reporting safety concerns, conducting periodic inspections, providing regular training, and promoting a safe workplace. (Priority 2)

**Newly Implemented**

This recommendation is implemented. The Compliance Department provided evidence that it sent a workplace safety survey to City employees, received 1,012 responses, analyzed and distributed the results of the survey to departments through a dashboard for department directors, and presented the results to the Safety and Risk Oversight Committee with recommendations for further action by departments. The Compliance Department was unable to issue department-specific recommendations, because the survey results were not statistically significant for individual departments. However, distributing the results to department directors with recommendations to conduct further analysis in their departments meets the intent of the recommendation by providing workplace safety survey information to departments to help address employee concerns and improve Citywide workplace safety culture.

**Recommendation 5***Chief Compliance Officer*

To ensure the City takes a data-driven approach to proactively identifying safety issues and preventing injuries from happening, Occupational Safety and Health program (OSH) should work with City departments to set department safety goals and establish department safety performance indicators that include:

- Leading safety indicators, such as the percentage of employees attending safety refresher trainings, average time to address safety issues, and percentage of monthly/weekly safety inspections completed; and
- Lagging safety indicators, such as Incident Rate, Days Away, Restricted, or Transferred (DART) Rate, and injury frequency and severity.

The selection of department safety indicators should involve employees at all levels within the department/division. Safety performance results should be shared with all levels of the department/division.

OSH should periodically review departments' performance in achieving their safety goals, report this information in the annual Citywide safety report identified in Recommendation 1, and

work with departments to update their IPPs on a regular basis based on departments' safety performance. (Priority 1)



### In Process – Past Due

This recommendation is in process. The department reported that there is no update to the timeline that was input in July 2024. The RFP is well underway and the timeline for a new Safety/Risk Management solution is expected to be implemented in August 2026. When a system is chosen and capabilities are known, Compliance will provide implementation steps to be taken to address this recommendation.

According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Risk Management is taking the lead on procuring a software solution for its Claim System and is partnering with Compliance to find a software system that will also meet their safety data needs. An RFI was drafted with input from all user groups. Status: RFI process complete, responses were reviewed in May and June 2024.

Task 2: RFP Process, Risk Management is taking the lead with collaboration from Compliance.

Status: RFP development meetings to begin in August, selection of vendor anticipated by Summer 2025.

Task 3: Transition to new system including training for all users to take place. Additional steps likely added after RFP responses come in.

Status: It is anticipated that a new system would be in place and functional by August 2026.

**Issue Date:** May 9, 2022

**Original Target Date:** TBD based on FY2024 budgeted resource allocations

**Current Target Date:** ~~TBD based on system selected~~ August 2026

**Recommendation 7***Chief Compliance Officer*

To ensure management and the Occupational Safety and Health program (OSH) have timely access to injury and illness information to evaluate and drive positive changes to the City's safety programs, OSH should implement a safety data collection process outlining the roles and responsibilities of OSH and operational departments. OSH should:

- Implement a data solution, such as a safety software system, that will enable the capture of recordable injuries and Supervisor's Injury/Illness Investigation Reports at the department level.
- Provide guidance and training to department safety personnel on how to analyze their department's data and how to report to department management as well as to OSH the number and type of incidents, common incident causes, corrective actions taken, trends in Incident Rates and Days Away, Restricted, or Transferred (DART) Rate, etc. OSH should perform such analysis for departments without safety personnel.
- Analyze records submitted by departments to identify and monitor Citywide trends and benchmark against comparable organizations or occupations to identify areas for improvement.
- Report the results of their analysis and coordinate with department directors to report department-specific analysis to the Safety and Risk Oversight Committee at least annually. (Priority 1)

**In Process – Past Due**

This recommendation is in process. The department reported that there is no update to the timeline that was input in the MKinsight notes in July 2024 and January 2025. The RFP for a new solution is well underway and is expected to be implemented in August 2026. The work to implement this recommendation will begin then.

According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Risk Management is taking the lead on procuring a software solution for its Claim System and is partnering with Compliance to find a software system that will also meet their safety data needs. An RFI was drafted with input from all user groups. Status: RFI process complete, responses were reviewed in May and June 2024.

Task 2: RFP Process, Risk Management is taking the lead with collaboration from Compliance. Status: RFP development meetings to begin in August, selection of vendor anticipated by Summer 2025.

Task 3: Transition to new system including training for all users to take place. Additional steps likely added after RFP responses come in. Status: It is anticipated that a new system would be in place and functional by August 2026.

The above notes outline the steps that need to be taken to put a safety technology solution in place. In addition, Compliance OSH staff will be: 1) creating a process document for City departments; 2) creating and disseminating training to City staff; 3) doing a review of data (when solution implemented) and associated benchmarking; and 4) reporting out on the data. Timelines for this work will be created upon selection of a vendor.

**Issue Date:** May 9, 2022

**Original Target Date:** TBD based on FY2024 budgeted resource allocations

**Current Target Date:** ~~TBD based on system selected~~ August 2026

### Recommendation 8

*Chief Compliance Officer*

To ensure departments can effectively conduct incident investigations and take corrective action measures timely, the Compliance Department's Occupational Safety and Health program (OSH) should develop, document, and implement a Citywide incident investigation program. The program should provide for OSH and any designated department safety staff to train department supervisors and other relevant personnel on incident investigation procedures, specify when and how often trainings will be provided, focus on identifying root cause(s) of the injury, emphasize correcting root cause(s), and provide for an annual program review to identify areas of improvement to the program. Trainings should guide personnel who conduct investigations to effectively conduct, document, and perform injury root cause analysis as well as identify and implement corrective action measures. To ensure program effectiveness, OSH should coordinate with department safety staff to provide department supervisors with relevant accident examples, realistic corrective actions, and guidance on using a systems approach for incident investigation, including root cause analysis. (Priority 1)



#### In Process – Past Due

This recommendation is in process. According to the department, implementation of this recommendation is delayed due to the FY2026 reductions of 4.00 FTE positions from the Compliance Department's Occupational Safety and Health program included in the Adopted Budget. (The program has been reduced from 7.00 to 3.00 FTE positions.) Implementing this recommendation has been put on hold while staff prioritize meeting regulatory required programmatic deadlines. Staff anticipates being able to pick this work up again in the upcoming calendar year.

**Issue Date:** May 9, 2022

**Original Target Date:** July 2023

**Current Target Date:** ~~July 2023~~ January 2024 May 2024 October 2024  
Unknown

**Recommendation 9***Chief Compliance Officer*

To ensure supervisor incident investigations are properly documented, the Compliance Department's Occupational Safety and Health program (OSH) should:

- Update the Citywide Supervisor Injury/Illness Investigation form to include a description of the incident from eyewitnesses and employees with knowledge of the incident, identification of root cause(s), and corrective action(s) taken.
- Require all departments use the standard Citywide Supervisor Injury/Illness Investigation form. However, in cases where departments need to customize the form, OSH should work with departments as needed to tailor their form to meet department-specific needs while also meeting the minimum requirements of the Citywide form. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the department, implementation of this recommendation is delayed due to the FY2026 reductions of 4.00 FTE positions from the Compliance Department's Occupational Safety and Health program included in the Adopted Budget. (The program has been reduced from 7.00 to 3.00 FTE positions.) Implementing this recommendation has been put on hold while staff prioritize meeting regulatory required programmatic deadlines. Staff anticipates being able to pick this work up again in the upcoming calendar year.

**Issue Date:** May 9, 2022

**Original Target Date:** TBD based on FY2024 budgeted resource allocations

**Current Target Date:** ~~TBD based on FY2025 budgeted resource allocations~~

~~October 2024~~ Unknown

## Performance Audit of the Development Services Department's Code Enforcement Division

**22-009**








(GT) (AR)

The City of San Diego conducts code enforcement activities to ensure, improve, and maintain safe and desirable San Diego neighborhoods. In our [Performance Audit of the Development Services Department's Code Enforcement Division](#), we found that conducting code enforcement activities requires three key components: initial response, compliance activity, and monitoring and assessment. Specifically, we found:

**Finding 1:** Code Enforcement does not meet response time goals and thus does not assess the nature and severity of code enforcement complaints in a timely manner.

**Finding 2:** Staffing imbalances and Code Enforcement's underuse of case management tools contribute to inconsistent application of policies and a risk that violations persist.

**Finding 3:** Code Enforcement's Accela data and performance metric reporting does not accurately reflect case progress or results.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Development Services	In Process – Past Due			
2	Development Services	In Process – Past Due			
3	Development Services	In Process – Past Due			
4	Development Services	In Process – Past Due			
5	Development Services	In Process – Past Due			
6	Development Services	In Process – Past Due			
7	Development Services	In Process – Past Due			
8	Development Services	In Process – Past Due			
9	Development Services	In Process – Past Due			
10	Development Services	In Process – Past Due			



**Recommendation 1***Development Services*

To address the issue of new/active cases not receiving an initial inspection on time or any inspection at all, the Development Services Department should re-implement and update as needed its Voluntary Compliance Program, while also maintaining its current Alternative Compliance Program, to help reduce the total number of new cases that are assigned to investigators.

The Voluntary Compliance Program should allow for cases to go through the regular case progression if the complainant is not satisfied or if the violation persists. The Code Enforcement Division could use this procedure to respond to low-priority cases that involve the following case types:

- Fences/Walls
- Mobile Food Trucks
- Excessive Storage in Garage
- Outdoor Merchandise Displays
- Outdoor Storage
- Vehicle Repair
- Roosters (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the Development Services Department (DSD), the department hired a provisional position in October 2024 to assist with implementing this recommendation. Program guidelines, written procedures, and letters have been drafted. These drafts will be finalized for review by the DSD Director after FY2026 budget cuts are implemented for the department. The cuts will affect which complaint types are enforced by the department, and complaint types not enforced will not be included in the Voluntary Compliance Program.

According to the department, the following tasks are needed to achieve full implementation:

Task 1: Hire Program Manager.

Status: This will not be completed at this time due to budget restrictions.

Task 2: Establish program guidelines and written procedures.

Status: In progress. Voluntary Compliance Program guidelines drafted.

Task 3: Update Accela to add Voluntary Compliance as a Status and create a report that tracks subsequent responses.

Status: Not completed.

Task 4: Draft letters and obtain approval from the DSD Director.

Status: In progress. Voluntary Compliance Letters drafted.

Task 5: Train staff.

Status: Not completed.

Step 6: Outreach and implementation.  
Status: Not completed.

**Issue Date:** June 9, 2022

**Original Target Date:** July 2023

**Current Target Date:** ~~July 2023~~ July 2025 Unknown

## Recommendation 2

*Development Services*

To ascertain staffing needs discussed in both Finding 1 and Finding 2, and to better articulate resource needs and budget requests with evidentiary support, the Development Services Department (DSD) should:

Establish a Key Performance Indicator (KPI) for the optimal average caseload for the Code Enforcement Division's building and zoning investigators. DSD should report this KPI in its annual budget document. (Priority 2)

### In Process – Past Due

This recommendation is in process. According to the Development Services Department (DSD), all department divisions developed new KPIs based on the new City of San Diego parameters. The KPIs in the FY2025 budget addressed the audit's recommendation to use a larger data set to show the department's responsiveness to priority complaints. Once budget cuts and other recommendations are implemented, the department will provide an example of the KPIs and a report on the methodology.

According to the department, the following tasks are needed to achieve full implementation:

Task 1: Establish caseload targets for Zoning Investigators and Combination Building Inspectors.

Status: In progress.

Task 2: Create a report with an explanation of the methodology.

Status: Not completed.

Task 3: Train Seniors and BOSS on tracking and reporting caseloads.

Status: Not completed.

Task 4: Provide new KPI data.

Status: Not completed.

**Issue Date:** June 9, 2022

**Original Target Date:** July 2023

**Current Target Date:** ~~July 2023~~ July 2025 Unknown

**Recommendation 3***Development Services*

To help investigators and management better organize and analyze case data, the Development Services Department should create or expand fields for the following case information in Accela:

- Indication of a special project that does not follow the regular complaint procedure;
- Notice and Fine Detail; and
- Status (both Active and Closed). Add at least the following choices:
  - Status for Admin Hearing;
  - Awaiting Permit; and
  - Referred to City Attorney's Office (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the Development Services Department (DSD), the department is using current staff to review Accela fields to identify methods for tracking special projects. The department has implemented new fields in the Accela test environment and is evaluating their efficacy. A Program Manager and other SMEs are reviewing them. Once complete, the department will request DSD IT to implement the current fields.

According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Hire Program Manager.

Status: This will not be completed at this time due to budget restrictions.

Task 2: Update Accela to add fields to track special projects and add additional Status fields.

Status: In progress.

Task 3: Create a written procedure with instructions on case entry to include using existing notice fields and new fields for special projects and expanded statuses.

Status: Not complete.

Task 4: Train staff to use new fields.

Status: Not complete.

**Issue Date:** June 9, 2022

**Original Target Date:** July 2023

**Current Target Date:** ~~July 2023~~   ~~July 2025~~   Unknown

**Recommendation 4***Development Services*

After expanding Accela field options, to consistently analyze data on an aggregate level, the Development Services Department should create a data dictionary for Accela that clearly defines choices for at least the following fields:

- Types of Inspections (specify which ones contribute towards Re-Inspection Fees);
- Active Case Status; and
- Closed Case Result. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the Development Services Department, the department is using current staff to identify needed definitions and begin drafting a dictionary. A Program Manager and other SMEs are testing the added Accela fields and will develop a dictionary once those fields are finalized.

According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Hire Program Manager.

Status: This will not be completed at this time due to budget restrictions.

Task 2: Create a Data Dictionary.

Status: In progress.

Step 3: Train Staff and Implement.

Status: Not complete.

**Issue Date:** June 9, 2022

**Original Target Date:** July 2023

**Current Target Date:** ~~July 2023~~ July 2025 Unknown

**Recommendation 5***Development Services*

In order to maintain ongoing involvement in long-term cases, the Development Services Department should update Code Enforcement's Procedures Manual and Accela training materials to require all new or active cases to have a workflow task scheduled with target due date for next step in the case management process, and to require investigators to check the "My Tasks" dashboard in Accela daily. Examples of possible workflow tasks include:

- Estimated inspection date of initial inspection;
- Compliance inspection after issuance of a notice; and
- Estimated permit completion date. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the Development Services Department (DSD), the department hired a provisional position in October 2024 to assist with implementing this recommendation. The Procedures Manual has been updated and is currently in draft form. It will be finalized for review by the DSD Director after FY2026 budget cuts are implemented for the department. Once reviewed and finalized, the department will train staff to make these entries into Accela.

According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Hire Program Manager.

Status: This will not be completed at this time due to budget restrictions.

Task 2: Establish a written procedure detailing accurate entry requirements in Accela.

Status: In progress.

Task 3: Establish a policy requiring daily monitoring of Accela Tasks by CED investigative staff.

Status: In progress.

Task 4: Train staff and implement.

Status: Not complete.

**Issue Date:** June 9, 2022

**Original Target Date:** July 2023

**Current Target Date:** ~~July 2023~~ July 2025    Unknown

**Recommendation 6***Development Services*

In order for the Development Services Department (DSD) Code Enforcement Division's management to better track aggregate case data, DSD should update Code Enforcement's Procedures Manual and Accela training materials to include the following:

- Investigators should list all zoning/building violations in "Violation Table" in Accela; and
- Investigators should enter pertinent case information, such as Civil Penalty Notice and Order and Administrative Citation/Warning issuance date, compliance date, and fine/penalty amounts, into the Civil Penalty Notice and Order and Administrative Citation Warning fields in Accela. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the Development Service Department (DSD), the department hired a provisional position in October 2024 to assist with implementing this recommendation. The Procedures Manual has been updated and is currently in draft form. It will be finalized for review by the DSD Director after FY2026 budget cuts are implemented for the department. Once reviewed and finalized, the department will train staff to make these entries into Accela.

According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Hire Program Manager.

Status: This will not be completed at this time due to budget restrictions.

Task 2: Establish a written procedure requiring entry in Accela of all observed violations and remedy details.

Status: In progress.

Task 3: Train staff and implement.

Status: Not complete.

**Issue Date:** June 9, 2022

**Original Target Date:** July 2023

**Current Target Date:** July 2023   July 2025   Unknown

**Recommendation 7***Development Services*

To address Finding 1 and to give more information to supervisors and managers, the Development Services Department should develop and use tools such as Accela reports or online dashboards that include the following:

- New or active cases that do not have an initial inspection and the number of days from case open date;
- All cases with number of inspections and whether they have a re-inspection fee issued;
- All active cases open longer than 90 days without a notice issued;
- All active cases without an update in the last 90 days; and
- All active cases with most recent workflow task. (Priority 1)

**In Process – Past Due**

This recommendation is in process. According to the Development Services Department (DSD), the department will use existing staff to work with DSD IT to create reports that provide all recommended information. This is scheduled to begin after further work is completed on Recommendations 3 and 4.

According to the department, the following tasks are needed to achieve full implementation:

Task 1: Hire Program Manager.

Status: This will not be completed at this time due to budget restrictions.

Task 2: Update Accela to create reports that provide all recommended information.

Status: Not complete.

Task 3: Perform UAT Testing.

Status: Not complete.

Task 4: Establish a written procedure detailing how to run accurate reports.

Status: Not complete.

Task 5: Train CED Seniors and implement.

Status: Not complete.

**Issue Date:** June 9, 2022

**Original Target Date:** July 2023

**Current Target Date:** ~~July 2023~~ July 2025    Unknown

**Recommendation 8***Development Services*

To help Development Services Department (DSD) Code Enforcement Division's supervisors hold investigators accountable, DSD should update Code Enforcement's Procedures Manual to require Code Enforcement senior investigators to regularly review individual investigators' caseloads to identify and follow-up on cases that have had no updates in the past three months. DSD should consider the following:

- Supervisors should filter out cases that they do not expect investigators to actively work when reviewing individual investigators' caseloads to identify cases that have no updates for at least three months.
- During their review of individual investigators' caseloads, management should require supervisors to ensure that investigators provided a written notice to the property owner for all active cases with violations, as well as ensure cases with three or more follow-up inspections have had a re-inspection fee issued. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the Development Services Department (DSD), the department hired a provisional position in October 2024 to assist with implementing this recommendation. The Procedures Manual has been updated and is currently in draft form. It will be finalized for review by the DSD Director after FY2026 budget cuts are implemented for the department. Once reviewed and finalized, the department will train Seniors to more accurately review caseloads and activities to ensure productivity and evaluate performance.

According to the department, the following tasks are needed to achieve full implementation:

Task 1: Hire Program Manager.

Status: This will not be completed at this time due to budget restrictions.

Task 2: Add Senior positions to reduce team size.

Status: This will not be completed at this time due to budget restrictions.

Task 3: Establish a written policy requiring CED Seniors to run Accela reports regularly to review staff performance.

Status: In progress.

Task 4: Train CED Seniors and Implement new policy.

Status: Not complete.

**Issue Date:** June 9, 2022

**Original Target Date:** July 2023

**Current Target Date:** ~~July 2023~~ July 2025 Unknown



**Recommendation 9***Development Services*

To address the misreporting of Key Performance Indicators (KPIs) and inaccurate tracking of response time, the Development Services Department (DSD) should create and use a report from Accela that accurately measures Code Enforcement's initial response time. This report should include cases opened in the current fiscal year that:

- Have received an inspection; or that
- Have no inspection but are beyond the goal response time.

Additionally, the basis of DSD's annual KPI reporting should be this report pulled on a date at least eight months after the start of the reported fiscal year. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the Development Services Department (DSD), the department needs to implement other recommendations for this recommendation to be effective. All DSD Divisions developed new KPIs based on City of San Diego parameters. The KPIs in the FY2025 budget addressed the audit's recommendation to use a larger data set to better report the department's overall responsiveness. Once budget cuts and other recommendations are implemented, the department will provide an example of the KPIs and a report on the methodology.

According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Update Accela to create reports accurately reflecting inspection activity, including cases without initial inspections.

Status: In progress.

Task 2: Run reports for KPIs based on periods of at least 8 months.

Status: Completed.

**Issue Date:** June 9, 2022

**Original Target Date:** July 2023

**Current Target Date:** July 2023   July 2025   Unknown

**Recommendation 10***Development Services*

To address data reliability issues, the Development Services Department (DSD) should create a checklist for online case files, and Code Enforcement's Procedures Manual should require Code Enforcement management to conduct periodic audits of cases using this checklist. The checklist should require Code Enforcement to check for both accuracy and completeness of the Accela case file and should include at least:

- Date of First Inspection;
- Number and Type of Inspections;
- Number and Type of Violations;
- Number and Amount of Fines/Fees;

- Complaint Details;
- Completed Workflow and Activities; and
- Closed Status.

Based on the results of these audits, Code Enforcement's Procedures Manual should outline appropriate management response when issues with investigator performance are identified. (Priority 2)



### **In Process – Past Due**

This recommendation is in process. According to the Development Services Department (DSD), the department hired a provisional position in October 2024 to help implement this recommendation. A draft Case Closure Checklist has been created and included in the updated Procedures Manual, which is also in draft form. Finalization will occur after FY2026 budget cuts are implemented. Once finalized and reviewed by the DSD Director, the department will train Seniors to use the checklist to ensure proper case closure and improve data reliability.

According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Hire Program Manager.

Status: This will not be completed at this time due to budget restrictions.

Task 2: Create a Case Closure Checklist.

Status: In progress.

Task 3: Train CED staff on the Checklist and Implement it.

Status: Not complete.

Task 4: Establish a written policy requiring the CED Management Team to conduct periodic random audits of closed cases and detail appropriate responses to findings.

Status: Not complete.

Step 5: Train the BLUE Management Team on the Audit Procedure and Implement it.

Status: Not complete.

**Issue Date:** June 9, 2022

**Original Target Date:** July 2023

**Current Target Date:** ~~July 2023~~   ~~July 2025~~   Unknown

# Performance Audit of SDPD's Use and Management of Body Cameras

**23-001**  
(CN) (DK)

Body cameras are used to improve San Diego Police Department (SDPD) officer and public safety, providing additional documentation of police encounters with the public and functioning as important evidence collection and accountability tools. In our [Performance Audit of SDPD's Use and Management of Body Cameras](#), we found:

**Finding 1:** Officers likely did not record many enforcement encounters, as required.

**Finding 2:** In many cases, officers did not appear to record the entire incident, as required.

**Finding 3:** Officers generally categorized videos correctly, but some changes would minimize the risk of deleting videos too soon.

**Finding 4:** SDPD does not have a detailed policy on when it releases body camera video, creating confusion among the public and City Council.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	SDPD	In Process – Past Due			
2	SDPD	In Process – Past Due			
3	SDPD	In Process – Past Due			
4	SDPD	In Process – Past Due			
5	SDPD	In Process – Past Due			
6	SDPD	Previously Implemented (December 2022)			
7	SDPD	In Process – Past Due			

**Recommendation 1**

SDPD

The San Diego Police Department (SDPD) should amend its body camera procedure to require officers to turn on event mode to record body camera videos for all dispatched events and calls for service, including all incidents directed or self-initiated. SDPD should train all body camera users and supervisors on the new requirement. This recommendation would not impact SDPD's current procedure that requires officers to begin recording while driving to a call and prior to actual contact with a member of the public. Additionally, this recommendation should only impact calls for service and dispatched calls. Therefore, SDPD could keep its current procedure that allows officers to not record suspect interviews if the suspect declines to make a statement due to the body camera being activated and the SDPD procedure that prohibits recordings during contact with confidential informants. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the department, during the “meet and confer” process to implement the audit recommendations and to make additional changes to the Department Procedure on body worn cameras (Department Procedure 1.49), other concerns were raised by the San Diego Police Officers' Association. The department is still in the meet and confer process to implement the revised Department Procedure with the recommendations.

The department provided an updated implementation target date of December 31, 2025, but stated that it is very difficult to approximate the time needed to meet and confer.

**Issue Date:** July 20, 2022

**Original Target Date:** July 2023

**Current Target Date:** ~~July 2023~~ ~~December 2023~~ ~~June 2024~~ ~~October 2024~~  
~~March 2025~~ December 2025

**Recommendation 2**

SDPD

The San Diego Police Department (SDPD) should update the section in Procedure 1.49 related to supervisor reviews of officer videos to ensure supervisors confirm there is a body camera video for all dispatched events for each officer for days selected in the monthly review. SDPD should train all supervisors on the new requirement. This recommendation would not require supervisors to watch additional videos. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the department, during the “meet and confer” process to implement the audit recommendations and to make additional changes to the Department Procedure on body worn cameras (Department Procedure 1.49), other concerns were raised by the San Diego Police Officers' Association. The department is still in the meet and confer process to implement the revised Department Procedure with the recommendations.

The department provided an updated implementation target date of December 31, 2025, but stated that it is very difficult to approximate the time needed to meet and confer.

**Issue Date:** July 20, 2022

**Original Target Date:** July 2023

**Current Target Date:** ~~July 2023~~ ~~December 2023~~ ~~June 2024~~ ~~October 2024~~  
~~March 2025~~ December 2025

### Recommendation 3

SDPD

The San Diego Police Department (SDPD) should clarify in Procedure 1.49 specifically when officers can stop recording an incident with their body camera. The procedure should clarify the definition of the conclusion of an incident and include examples. SDPD should communicate this procedural update in a department-wide training. (Priority 2)

#### In Process – Past Due

This recommendation is in process. According to the department, during the “meet and confer” process to implement the audit recommendations and to make additional changes to the Department Procedure on body worn cameras (Department Procedure 1.49), other concerns were raised by the San Diego Police Officers’ Association. The department is still in the meet and confer process to implement the revised Department Procedure with the recommendations.

The department provided an updated implementation target date of December 31, 2025, but stated that it is very difficult to approximate the time needed to meet and confer.

**Issue Date:** July 20, 2022

**Original Target Date:** July 2023

**Current Target Date:** ~~July 2023~~ ~~December 2023~~ ~~June 2024~~ ~~October 2024~~  
~~March 2025~~ December 2025

### Recommendation 4

SDPD

The San Diego Police Department (SDPD) should add to the sergeant reviews section of Procedure 1.49 to require that supervisor reviews include reviewing the end of body camera videos to confirm compliance with procedure. This recommendation would not require supervisors to review additional videos beyond the monthly review process already in place. SDPD should communicate this procedural update in a department-wide training. (Priority 2)

#### In Process – Past Due

This recommendation is in process. According to the department, during the “meet and confer” process to implement the audit recommendations and to make additional changes to the Department Procedure on body worn cameras (Department

Procedure 1.49), other concerns were raised by the San Diego Police Officers' Association. The department is still in the meet and confer process to implement the revised Department Procedure with the recommendations.

The department provided an updated implementation target date of December 31, 2025, but stated that it is very difficult to approximate the time needed to meet and confer.

**Issue Date:** July 20, 2022

**Original Target Date:** July 2023

**Current Target Date:** ~~July 2023~~ ~~December 2023~~ ~~June 2024~~ ~~October 2024~~  
~~March 2025~~ December 2025

## Recommendation 5

SDPD

The San Diego Police Department (SDPD) should require in Procedure 1.49 that supervisor reviews of body camera videos include watching all videos categorized as BWC Training/Accidental to help ensure they are categorized and retained correctly. SDPD should include this procedural update in a department-wide training. (Priority 2)

### In Process – Past Due

This recommendation is in process. According to the department, during the “meet and confer” process to implement the audit recommendations and to make additional changes to the Department Procedure on body worn cameras (Department Procedure 1.49), other concerns were raised by the San Diego Police Officers' Association. The department is still in the meet and confer process to implement the revised Department Procedure with the recommendations.

The department provided an updated implementation target date of December 31, 2025, but stated that it is very difficult to approximate the time needed to meet and confer.

**Issue Date:** July 20, 2022

**Original Target Date:** July 2023

**Current Target Date:** ~~July 2023~~ ~~December 2023~~ ~~June 2024~~ ~~October 2024~~  
~~March 2025~~ December 2025

**Recommendation 7**

SDPD

The San Diego Police Department (SDPD) should write and implement a policy or procedure detailing what body camera videos it releases and when, including critical incident videos.

- a. The policy should, at minimum, ensure compliance with state law and be easily understood by the public. The policy should list the types of incidents it is required to release body camera video for and list the reasons there may be exceptions to releasing a video. Exhibit 5 in the Background section of this report provides an example. To clarify that this policy is meant to mirror state law and not contradict state law, SDPD could state that this list is a summary of state law and that state law and subsequent court proceedings supersede the City policy.
- b. The policy should include SDPD's goal of releasing critical incident videos within 10 days of an officer involved shooting.
- c. The policy should require SDPD to disclose when it is only providing the requester a selection of body camera videos related to the incident that it has determined are most relevant, if the requester has asked for all videos related to the incident.
- d. The policy should detail the factors that go into weighing the interest in delaying disclosure against the public interest in disclosure of body camera videos required to be released under California Penal Code Section 832.
- e. SDPD should present the policy to the relevant City Council committee to educate the public on what body camera videos are available for public inspection, what body camera videos are left to the discretion of the Chief of Police, reasons for delay of disclosure of body camera videos, and the process for requesting body camera videos. The presentation should also explain the timeline for critical incident videos compared to the release of all body camera videos and records requested under California Penal Code Section 832.
- f. SDPD should post the policy on its public website. (Priority 3)

**In Process – Past Due**

This recommendation is in process. According to the department, during the “meet and confer” process to implement the audit recommendations and to make additional changes to the Department Procedure on body worn cameras (Department Procedure 1.49), other concerns were raised by the San Diego Police Officers' Association. The department is still in the meet and confer process to implement the revised Department Procedure with the recommendations.

The department provided an updated implementation target date of December 31, 2025, but stated that it is very difficult to approximate the time needed to meet and confer.

**Issue Date:** July 20, 2022

**Original Target Date:** July 2023

**Current Target Date:** ~~July 2023~~ ~~June 2024~~ ~~October 2024~~ ~~March 2025~~  
December 2025

# Performance Audit of the City's Get It Done Application and Service Requests Management

## 23-004


(NO) (MS)

The development of Get It Done is one of the City's efforts to improve customer service and has streamlined intake for a variety of service requests. In addition to Get It Done, the City has many other decentralized customer service portals and intake channels for residents to report problems or request information about City services. In our [Performance Audit of the City's Get It Done Application and Service Requests Management](#), we found:

**Finding 1:** While Get It Done has greatly expanded customers' access to request services, many customers receive limited, confusing, or inaccurate information about their service requests.

**Finding 2:** A centralized, 3-1-1 phone-based intake option could improve the customer service experience, increase equity and access to City services, and decrease SDPD's call volume and wait times.

**Other Pertinent Information:** The City is not meeting current demand for many types of service requests; continued process improvements and additional resources are likely needed to address service requests submitted through Get It Done and a future 3-1-1 contact option.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Performance & Analytics	Newly Implemented			
2	Performance & Analytics	Newly Implemented			
3	Performance & Analytics	Previously Implemented (June 2023)			
4	Performance & Analytics	Previously Implemented (December 2024)			
5	Performance & Analytics	Previously Implemented (June 2024)			
6	Performance & Analytics	Disagree (Audit Committee Requested Action)			



**Recommendation 1***Performance & Analytics*

To improve transparency and accountability, the Performance and Analytics Department should follow through with including estimated completion times and the target completion times in the Get It Done report submission screen. (Priority 2)

**Newly Implemented**

This recommendation is implemented. Service requests pertaining to parking, missed collection, graffiti, and illegal dumping, and homeless outreach - encampments now inform Get It Done users of the estimated completion time to resolve the request in the service request submittal screen. The department has collected target completion times, which are internally logged, and is working with departments to identify the best mechanism for sharing target/goal details in a way that is not confusing to customers. The department indicated that including both estimated and target completion times in the service request submittal screen would confuse users as expectations on how long something takes to get resolved (i.e., estimated completion time) is not likely to align with target completion times. PandA noted that instead, in the Fall, it plans to release a performance report on the Get It Done service requests. A link to the relevant section of this report will be included in the service request submittal screen, providing users with additional information on what would be required for the department to meet the target completion time for the requested service.

**Recommendation 2***Performance & Analytics*

To improve the Get It Done customer experience, the Performance and Analytics Department should review, identify, prioritize, and document which services could feasibly include progress updates to customers (i.e., "interim" steps). As part of this effort, PandA should also articulate a plan and timeline for developing progress updates to customers for these service request types. (Priority 3)

**Newly Implemented**

This recommendation is implemented. The department provided sufficient documentation to demonstrate that it has prioritized the different Get It Done service request types that could feasibly include interim update status for Get It Done users. PandA developed a prioritization matrix that identifies services requests types for which interim status updates are not feasible, requests types that need to be further analyzed to determine whether the feasibility of interim status updates, and whether the service request type is high, medium, or low priority for interim status updates. Although the prioritization matrix does not include timelines for when PandA plans to roll out interim status updates for service requests types, according to the department, based on existing available resources it is able to target 1-2 Get It Done services for improvement per fiscal year; currently the matrix identifies 23 Get It Done service requests that could feasibly include interim status updates. PandA indicated that given budget constraints and its capacity to analyze 1-2 service requests types annually for interim updates, the actual roll out of interim status updates for all feasible service requests type is on a longer timeframe.

**Recommendation 6***Performance & Analytics*

To build on past efforts at increasing the City of San Diego's commitment to customer service, the City Administration should establish a centralized 3-1-1 contact option for residents. These efforts should include:

- a. Forming a standing City working group among the most affected departments and working groups (e.g., the Performance and Analytics Department, Station 38, Police Dispatch, City Clerk, Public Utilities Department, Department of IT, Environmental Services Department, and others, as necessary);
- b. Assessing the feasibility, strategy, and potential timeline for migrating existing customer service functions into the 3-1-1 customer service center; and
- c. Developing a timeline for developing a marketing strategy, including branding, media outreach, and social media utilization, for City services included in the 3-1-1 customer service center. (Priority 1)

**Disagree (Audit Committee Requested Action)**

This recommendation is in process pending presentation of the Customer Experience Strategy to the City Council as requested by the Audit Committee and subsequent Audit Committee disposition. When the audit report was issued, the Administration disagreed with the recommendation. On October 12, 2022, the audit report was presented to the Audit Committee. At that meeting, the Audit Committee approved a motion by Chair Whitburn to accept the report and forward it to City Council. The motion also included a request that the Performance and Analytics Department (Panda) "prepare and present to the City Council, during the first half of CY2023, a customer service strategy and roadmap to expand digital services, including the resources necessary, with the intent to create a 3-1-1 call center system." In June 2023, the department provided to the Audit Committee a draft of the Digital Customer Experience Report, which lays the foundation for actions, methods, and plans needed to usher in a future state envisioned by the City's Strategic Plan. Additionally, the department noted that it planned to revise the report based on feedback it would obtain in Summer 2023, and would share a revised draft with the Audit Committee later in the year. At the Audit Committee meeting in November 2023, the Compliance Department noted that Panda had presented the Digital Customer Experience Strategy to at least one community group from each Council District and was still in the process of obtaining feedback on the Digital Customer Experience Strategy. At that time, the intent was that once the plan was finalized, OCA would recommend a disposition of this item to the Audit Committee.

In June 2024, Panda issued a memo to the Audit Committee on this recommendation and also presented the revised Customer Experience Strategy to the Audit Committee. The revised Strategy lays out a vision for customer service; for example, recommendations on publishing a searchable directory of City services and collecting feedback, as well as required resources to implement the Strategy. However, the Strategy does not include mention of a plan or intent to create a 3-1-1 contact option. Notably, in the companion memo included in the docket materials of the June 2024

Audit Committee meeting, PandA included three different options on how the City could implement a 3-1-1 dial code, but these options and content are not included in the Customer Experience Strategy itself.

The accompanying memo noted pros and cons of the different options, and stated that the formal recommendation disagreement was “primarily because we recognize the reality that a substantial investment will be necessary to design and develop a system that provides solutions to callers’ needs.” Further, the department mentioned its intent to present the Strategy to City Council for adoption, as this would provide PandA with a plan to manage its work with Get It Done and a potential call center. The Customer Experience Strategy was presented as an informational item only and no motion was made. During the prior recommendation follow-up period, the department indicated that, “based on the current budget situation, department work priority is centered around process improvements, revenue generation, and cost-saving customer/user experience projects. Active work on the Customer Experience Strategy is being postponed until more resources become available and no further updates are available.”

As of June 2025, PandA’s presentation of the customer experience strategy is still waiting to go to Council.

**Issue Date:** October 6, 2022

**Original Target Date:** TBD

**Current Target Date:** ~~TBD~~ June 2024 Unknown

# Performance Audit of the City's Towing Program


**23-005**

(NO) (MJ) (NK)

Vehicle towing provides public benefits, such as ensuring streets are clear for street sweeping, parking is available for all, parking rules and laws are followed, and vehicles are registered. However, towing can also have disproportionate impacts on vulnerable populations, such as people who are low-income or are experiencing homelessness. For some people, a vehicle tow may result in the permanent loss of their vehicle, loss of employment, loss of access to education and medical care, and other consequences. In our [Performance Audit of the City's Towing Program](#), we found:

**Finding 1:** The City should strengthen the public oversight and transparency of the vehicle towing program by publicly reporting on the program's outcomes, impacts to residents, and potential revisions to tow policies and practices.

**Finding 2:** Internal oversight of the towing program is strong and SDPD should continue to conduct performance evaluations in compliance with the City's contract guide.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	SDPD	In Process – Past Due			
2	SDPD	In Process – Past Due			
3	SDPD	In Process – Past Due			
4	SDPD	In Process – Past Due			

## Recommendation 1

SDPD

The San Diego Police Department (SDPD) should present a report to the Public Safety and Livable Neighborhoods Committee and/or City Council periodically on the towing program's operations. The frequency of the report should be prior to each of the City's comprehensive user fee studies (currently conducted every 3 years), as well as prior to issuing or renewing a request for proposal for relevant towing and/or impound contracts. Based on City leadership's input and City Council's approval of the revised Council Policy in Recommendation 2, SDPD's periodic report should include all the following reporting elements and any others that SDPD deems as essential:

- a. Program overview to include Tow Administration Unit activities, such as training, inspections conducted, and operational changes or upgrades.
- b. Reporting of key program status and statistics:
  - i. Total number of tows and vehicles sold via lien sales, broken out by tow reason;
  - ii. Response times for licensed tow providers;
  - iii. Number of vehicles towed/impounded by location per year;
  - iv. Number of Get It Done requests for 72-hour parking violations;

- v. Time between vehicle impound and disposition;
- vi. Number of waivers given, including reasons; and
- vii. Number of post-storage hearing reversals (i.e., bad tows).
- c. Financial overview and impact to the City and residents:
  - i. Total line-item costs for City labor, tow-ing costs (fees paid to towing providers), dispatch costs, and any other pertinent costs;
  - ii. Total line-item revenues of the program; if revenues are less than costs, include the reason(s) why—e.g., low fees and lien sale losses;
  - iii. Cost recovery percentage and General Fund subsidy due to unrecovered fees and waivers;
  - iv. Average fees accrued;
  - v. Average lien sale price; and
  - vi. Benchmarked user fees and tow rates.

The San Diego Police Department should also present the results of this audit report to the Public Safety and Livable Neighborhoods Committee prior to FY2024 RFP issuance. (Priority 2)

### **In Process – Past Due**

This recommendation is in process. SDPD did not provide an update for this recommendation during this reporting period. In the last follow-up cycle, SDPD originally reported this recommendation as implemented; however, after OCA review, we determined it to be in process.

As of the last follow-up cycle, according to SDPD, the following steps were necessary to achieve full implementation:

Step 1 is to clarify what information needs to be included in the presentation.

Step 2 is to identify the sources where the information can be obtained.

Step 3 is to obtain the information from the sources.

Step 4 is to organize the information into a format that can be easily communicated by the presenter and understandable to the receiver.

Step 5 is to review the information and anticipate any questions that may be raised.

Step 6 is to prepare responses to the anticipated questions.

Step 7 is to have the information reviewed by the Traffic Division's Commanding Officer.

Step 8 is to make any modifications requested by the Commanding Officer.

Step 9 is to present the information.

Status: As of the last follow-up cycle, SDPD stated that it had completed Steps 1 and 2. It planned to complete the remaining steps closer to the target date of May 2025 to ensure that the information presented is as accurate as possible. The target date was chosen to meet the requirement of presenting the information prior to FY2026.

In November 2024, SDPD presented its report on the Towing Program's activities to the Public Safety Committee in advance of the City's user fee presentation, consistent with our recommendation. And while the report meets many of the provisions outlined in the recommendation, including an overview of the Towing Program, key program statistics, and a financial overview, the report contained some errors in the statistics. Additionally, the periods for which the towing data is reported, by calendar year, does not align with the period in which the Towing Program's costs and revenues are reported, by fiscal year. Therefore, the financial data is not fully representative of all the towing activity presented in the report. Lastly, SDPD reported that the Towing Program is cost neutral; however, this differs from OCA's estimated \$1.5 million General Fund subsidy for FY2023 that was presented in the FY2022 audit report. SDPD's reported General Fund subsidy due to waivers and unrecovered fees totaling approximately \$207,000 from CY2022 through CY2024 does not appear to account for the total amount of fees owed (accrued), the program's administrative costs, losses on lien sales, and losses due to below-cost fees. Given that the proposed Tow Impound Cost Recovery and Franchise Fee increases for FY2023 were not approved, the City's General Fund subsidy is likely higher than given in SDPD's staff report. This recommendation will be implemented once a corrected report is presented.

**Issue Date:** November 14, 2022

**Original Target Date:** July 2023

**Current Target Date:** ~~July 2023~~ ~~May 2025~~ Unknown

## Recommendation 2

SDPD

Prior to presentation of the next towing program update, the San Diego Police Department (SDPD) should work with City leadership to present a new or updated Council Policy 500-03 for City Council's approval. The revised Council Policy should codify the frequency of presenting the report, and provide specific guidance regarding information that should be contained in the report. The Council Policy should require that all of the information listed in Recommendation 1 be included in the periodic report, in addition to any other information that SDPD believes is essential. If SDPD determines any of the information listed in Recommendation 1 should not be required by the Council Policy, the staff report and presentation for the proposed Council Policy should include an explanation of why SDPD has determined the information is unnecessary or infeasible to provide. (Priority 2)

### In Process – Past Due

This recommendation is in process. According to the department, the SDPD policy which will correspond to the updated Council Policy, SDPD Procedure 7.08, was reviewed and updated with the recommended changes. SDPD reported that the

procedure was sent to the SDPD Research, Analysis, and Planning Unit for legal review.

Simultaneously, the Office of Councilmember Whitburn is working with the City Attorney's Office to update Council Policy 500-03.

**Issue Date:** November 14, 2022

**Original Target Date:** July 2023

**Current Target Date:** ~~July 2023~~ ~~May 2024~~ ~~October 2024~~ ~~May 2025~~ Unknown

### Recommendation 3

SDPD

As the primary department administering the City's towing program, the San Diego Police Department (SDPD) should solicit, compile, and report information to City Council on potential policy options for the towing program. SDPD should solicit, compile, and report information from stakeholder departments, which may include, for example, information on:

- a. Alternative fee models, fee forgiveness options, and/or income-based payment plan options (City Treasurer's Office);
- b. Policy options to mitigate potential impacts on residents or segments of resident populations (Homelessness Strategies and Solutions; Office of Race and Equity);
- c. Legal considerations associated with policy options (Office of the City Attorney);
- d. Potential changes to towing and impound provider contracts (Purchasing and Contracting); and
- e. Enforcement considerations associated with policy options including options for increasing enforcement based on complaint trends, safety considerations, or other factors, as well as enforcement alternatives to towing (SDPD).

SDPD should incorporate the input from stakeholder departments in future towing program updates to City Council, consistent with the reporting frequency set forth in Recommendation 1. (Priority 2)

### In Process – Past Due

This recommendation is in process. According to Councilmember Whitburn's office, it has decided to move forward with changes to Council Policy 500-03, the policy that governs the Towing Program, to address disproportionate impact tows.

His office intends to present these changes, along with a staff report supporting the changes, to the Public Safety Committee in the fall of FY2026.

**Issue Date:** November 14, 2022

**Original Target Date:** Disagree

**Current Target Date:** Unknown

**Recommendation 4**

*SDPD*

The San Diego Police Department should continue to conduct quarterly performance evaluations for its licensed towing and impound contractors and submit these forms to the Purchasing and Contracting Department for monitoring. (Priority 2)

**In Process – Past Due**

This recommendation is in process. The Purchasing & Contracting Department updated it's Contract Administration Guide in January 2025 which now states that contractor evaluations should be conducted "at minimum annually." As such, SDPD should conduct evaluations at least annually. According to the department, the most recent evaluations were conducted in December 2024. Once SDPD provides evidence to OCA of conducting FY2026 Quarter 1 and FY2025 Quarter 4 evaluations this recommendation will be considered implemented.

**Issue Date:** November 14, 2022

**Original Target Date:** Implemented

**Current Target Date:** ~~Unknown~~ ~~May 2024~~ ~~March 2025~~ ~~May 2025~~ Unknown



# Fraud Hotline Report of Unsafe Driving by City Employees

**23-08**

(AH) (GR)




The City, its employees, and the public are placed at risk when employees drive unsafely. Our [Fraud Hotline Report of Unsafe Driving by City Employees](#) determined that the City of San Diego made a total of \$31.2 million in liability claim payments related to motor vehicle accidents from fiscal year 2017 to 2021. To minimize this significant liability, City Management should take additional steps to increase accountability when City staff are determined to be at fault in vehicle accidents, and more fully utilize existing technology and policies to prevent accidents. Specifically, our investigation concluded:

**Conclusion 1:** Required reviews of unsafe driving data appear to be rare.

**Conclusion 2:** Numerous recent City vehicle accident investigations were never completed.

**Conclusion 3:** New City employees who drive on City business are required to review some, but not all City driving policies.

**Conclusion 4:** Enhancements to the vehicle telematics system could streamline the review process.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Chief Compliance Officer	Disagree (Audit Committee Requested Action)			
2	Chief Compliance Officer	In Process – Past Due			
3	Chief Compliance Officer	Previously Implemented (June 2024)			
4	Chief Compliance Officer	Disagree (Audit Committee Requested Action)			

**Recommendation 1***Chief Compliance Officer*

We recommend that the Chief Operating Officer establish procedures to ensure that supervisors routinely review vehicle telematics data in order provide proactive, timely, and efficient training and/or disciplinary action to unsafe City drivers. These review procedures should be documented, coordinated, and monitored for compliance. (Priority 1)

**Disagree (Audit Committee Requested Action)**

Notwithstanding Management's "disagree" response, it appears that they agreed with the intent of our recommendation, which was to ensure that reviews of vehicle telematics data are conducted, and indicated they would take alternative action to address the risk. At the Audit Committee meeting on April 10, 2024, the committee unanimously approved a motion stating, "The Audit Committee requests the Compliance Department to provide updates, through the City Auditor's recommendation follow-up process, on the alternative approach they plan to take on Recommendations 1 and 4, as outlined in their management response."

Compliance did not provide an update for this recommendation during this reporting period. During the Audit Committee meeting of April 23, 2025, department management reported that the policy draft was complete. A pilot project is anticipated to be implemented "by the end of the year."

**Issue Date:** April 17, 2023

**Original Target Date:** Disagree

**Current Target Date:** Unknown

**Recommendation 2***Chief Compliance Officer*

We recommend that the Chief Operating Officer review the circumstances surrounding the 39 instances of vehicle and industrial incident review, reporting, and disciplinary process failures over the past five fiscal years to determine the root causes of the problems and ensure that the necessary corrective actions are taken, to include additional training, policy changes, or other necessary actions. (Priority 3)

**In Process – Past Due**

This recommendation is in process. According to the department, implementation of this recommendation is delayed due to the FY2026 reductions of 4.00 FTE positions from the Compliance Department's Occupational Safety and Health program included in the Adopted Budget. (The program has been reduced from 7.00 to 3.00 FTE positions.) Implementing this recommendation has been put on hold while staff prioritize meeting regulatory required programmatic deadlines. Staff anticipates being able to pick this work up again in the upcoming calendar year.

**Issue Date:** April 17, 2023

**Original Target Date:** December 2023

**Current Target Date:** December 2023   May 2024~~–~~   September 2024   March 2025  
Unknown

## Recommendation 4

*Chief Compliance Officer*

We recommend that the Chief Operating Officer conduct a cost-benefit analysis regarding additional vehicle telematics technology, such as driver identification, automated training assignments, camera systems, and other solutions to proactively and efficiently increase driver safety, and implement the solutions indicated by the analysis. Priority should be placed on addressing City drivers who have demonstrated a pattern of high-risk driving behaviors in the past. (Priority 2)

### **Disagree (Audit Committee Requested Action)**

Notwithstanding Management's "disagree" response, they have agreed to conduct a cost-benefit analysis related to potential enhancements to the new telematics technology; this is the essence of what we are recommending. At the Audit Committee meeting on April 10, 2024, the committee unanimously approved a motion stating, "The Audit Committee requests the Compliance Department to provide updates, through the City Auditor's recommendation follow-up process, on the alternative approach they plan to take on Recommendations 1 and 4, as outlined in their management response."

Compliance did not provide an update for this recommendation during this reporting period. The policy draft was reported as complete during the Audit Committee meeting of April 23, 2025. Compliance reported that it plans to do a cost-benefit analysis after gathering approximately one year's worth of data on driving safety after program rollout.

**Issue Date:** April 17, 2023

**Original Target Date:** Disagree

**Current Target Date:** Unknown

# Performance Audit of the City's Capital Improvement Project Approval Process

**23-09**  
(GT) (DK)

One of the biggest hurdles to completing capital improvement projects within estimated costs is conducting sufficient planning and creating a realistic funding plan, particularly because the City has significantly more asset needs than available funding. In our [Performance Audit of the City's Capital Improvement Project Approval Process](#), we found:

**Finding:** The City has frequently approved CIP projects prematurely, which likely contributed to significant project cost overruns and much longer project timelines.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1.1	Engineering & Capital Projects	Newly Implemented			
1.2	Engineering & Capital Projects	Previously Implemented (December 2024)			
1.3	Engineering & Capital Projects	Newly Implemented			

## Recommendation 1.1

*Engineering & Capital Projects*

The Engineering & Capital Projects Department (E&CP) and the Department of Finance (DoF), as co-chairs of CIPRAC, should formalize the Preliminary Engineering (P) project phase to provide sufficient time and funding to scope a newly approved CIP project and create an accurate cost estimate and achievable funding strategy. The two departments should lead the effort to either revise an existing and relevant Council Policy, such as Council Policy 000-02, or draft and seek approval of a new Council Policy to require all new projects to start as P-projects unless E&CP and DoF can verify that the new project is "project ready" (i.e., has addressed the elements listed in A. i, ii, iii, and iv below.). The two departments should also ensure supporting process narratives, such as PN-0213, are updated to conform with the new or revised Council Policy.

- a. The new P-project policy should establish stage gates within the P-project phase that will not allow a project to progress past the P-project phase without certain key elements that, based on E&CP and DoF's assessment, would ensure a project is "project ready." E&CP and DoF, as applicable, should define and require the following elements:
  - i. A well-defined project scope;
  - ii. Reasonably accurate total project cost estimates;
  - iii. A realistic funding plan/strategy; and
  - iv. Sufficient preparation for land acquisition and permitting, if applicable. (Priority 2)

### Newly Implemented

This recommendation is implemented. The new Process Narrative, PN-0444 - Initiate a New CIP Project, was included within E&CP's presentation of the FY2025 State of the CIP Report at the May 7, 2025 Budget Review Committee meeting. The content of PN-0444 sufficiently meets the intent of this recommendation, and the City Council was appropriately informed of the formalization of the Preliminary Engineering (P) project phase, along with the elements required for a project to progress past the P-project phase.

### Recommendation 1.3

#### *Engineering & Capital Projects*

CIPRAC should review all S-projects approved prior to the rollout of the P-project initiative in 2018, with a special focus on inactive projects, to assess whether projects are still feasible and whether they still align with the City's goals, needs, expectations, funding plan/strategy, and the requirements of the newly adopted Council Policy 800-14. Once CIPRAC has identified S-projects that do not meet these elements, the committee should develop and present a proposal to the City Council for E&CP to either recategorize such projects as P-projects or request cancellation of such projects. (Priority 2)

### Newly Implemented

This recommendation is implemented. The FY 2025 CIP Mid-Year Appropriation Adjustments for General Fund Asset Types report included a list of CIP S and P projects, proposed for closure. At the February 20, 2025 Active Transportation & Infrastructure Committee Meeting, committee members recommended to City Council to approve staff's proposed actions of closing the list of CIP projects, but keep CIP S16022 open. At the March 3, 2025 City Council meeting, City Council approved closing the list of projects, except for P24011 and RD11001.

# Performance Audit of the City's Brush Management on City-Owned Land










## 24-01

(NO) (MS) (KE)

In areas adjacent to structures and dwellings, brush management is used to create a defensible space that provides protection from an approaching wildfire and minimizes the spread of a structure fire to wildlands or surrounding areas. We found the City needs more comprehensive and coordinated brush management efforts to reduce the risk of wildfires that have caused billions of dollars in property damage and cost lives in San Diego in the past. In our [Performance Audit of the City's Brush Management on City-Owned Land](#), we found:

**Finding 1:** The City lacks comprehensive brush management oversight, causing inconsistent and potentially ineffective brush management efforts by some departments with significant amounts of land in Very High Fire Hazard Severity Zones.

**Finding 2:** The Parks and Recreation Department Open Space Division has a program to perform regular and effective brush management; however, the City should implement a more coordinated approach to ensure other high fire risk City-owned lands undergo regular brush management.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1.1	Chief Operating Officer	In Process – Past Due			
1.2	Fire-Rescue	Newly Implemented			
2.1	Chief Operating Officer	In Process – Past Due			
2.2	Chief Operating Officer	In Process – Past Due			
2.3	Parks & Recreation	Previously Implemented (December 2024)			
2.4	Parks & Recreation	Previously Implemented (December 2024)			
2.5	Parks & Recreation	In Process – Past Due			

**Recommendation 1.1***Chief Operating Officer*

To improve accountability for brush management on City-owned land, the Chief Operating Officer should adopt and implement an Administrative Regulation that:

- a. Requires the Fire-Rescue Department (Fire-Rescue) to identify and maintain information on the location of lands managed by City departments subject to brush management regulations, and to distribute this information to the relevant City departments; and
- b. Establishes policies and procedures (e.g., requiring the development of periodic workplans with relevant brush management goals, and submittal of these workplans to Fire-Rescue) for Fire-Rescue to proactively monitor City-owned land for compliance with brush management regulations, evaluate the work performed, and provide a publicly-available report of the outcomes to City Council and the Chief Operating Officer. (Priority 1)

**In Process – Past Due**

This recommendation is in process. According to the department, in preparation for the Administrative Regulation to improve accountability for Brush Management the San Diego Fire-Rescue's Community Risk Reduction (CRR) Division has completed the following items with existing staff:

**1.1a:** As previously noted, the Fire-Rescue Department's CRR updated the Wildland Management and Enforcement section of our website. This included a searchable map of the 2009 Fire Hazard Severity Zone Map of city-owned land. Since then, we have also updated the City's Fire Hazard Severity Zone Local Responsibility Area (LRA) map. The new LRA map incorporates a slide tool for comparing the old map with the new map.

Fire-Rescue has continued to incorporate and make more improvements to its website. It also includes additional educational and referral resources <https://www.sandiego.gov/fire/community-risk-reduction/wildland-management-enforcement>. This includes a link to the Planning Department's site, where Fire-Rescue provided feedback prior to their website being updated. See the tab in the weblink above titled Learn More About Brush Management.

The Fire Marshal and Fire-Rescue's Wildland Management and Enforcement Section Staff also attended the Parks and Recreation/Open Space Division annual Brush Management Overview Training. This was held on June 11, 2025, at 14450 Equestrian Circle, Santee, 92071. Fire-Rescue staff learned more about how the Parks and Rec. biologists, Rangers, and the Open Space Division provide brush management training and show how improvements can be made in a coordinated/collaborative effort.

Fire-Rescue has also worked with Parks and Recreation and Planning Department staff to allow private homeowners and HOAs to conduct brush management on City-owned land where the City is not conducting brush management. These are primarily for existing homes that would like to conduct brush management within 100 feet or beyond 100 feet. This may include a Right of Entry Permit, A Development Permit and

a Biological Survey to ensure environmentally sensitive lands, federally protected species and also account for erosion control.

As previously noted, CRR has continued meeting quarterly with Parks and Recreation/ Open Space Division and other City department points of contact to identify and maintain accurate city-owned land parcel information subject to brush management. The original inventory of 3,202 acres identified in the audit has been uploaded to our 3Di Inspection software database. A Geo-Technical Systems (GIS) analyst from Fire-Rescue must manually assess each acre/parcel to understand what is subject to brush management. Some areas identified in the audit map are wetlands, irrigated areas, or natural and non-natural vegetation, which may or may not require brush management. The original 3,202 acres has been reduced to approximately 1,585 acres.

Fire-Rescue will need additional staff identified in the audit response and more time to complete this manual and labor-intensive work. As a result of the brush audit staffing analysis, Fire-Rescue presented staffing requests in the FY2026 budget process that included five positions. Only two of the five positions were approved. Fire-Rescue is in the process of seeking approval to hire an Assistant Fire Marshal, Wildfire Program Manager, and an Information Systems Analyst II (ISA II) with a working title of Wildfire Risk Analyst. This will help fulfill some of Recommendation 1.1B

**1.1b:** CRR will be able to establish policies, procedures and periodic workplans when the department has an Administrative Regulation to base it on. Fire-Rescue also needs additional staff to oversee and manage this new program. Fire-Rescue's current staff are focused on privately owned land. The department has established the framework to import existing data and build new data in a Power BI report. The report and software will be maintained by an Information Systems Analyst II (ISA II). A program manager will be able to share it publicly and report the outcomes to the City Council and the Chief Operating Officer when they hire one again, or the Mayor, who is the acting COO under the strong mayor form of government.

Once the department's ISA II and Program Manager will identify and maintain an inventory City-owned lands, they will be responsible for distributing and updating information to City departments subject to brush management. Fire-Rescue can provide evidence that it has been distributed through the new 3Di Inspection Software database. Through 3Di Software, Fire-Rescue can monitor whether or not departments have a plan and capabilities to address areas for which they have brush management responsibilities.

New personnel requested in the brush audit will be able to conduct site verification inspections (spot checks) to report that work has been performed. The department also has created a new self-assessment tool through a new software program it



purchased called Zoho: <https://zfrmz.com/0hXePkMgSeZvuQleELSg>. This form self-assessment tool is an additional option and the department has created it in response to the brush audit with existing budget and staff. An example report will be attached.

The department has revised its resource analysis and staffing needs based on improvements, progress and collaboration with other City departments, listed in order of priority:

(1) Information Systems Analyst II (ISA II) – Wildfire Risk Analyst

(1) Assistant Fire Marshal -Wildfire Program Manager -

(1) Wildfire Prevention Specialist Supervisor – Field Supervisor

(2) Wildfire Prevention Specialists

Fire-Rescue is waiting for approval to hire and train the first two positions of the five on the above staffing analysis needs list. The Assistant Fire Marshal - Wildfire Program Manager will establish this new program and follow the Administrative Regulation to oversee City-owned lands and provide progress reports. The Information Systems Analyst will make a publicly available map and report of brush management progress. The final three positions, the Wildfire Prevention Specialist, Field Supervisor, and two Wildfire Prevention Specialist positions, will be assigned to three council districts each. They will coordinate with City-owned land departments to ensure brush management on a regular basis and in compliance with state and local laws. They will also take a lead role and help facilitate training for all city departments about brush management requirements for City and private land.

**Issue Date:** July 17, 2023

**Original Target Date:** June 2025

**Current Target Date:** ~~June 2025~~ July 2026

**Recommendation 1.2***Fire-Rescue*

The Fire-Rescue Department (Fire-Rescue) should conduct a resource analysis to determine whether it needs additional resources to proactively monitor City-owned lands for compliance with defensible space regulations. Once the analysis is completed, Fire-Rescue should present it to appropriate Council bodies, such as the Public Safety Committee, and make a commensurate request for additional resources during the City's budget process. (Priority 2)

**Newly Implemented**

This recommendation is implemented. The department presented its resource analysis to the Public Safety Committee on January 22, 2025, where it noted it would need five (5) additional positions for brush management efforts on City-owned land. During the FY2026 budget process, the department requested the 5.00 FTEs and \$1.1 million to fund these FTEs; however, the request was not funded in the FY2026 Proposed Budget. Subsequently, on June 23, 2025, City Council approved an additional \$335,299 in new funding for Fire-Rescue to support brush management efforts.

**Recommendation 2.1***Chief Operating Officer*

The Chief Operating Officer should direct the Parks and Recreation Department Open Space Division to incorporate paper streets which require brush management, and that are within or adjacent to land managed by the Open Space Division, into its brush management schedule and program. A Service Level Agreement, Internal Order, or similar re-imbursement mechanism should be established if/as appropriate. (Priority 1)

**In Process – Past Due**

This recommendation is in process. According to the department, it will be requesting, as part of the FY2027 Budget process, funding for additional staffing required to implement the audit recommendation and estimated budget required to include a total of 166 acres for Transportation's brush management responsibility. Implementation of consolidation will occur when budget is received during the regular budget process.

Request for funding would include the annual maintenance of 83 acres that would incorporate half of Transportation Department's Brush Management into the Open Space Division. A draft service level agreement with Transportation has been prepared and is undergoing department review. Implementation of the SLA will occur when budget is received during the regular budget process.

**Issue Date:** July 17, 2023

**Original Target Date:** June 2025

**Current Target Date:** June 2025    Unknown    December 2027

**Recommendation 2.2***Chief Operating Officer*

To ensure consistent and effective brush management across all City-owned land, the Chief Operating Officer should consider consolidating brush management responsibilities to the extent operationally and fiscally possible. OCA believes that the Parks and Recreation Department's Open Space Division is best positioned to expand its operations to achieve mandated brush management objectives. However, our assessment does not preclude other approaches that achieve the same objectives. A Service Level Agreement, Internal Order, or similar reimbursement mechanism should be established if/as appropriate. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the department, all departments have identified their brush management acreage and method to achieve this recommendation. Identification of all acreage was completed July 2025. Implementation of consolidating acreage will occur when budget is received during the regular budget process.

The Parks and Recreation FY2027 budget request will include:

- 97 acres annually (50% of acreage) for all other Parks and Recreation Divisions
- 83 acres annually (50% of acreage) for Transportation Department
- 33 acres annually (50% of acreage) for Economic Development Department
- 1.2 acres annually (100% of acreage) for San Diego Police Department
- 1.3 acres annually (100% of acreage) for Fire-Rescue Department
- 1.6 acres annually (100% of acreage) for Library Department

Until Parks and Recreation receives full funding via the budget process, the remaining Parks and Recreation Divisions, Transportation Department, Economic Development, Police Department, Fire-Rescue Department, and Library Department, will continue with their current level of service which is on an as-needed or complaint-driven basis. Implementation of consolidating brush management responsibility will occur when budget is received during the regular budget process.

Implementation of the SLA will occur when budget is received during the regular budget process. This process will be replicated for those departments that choose to consolidate in the Parks and Recreation Department's program.

The Public Utilities Department (PUD) solicited two contracts that can be utilized for brush management in FY2025 and are working to finalize the award in early FY2026. Additionally, PUD facilities are maintained with individual landscape contracts and operations crews are also tasked with performing brush management work. Costs for brush management within PUD are covered by the department's operational budget.

FY2026 goals for PUD's brush management program include finalizing a Standard Operating Procedure that includes routine scheduling of brush management work and tracking of annual acreage completed within the program.

The Stormwater Department determined that it will be using the established Stormwater Department's Municipal Waterways Maintenance Plan (MWMP) to perform brush management as part of channel maintenance program.

The following table updates the acreage that departments have determined require brush management within their areas:

Department	Audit Acres	Updated Dept Acres
Parks & Recreation	2039	1109
PUD	649	97
Transportation	206	166
READ/ED	190	66
ESD	58	0
Police	22	1.2
Stormwater	21	21
Fire-Rescue	10	1.3
Library	7	1.6
ED (old)	0.4	0
Total	3202.4	1576.6

Below is a list of the departments and what action each have decided to take to provide consistent and effective brush management.

- Parks and Recreation Department
  - Identified all brush management acres for the entire department.
  - Will internally maintain all acreage when fully funded through the budget process.
- Public Utilities Department
  - PUD substantially completed mapping of the department's brush management responsibilities in FY2025. The acreage assigned to PUD in the Audit was reduced. Properties counted in the Audit included PUD facilities that contain actively managed landscaping, PUD properties that are under an active lease agreement and maintained by the lessee, and structures that are not habitable. These properties are not subject to brush management under the City's municipal code and are removed from PUD's assigned responsibility areas.
  - PUD's land ownership is unique and includes approximately 87 acres of land subject to brush management in other jurisdictions.
  - Given the expanse of PUD's property ownership in the County and PUD's enterprise funding, it was determined to be most efficient to develop a program within PUD and not consolidate with Parks and Recreation.

- PUD to take over .5 acre jointly owned City parcel where the SANDER vernal pool mitigation site is located. PUD has indicated to ESD this parcel will be PUD's responsibility to manage.
- Transportation Department
  - Identified all brush management acres for the entire department.
  - Requested consolidation into Parks and Recreation Department's Brush Management Program when fully funded through the budget process.
- Economic Development Department (consolidated Real Estate)
  - Completed review of parcel layers and list of properties.
  - Requested consolidation into Parks and Recreation Department's Brush Management Program when fully funded through the budget process.
- Environmental Services Department
  - Completed review of parcel layers and list of properties.
  - PUD to take over .5 acre jointly owned City parcel where the SANDER vernal pool mitigation site is located. PUD has indicated to ESD this parcel will be PUD's responsibility to manage.
- Police Department
  - Completed review of parcel layers and list of properties.
  - Requested consolidation into Parks and Recreation Departments Brush Management Program when fully funded through the budget process.
- Stormwater Department
  - Completed review of parcel layers and list of properties.
  - Will be using the established Stormwater Department's Municipal Waterways Maintenance Plan (MWMP) to perform brush management as part of channel maintenance program.
- Fire-Rescue Department
  - Completed review of parcel layers and list of properties.
  - Requested consolidation into Parks and Recreation Department's Brush Management Program when fully funded through the budget process.
- Library Department
  - Completed review of parcel layers and list of properties.
  - Requested consolidation into Parks and Recreation Department's Brush Management Program when fully funded through the budget process.

**Issue Date:** July 17, 2023

**Original Target Date:** May 2024

**Current Target Date:** May-2024   June-2025   Unknown

**Recommendation 2.5***Parks & Recreation*

The Parks and Recreation Department (Parks and Rec) should conduct a resource analysis to determine whether it needs additional resources to perform brush management activities on paper streets and potentially other lands managed by other departments. Once the resource analysis is completed, Parks and Rec should present it to the appropriate Council bodies, such as the Public Safety Committee, and make a commensurate request for additional resources during the City's budget process. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the Parks and Recreation Department, it will docket this item for future budget requests.

Budget to implement will be requested as part of FY2027 budget process.

As departments incorporate their acreage into the Parks and Recreation Brush Management Program, the methodology to calculate per acreage price will be used to establish future budget requests. To assist in anticipating future budget requests and utilizing the current Parks and Recreation Brush Management Contract, Parks and Rec calculated the per acreage cost and added the projected consumer price index for the next five fiscal years. This assisted in determining the funding needed to add the additional 217 acres annually.

As acreage increases program capacity, additional staffing has been identified as needed to implement the required environmental and mapping needs. Adding an additional 217 acres annually to the Parks and Recreation program, increases its capacity by nearly 47 percent. Based on the current Parks and Recreation staffing levels, we identified two additional Biologist III positions would be required to complete the mandated environmental surveys and reporting, a Geographical Information Systems Analyst II would be required to create the appropriate mapping locations, tracking of work assigned, and completed, and a Grounds Maintenance Manager to manage the increase in contractual staffing and capacity.

Budget to implement will be requested as part of FY2027 budget process.

Costs for brush management within PUD are covered by the department's operational budget.

The Stormwater Department will continue to perform brush management as part of ongoing channel maintenance and operations. This work will be prioritized based on available resources, funding and environmental clearance.

**Issue Date:** July 17, 2023

**Original Target Date:** June 2024

**Current Target Date:** June 2024   March 2025   June 2026


# Performance Audit of the City's Classified Employee Hiring Process

**24-02**  
(CN) (NT)

The City has operated with an elevated employee vacancy rate perpetuated by the length of time it takes to hire. We conducted a [Performance Audit of the City's Classified Employee Hiring Process](#) to determine whether changes to the City's hiring process and Civil Service Rules would increase the efficiency and effectiveness of the hiring process for classified employees. We found:

**Finding 1:** The City Administration should take a more active role in monitoring and advocating for efficiency in the classified hiring process, which took approximately 9 months to complete on average.

**Finding 2:** The Personnel Department can better balance its focus on fairness in hiring with efficiency by streamlining Personnel regulations and practices.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1.1	Chief Operating Officer	Previously Implemented (June 2024)			
1.2	Human Resources	In Process – Past Due			
1.3	Personnel	Previously Implemented (December 2024)			
1.4	Human Resources	In Process – Past Due			
1.5	Personnel	Previously Implemented (December 2023)			
1.6	Human Resources	In Process – Not Due			
1.7	Personnel	In Process – Past Due			
1.8	Personnel	Previously Implemented (June 2024)			
2.1	Personnel	Previously Implemented (December 2023)			
2.2	Personnel	Newly Implemented			
2.3	Personnel	Previously Implemented (June 2024)			
2.4	Personnel	In Process – Past Due			

**Recommendation 1.2***Human Resources*

The City Administration's central point of oversight and coordination should collect data on the key phases in the hiring process by department (for all City departments) and report that data to a City Council committee and the Civil Service Commission on a regular basis, at least annually. The City Administration should share this information, as well as where each position is in the hiring process, with City departments through a dashboard or other accessible means so department directors may conduct regular monitoring. The key phases in the hiring process timeline reported on could include, but not be limited to, the following:

- a. Vacancy date to date requisition submitted to the Personnel Department;
  - b. Date requisition submitted to the Personnel Department to date list of eligible candidates is provided to the department;
  - c. Date list of eligible candidates is provided to the department to date the department began interviewing candidates;
  - d. Date the department began interviewing candidates to date the department made the conditional offer for the position; and
  - e. Date the department made the conditional offer to candidate's first day in the position.
- The City Administration should also set goals for each timeframe in the hiring process, similar to the federal government's Office of Personnel Management. Development of this dashboard or other tracking system and timeframe should involve input from the Personnel Department. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the Personnel Department, to support the City Administration with implementing this recommendation, it provided the Human Resources Department access to the NEOGOV applicant tracking system. The Personnel Department has also conferred with hiring departments for the planning and piloting of the One Cert, One Interview process designed to utilize NEOGOV functionality to capture the recruitment timeline from vacancy to hire date.

Although NEOGOV was the selected vendor from the RFP process, the City is still in negotiations with NEOGOV. Once a contract has been approved by Council, the department can get started on implementing the Onboarding module which will allow it to report on information that is currently not easily reportable, such as the interview date and conditional offer date.

**Issue Date:** July 18, 2023

**Original Target Date:** Unknown

**Current Target Date:** December 2025



**Recommendation 1.4***Human Resources*

The City Administration should establish a policy to determine, at least annually, if there are administrative requirements or other barriers contributing to the length of time phases of the hiring process take, such as the time to submit a requisition or the complex nature of the applicant tracking system, and propose changes to City practices, Personnel Regulations, or Civil Service Rules to make the process more efficient and effective. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the Human Resources Department (HR), Partners in Public Innovation (PPI) completed their work scope, including a review of City practices, Personnel Regulations, Civil Service Rules, technology, and organizational structure. HR notes that the City does not have the financial resources to conduct this level of review on an annual basis. As such, HR is contemplating what level of review would be feasible on an annual cycle, to inform the policy.

**Issue Date:** July 18, 2023

**Original Target Date:** Unknown

**Current Target Date:** ~~December 2025~~ December 2026

**Recommendation 1.6***Human Resources*

The City Administration should facilitate sharing information across departments to allow hiring departments to expedite the hiring process, including but not limited to the following:

- a. Provide information to the Personnel Department so it can create a centralized bank of job analyses, job factors, and interview questions for all departments to access;
- b. Require departments to begin assembling the interview packet and interview panel once they submit the requisition to the Personnel Department, while they wait for the list of applicants;
- c. Require departments to record the results of their interviews and candidate ratings electronically in a centralized location;
- d. Report on the overall percent of candidates interviewed from applicant lists and the percent that fell into each category rating (highly qualified, qualified, and minimally qualified). As needed, break this percentage out by position or recruitment to demonstrate necessary changes to recruitments or identify recruitments that went well.
- e. Allow departments, if they wish, to see and consider other departments' candidate ratings (highly qualified, qualified, minimally qualified) when selecting who to interview for their vacant position;
- f. Require departments to close certifications in NEOGOV once the position has been filled. If the position is not filled within 2 years, the maximum amount of time an eligible list is viable, the Personnel Department should systematically close the requisition in NEOGOV;
- g. Coordinate joint interviews for positions shared by multiple departments, if the departments wish; and

- h. Train departments on existing processes that may expedite the hiring process, including joint interviews, sharing interview results across departments, and transfer process options. (Priority 2)

### **In Process – Not Due**

This recommendation is in process. According to the Human Resources Department (HR), Partners in Public Innovation (PPI) completed their work scope. As part of that scope, a revamped process was developed with changes to administrative requirements and practices to make the process more efficient (such as recording interview results/candidate ratings in NeoGov). After noticing and meeting with MEA, the Personnel Department deployed a pilot with 6 departments who have Personnel “Outstation” staff to evaluate the revamped process on a small scale. However, due to the City’s strategic hiring freeze implemented in December 2024, there has not been sufficient Classified hiring volume to properly evaluate efficacy. Given the lifting of the strategic hiring freeze July 1, Personnel, HR and MEA agreed to an extension of the pilot through August 31, 2025 to increase the hiring volume sample size from the pilot and better gauge efficacy. It is likely this pilot will be extended further.

As noted in response to Recommendation 1.2, for the portions of Recommendation 1.6 that require technology enhancements, and the Personnel Department is in the final stages of procuring a vendor for an applicant tracking system. According to the Personnel Department, a vendor was selected, and contract negotiations are in process. Once the contract is approved by City Council, applicant tracking and reporting can occur to satisfy part of this recommendation.

**Issue Date:** July 18, 2023

**Original Target Date:** December 2025

**Current Target Date:** December 2025

### **Recommendation 1.7**

*Personnel*

The Personnel Department should create a centralized bank of job analyses, job factors, and interview questions for all departments to access. The Personnel Department should obtain input from the City Administration on how to develop and maintain this bank so that it is useful to hiring departments. (Priority 2)



### **In Process – Past Due**

This recommendation is in process. According to the Personnel Department, the following tasks are necessary to achieve full implementation:

Task 1: Evaluate need for additional positions to create and maintain centralized item bank.

Status: Dependent on appropriate budget allocation.

Task 2: Procure software license to create online item bank.

Status: Dependent on appropriate budget allocation.

Task 3: Create procedures on how to populate the centralized item bank along with policies related to access by hiring departments.

Status: Dependent on appropriate budget allocation.

**Issue Date:** July 18, 2023

**Original Target Date:** December 2024

**Current Target Date:** ~~December 2024~~ October 2025

## Recommendation 2.2

*Personnel*

The Personnel Department should work with the City Administration to streamline the documents it requires departments and applicants to fill out. At minimum, the Personnel Department should:

- a. Make all of its existing forms easily fillable for departments or fillable in an online applicant tracking system;
- b. Reduce duplicative fields across forms or design forms that prepopulate already filled out fields across different pages to reduce duplicated effort;
- c. Minimize the number of documents departments must fill out per candidate for the interview process; and
- d. Ensure all documents clearly state that they can be submitted electronically with electronic signatures. (Priority 2)

### Newly Implemented

This recommendation is implemented. The department addressed the main intent of the recommendation, streamlining the documents it requires departments and applicants to fill out. The Personnel Department (Personnel) reduced the number of required forms for the interview process from 27 to 7, and updated the Appointing Authority Interview Training Workbook to show the list of required and newly optional forms. We reviewed the updated materials and confirmed the reduction in required forms. Although the Appointing Authority Interview Training Workbook needs to go through the meet and confer process before it is finalized and posted online, Personnel reported that the updated Workbook is used for the interview trainings now and all interview process chairs are required to have a current interview training certificate. By reducing the number of forms, Personnel reduced the overall number of required fields, and the forms are in an electronic format so the departments can fill them out electronically.

Although the department addressed main intent of the recommendation, some specific elements of the recommendation will not be implemented. For example, the Personnel Department also updated the applicant's New Hire Packet so it can be filled out electronically easily, but the department determined that the new hire forms cannot be submitted via email and have to be printed out and turned in due to concerns about the protection of sensitive data.

**Recommendation 2.4***Personnel*

For classified not-sworn positions, the Personnel Department should create a background check, medical check, and drug and alcohol screening process that requires fewer steps and paperwork to be completed by the candidate for hire. For classified not-sworn positions, the Personnel Department should, at minimum:

- a. Review current medical check requirements and confirm with the City Administration that existing requirements for each classification or position still align with City needs. The Personnel Department and the City Administration should consider if provisional hiring, contingent upon the applicant attesting they can perform the necessary job functions and demonstrating as such during the probationary period on the job, would sufficiently mitigate risk for most job classifications and eliminate the need for most medical checks required by the City but not required by stipulations set by outside funding or grants.
- b. Review current drug and alcohol screening requirements and confirm with the City Administration that existing requirements for each classification or position still align with City needs and conform with California Assembly Bill 2188.
- c. Review the forms candidates need to fill out related to criminal history and drug use history and confirm with the City Administration the forms and the content on the forms still align with City needs.
- d. Review the fingerprinting process for background checks and determine if there is a streamlined method for candidates outside of the San Diego area to be fingerprinted for background checks without having to travel to the Personnel Department's fingerprinting machine.

The Personnel Department should present its findings and conclusions from these reviews to the Civil Service Commission and provide the City Administration the opportunity to present comments on those findings and conclusions as well.

If changes to the Personnel Regulations or Civil Service Rules are required to implement these recommendations, Personnel should propose the appropriate changes to the Civil Service Commission and the City Council, as necessary. (Priority 2)

**In Process – Past Due**

This recommendation was originally reported as implemented by the department. However, after OCA review, we have determined it to be in process.

The Personnel Department (Personnel) provided evidence that the fingerprinting Administrative Regulation has been updated and include changes listed in the recommendation (allowing candidates who live outside of San Diego to get fingerprinted without having to travel to Personnel's fingerprinting machine). However, according to Personnel, the updated draft fingerprinting Administrative Regulation was sent to the Department of Human Resources to undergo meet and confer. We have determined that the recommendation is in process until the meet and confer process concludes and the fingerprinting Administrative Regulation is finalized. This is the only outstanding piece of this recommendation.

**Issue Date:** July 18, 2023

**Original Target Date:** July 2024

**Current Target Date:** ~~July 2024~~ ~~December 2024~~ ~~January 2025~~ Unknown

# Fraud Hotline Report of Purchase Order Approvals

**24-03**  
(AH) (GR)

While most of the City's purchase order transactions are routine, unanticipated events create a need to process purchase orders outside of the normal course of business. One type of non-routine purchase order is referred to internally as a "confirming purchase order." We initiated a [Fraud Hotline Report of Purchase Order Approvals](#) after a City employee expressed a concern that the confirming memorandum process is being abused. Our investigation concluded that:

**Conclusion 1:** Confirming purchase order memos were used 240 times in fiscal year 2022 to make purchases totaling over \$4 million. While this is a small percentage of the City's total contracting volume, this process is not defined in the San Diego Municipal Code. As a result, no dollar limits are set and no public disclosure is required.

**Conclusion 2:** Staff errors and poor planning created the need for most confirming purchase orders. Some purchases appeared to violate the City Charter and SDMC requirements. For example, a vendor was paid approximately \$2 million for services after their contract with the City had expired.

**Conclusion 3:** Four prior OCA reports recommended contract administration training and better purchase order monitoring that would likely reduce the need for confirming purchase orders, however eight recommendations from those reports dating back to 2015 have not been fully implemented.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1	Purchasing & Contracting	In Process – Past Due			

## Recommendation 1

*Purchasing & Contracting*

We recommend that the Purchasing and Contracting Department Director propose an amendment to the San Diego Municipal Code to define procedures for confirming purchase orders, and provide public disclosure of the approved purchase orders, such as reports to the City Council and/or online disclosures. The development of this proposal should consider including dollar limits for confirming purchase orders. (Priority 2)

### In Process – Past Due

This recommendation is in process. According to the department, this item was to be taken in conjunction with ECP as a comprehensive request identifying multiple proposed changes in May 2025. However, given timing and the extent of other proposed changes, it was later decided by management to bifurcate the request, with each department taking their own proposed changes. P&C will be bringing the proposed changes for this recommendation and those identified in report 25-02 in September 2025.

**Issue Date:** September 6, 2023

**Original Target Date:** May 2024

**Current Target Date:** ~~May 2024~~   ~~Unknown~~   ~~June 2025~~   October 2025

## 2023 High Risk Re-Review of the 2016 Audit of the City's Programs Responsible for Improving Pedestrian Safety

**24-04**

(NO) (AR)

Due to the continued risk experienced by pedestrians in San Diego, OCA conducted a [High-Risk Re-Review of the key recommendations set forth in the 2016 Performance Audit of the City's Programs Responsible for Improving Pedestrian Safety](#). We found that the City has maintained implementation of most recommendations from the 2016 audit, but some efforts should be expanded or updated. Specifically, we organized our findings into four main topics:

### Topic 1: Transportation

The City should update its systemic safety program and expand reporting to ensure efficient and equitable use of resources.

### Topic 2: Communications




The City should update its pedestrian safety communications plan to better ensure inclusive public engagement and outreach.

### Topic 3: Monitoring & Evaluation

The City should expand evaluations and improve its website to increase public transparency and build support for Vision Zero projects.

### Topic 4: Oversight & Management

The City should create a central coordination mechanism for Vision Zero efforts.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1.1	Transportation	Previously Implemented (June 2024)			
1.2	Transportation	Previously Implemented (June 2024)			
2.1	Chief Operating Officer	Previously Implemented (June 2024)			
3.1	Transportation	In Process – Not Due			
3.2	Transportation	In Process – Not Due			
3.3	Communications & Transportation	Previously Implemented (June 2024)			
4.1	Chief Operating Officer	In Process – Not Due			
4.2	Chief Operating Officer	Previously Implemented (June 2024)			



**Recommendation 3.1***Transportation*

The Transportation Department should develop a policy for evaluating the impacts of the high-crash and systemic safety analysis programs. The policy should include steps to evaluate program effectiveness on the number of crashes, severe injuries, and fatalities, as well as interim outcomes, such as changes in vehicle speed and near-misses. Results of the evaluations should be made publicly available. (Priority 2)

**In Process – Not Due**

This recommendation is in process. According to the Transportation Department, the department instructions were updated to clarify the completion and posting of the annual high crash evaluations. The systemic safety report has also been published to the Vision Zero website. However, additional resources will be necessary to complete them and fully address this recommendation. The request for additional resources was made in FY2025 but not approved. The department will continue to request additional resources for this item.

**Issue Date:** October 30, 2023

**Original Target Date:** Dependent upon funding for additional positions

**Current Target Date:** Dependent upon funding for additional positions

**Recommendation 3.2***Transportation*

The Transportation Department should evaluate large pedestrian-related infrastructure projects for at least the effect on speeds, volumes, and crash data. It should also consider evaluating for the effect on corridor travel time—including transit travel time—and change in volume on adjacent streets. Additionally, these evaluations should be posted on the City's website. (Priority 2)

**In Process – Not Due**

This recommendation is in process. According to the Transportation Department, it reports out improvement findings when required by grant funding but does not have resources to accomplish additional post-improvement evaluations. Therefore, additional resources will be necessary to complete them and fully address this recommendation. The request for additional resources (staff) was made in FY2025 but not approved. The department will continue to request additional resources for this item.

**Issue Date:** October 30, 2023

**Original Target Date:** Dependent upon funding for additional positions

**Current Target Date:** Dependent upon funding for additional positions

**Recommendation 4.1***Chief Operating Officer*

The Chief Operating Officer should create or assign a Vision Zero coordinator, or equivalent position. Staff tasks should include:

- a. Sharing information and coordinating departments on traffic safety issues;
- b. Conducting public engagement and outreach; and
- c. Supporting departments in analyzing traffic safety data. (Priority 2)

**In Process – Not Due**

This recommendation is in process. The Transportation Department stated that per its original response, the Transportation Department has a filled Program Manager position who oversees the Vision Zero program and coordinates with other City departments. The need for additional resources to accomplish the Vision Zero goals outlined in this recommendation, including programming, data collection, website updates, and outreach, remains an unfunded need. Given the current budget deficit the City is facing for the FY2026 budget, requests for new positions will not be submitted.

**Issue Date:** October 30, 2023

**Original Target Date:** Dependent on the allocation of additional resources

**Current Target Date:** Dependent on the allocation of additional resources

# Performance Audit of the City's Street Maintenance Program

**24-07**  
(MJ)

The quality of the City's street network has been and continues to be a top priority among City residents and Councilmembers each year. Decades of underinvestment have degraded the quality of the street network. In our [Performance Audit of the City's Street Maintenance Program](#), we found:

**Finding 1:** The Transportation Department uses many best practices for prioritizing street maintenance; however, these practices should be reflected in a public and comprehensive 5-year pavement management plan to increase public transparency and accountability.

**Finding 2:** The pavement management plan should also capture the Transportation Department's efforts to address unimproved streets and alleys.

**Finding 3:** To ensure an optimal and cost-effective pavement management plan, the City should conduct regular pavement condition assessments.

**Finding 4:** The City needs a long-term funding strategy for street maintenance as current funding is insufficient to achieve the City's street condition goals.

**Finding 5:** The City has not been able to expend all available street maintenance resources, and should continue to develop strategies to increase capacity.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1.1	Transportation	Newly Implemented			
1.2	Transportation	Previously Implemented (June 2024)			
1.3	Transportation	Previously Implemented (June 2024)			
2.1	Transportation	Newly Implemented			
3.1	Transportation	Previously Implemented (June 2024)			
4.1	Transportation	Newly Implemented			
5.1	Transportation	Newly Implemented			

**Recommendation 1.1***Transportation*

The Transportation Department (Transportation), in consultation with the Mayor's Office, Chief Executive Office, and/or other relevant departments, should develop a comprehensive 5-year pavement management plan to provide public transparency over the City's street maintenance practices. Transportation should include the following reporting elements in the plan:

- a. Program overview;
- b. Street selection prioritization factors;
- c. Listing of planned projects over 5 years, including the type of maintenance that is planned (slurry, overlay, etc.) that is updated annually;
- d. Reasons why projects or segments were postponed or cancelled;
- e. Performance goals, including but not limited to, the number of miles needed to reach its target PCI goal, the number of miles planned and completed, trends over at least the last 3 years, and any explanations regarding deviations from the goal;
- f. Goals and performance trends on addressing equity; and
- g. Any other information Transportation deems essential.

The Transportation Department should update and present the plan to the Active Transportation and Infrastructure Committee and/or the City Council as part of its annual budget request. The pavement management plan should be presented alongside the funding strategy described in Recommendation 4.1. (Priority 1)

**Newly Implemented**

This recommendation is implemented. In April 2025, the Transportation Department published its first update to the FY2024 Pavement Management Plan (PMP) and presented it to the Active Transportation and Infrastructure Committee on April 24, 2025 and to the City Council on May 20, 2025. The update builds upon the previous PMP which contained several elements in the recommendation including program overview, street selection prioritization factors, listing of planned projects over the next 5 years, performance goals, and reasons why projects are postponed or delayed. This updated PMP adds an equity goal, specifically Transportation's plan to select at least 43 percent of streets for pavement improvements that are located within communities with equity needs. The updated PMP also includes pavement maintenance trends. For example, it notes that FY2024 stands out as one of the most productive years, with 479 lane miles (252 repair miles) of pavement maintenance completed—the highest amount of maintenance performed in the last decade. It also lays out several funding scenarios that show how the City can deliver on mileage that can be completed within the available budget while building capacity of the in-house paving teams.

**Recommendation 2.1***Transportation*

The Transportation Department, in consultation with the Department of Race and Equity, the Mayor's Office, and other stakeholders, should develop a strategy on how to address unimproved streets and alleys, such as whether and how to bring them up to City standard, and include this strategy in the pavement management plan. For example, Transportation could include in its pavement management plan some of the following options and/or others to address unimproved streets and alleys:

- a. Develop an incremental plan to bring these streets up to City standard, such as targeting a certain number of miles or number of streets to complete each year;
- b. Create a dedicated funding source specifically to address unimproved streets and alleys; and
- c. Continue to treat unimproved streets and alleys as outside the City's network and address them as funding becomes available.

The Standard Operating Procedure recommended in Recommendation 1.3 should require that pavement management plan incorporate the City's strategy for unimproved streets and alleys. (Priority 1)

**Newly Implemented**

This recommendation is implemented. In April 2025, the Transportation Department published its first update to the FY2024 Pavement Management Plan (PMP) and presented it to the Active Transportation and Infrastructure Committee on April 24, 2025 and to the City Council on May 20, 2025. The update builds upon the previous PMP which contained a comprehensive analysis of the funding required to improve the City's unimproved streets and a selection process. The updated PMP states that in FY2024, a dedicated budget request was submitted to address the condition of these roads. However, due to competing infrastructure priorities, funding for these improvements was not allocated in FY2025. The PMP also states that funding for unimproved streets will continue to be a long-term challenge, but the City will continue to request funding for improvement as part of the annual budget process.

**Recommendation 4.1***Transportation*

The Transportation Department (Transportation) should develop a 5-year, long-term funding strategy to meet its present and future capital and operational needs for street maintenance. This long-term funding strategy should include the following scenarios that tie funding needs to expected service levels and resulting changes to the street network's overall condition index score:

- Scenario A: If funding levels stay the same, demonstrate how the street network's estimated average PCI will decline over five years and result in a backlog of deferred maintenance.
- Scenario B: Show how the street network's estimated average PCI score will change based on actual and potentially identified revenue sources (or increases) and identify resultant changes in the City's backlog of deferred maintenance.

- Scenario C: Show the financial investment that is needed to achieve the City's desired estimated average PCI score.

This funding strategy should be updated and presented annually to the Active Transportation and Infrastructure Committee and City Council in concert with Transportation's pavement management plan as specified in Recommendation 1.1.

Transportation should work with the City of San Diego's Department of Finance to review long-term funding options and include these options in the funding strategy, such as: continued / increased reliance on the General Fund and special revenue funds, general obligation bonds, additional revenue sources, and any other options that may significantly contribute to closing the existing funding gap.

The Standard Operating Procedure recommended in Recommendation 1.3 should require that this information be included in each annual pavement management plan. (Priority 1)

### Newly Implemented

This recommendation is implemented. In April 2025, the Transportation Department (Transportation) published its first update to the FY2024 Pavement Management Plan (PMP) and presented it to the Active Transportation and Infrastructure Committee on April 24, 2025 and to the City Council on May 20, 2025. The update builds upon the previous PMP which identified several funding scenarios and outcomes consistent with our recommendation and a recommended best value approach to achieve a PCI score of 70 in 10 years. The updated PMP includes three new funding scenarios and outcomes, consistent with our recommendation, that account for the City's budget deficit for FY2026 and the fact that Transportation's pavement program received only 58 percent of its projected funding needs identified in year 1 of the FY2024 PMP. The updated PMP identifies one of the scenarios as the more feasible approach—maintaining a network PCI score of 65; however, Transportation will use all three scenarios to develop its budget for FY2026 and beyond. Lastly, the PMP states that the funding scenarios will be updated annually as actual funding sources are identified and to reflect the City's operational capacity. This approach helps ensure that planning remains responsive to both available funding and the City's actual capacity to deliver projects.

### Recommendation 5.1

*Transportation*

The Transportation Department, in collaboration with the Engineering and Capital Projects Department and other City departments as applicable, should include in its pavement management plan as recommended in Recommendation 1.1, a discussion of all significant obstacles to completing targeted street repair mileage each year. This discussion should also include strategies being utilized to overcome these obstacles (to the extent they are within the City's control), increase the Street Maintenance Program's capacity to meet expected mileage goals, and their effectiveness in doing so. Discussion should also include measurable performance metrics where applicable (such as the vacancy rate and hiring timelines for program staff).

The discussion should include how the strategies are being utilized to address the following issues:

- a. Inconsistent and unpredictable street maintenance funding;
- b. Updates in the program's structure and requirements, such as the transfer of capital repair work to E&CP and new requirements to incorporate ADA improvements into street maintenance projects;
- c. Staff shortages and turnover;
- d. Limited street maintenance contractor pool, including analysis of bringing additional street maintenance operations in-house;
- e. Industry capacities and price escalations that can impact the annual mileage goals; and
- f. Any additional issues that limit capacity.

The Standard Operating Procedure in Recommendation 1.3 should require that this information be included in each annual Pavement Management Plan. (Priority 1)

### **Newly Implemented**

This recommendation is implemented. In April 2025, the Transportation Department (Transportation) published its first update to the FY2024 Pavement Management Plan (PMP) and presented it to the Active Transportation and Infrastructure Committee on April 24, 2025 and to the City Council on May 20, 2025. The update builds upon the previous PMP which discussed how various factors, such as inconsistent funding, skilled labor shortages, and small contractor pool, has led to a decline in the City's street network quality over time. The FY2024 PMP also included strategies on how to overcome these factors. The updated PMP includes updates on these challenges and strategies. Specifically, Transportation created two new in-house paving teams in FY2025 to perform cost-effective rehabilitation on City streets to address the shortage of contractors in the area. Additionally, the PMP states that the City is working closely with regional partners and stakeholders to advocate for dedicated funding streams to address underfunding of street maintenance. Lastly, the PMP identifies creation of a City training program to enhance the skills of its current staff so they can join the in-house paving team, due to a lack of specialized skills of applicants and the City's current hiring freeze. The PMP also identifies new challenges, such as limited space to house the new in-house paving teams' activities and the misalignment in timelines between hiring new staff for the in-house paving teams, the City's hiring freeze, and delays in procuring equipment that have led to increased vehicle and equipment rentals. To address these issues, the PMP states that Transportation is currently assessing how to improve the yard space to accommodate further paving activities and expediting equipment ordering and rental utilization to addresses procurement delays.

## Performance Audit of SDPD Overtime

**24-08**


(NK) (SP)

The City spent more than \$50 million on police overtime last year and has spent more than it budgeted on overtime for 10 of the last 11 fiscal years. Limiting officers' overtime hours might reduce costs, but could mean fewer officers are available to address public safety needs. The San Diego Police Department (SDPD) faces tension between the cost of overtime and the struggle to hire and retain more officers so overtime is not as necessary. In our [Performance Audit of SDPD Overtime](#), we found:

**Finding 1:** To ensure officers are available to respond to the public, SDPD does not limit overtime, risking fatigued officers.

**Finding 2:** While SDPD overtime spending is in line with other police departments, more civilian positions could help reduce overtime costs and improve response times.

**Finding 3:** Overall, SDPD overtime tracking and authorization is accurate.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1.1	SDPD	In Process – Not Due			
1.2	SDPD	In Process – Not Due			
1.3	SDPD	In Process – Not Due			
2.1	SDPD	In Process – Past Due			



**Recommendation 1.1**

SDPD

The San Diego Police Department (SDPD) should amend its applicable policies and procedures to require officers take an 8-hour break between shifts. SDPD should clearly define what constitutes a “shift,” and should clarify the specific situations that would merit an officer not taking an 8-hour break between shifts, such as officers approved to extend their current shift, a necessary court appearance, a call-back that has been approved in accordance with policy, or an emergency situation. (Priority 1)

**In Process – Not Due**

This recommendation is in process. According to SDPD, it is in the meet and confer process with the San Diego Police Officer’s Association (SDPOA) to establish the number of hours in between shifts and to determine ways to be more specific in its definition of “shifts.” SDPD stated it is committed to ensuring the recommended 8 hours in between shifts. The target implementation date is December 31, 2025, due to the time needed to meet and confer.

**Issue Date:** February 28, 2024

**Original Target Date:** December 2025

**Current Target Date:** December 2025    March 2025    December 2025

**Recommendation 1.2**

SDPD

We recognize the San Diego Police Department (SDPD) is working with limited staffing resources and overtime is necessary, but SDPD could prioritize its needs to ensure staffing levels are highest where the needs are greatest. To do so, we recommend:

- a. SDPD should prioritize its overtime allocation, potentially through a central overtime function. If additional resources are necessary to implement this recommendation, SDPD should present those needs to the City Council and its relevant committees.
- b. Once overtime allocation is prioritized, SDPD should review its applicable policies and procedures to determine if it should set a limit on the maximum number of hours officers can work in a day and a rolling week to ensure officer and public safety. To determine if a limit is necessary and the appropriate limit, SDPD should consider the available research on the increased risks of long shifts and repeated long shifts. However, due to the nature of public safety work, SDPD should also clarify in its policies and procedures the specific circumstances in which an officer would be allowed to work more hours than the policies allow. SDPD should present the results of its review and determination on whether or not to set a limit, and what the limit should be, to the appropriate City Council committee. (Priority 2)

**In Process – Not Due**

This recommendation is in process. According to SDPD, it is in the meet and confer process with the San Diego Police Officer’s Association (SDPOA) to establish the number of hours of “off time” between shifts and on days off. SDPD, along with the SDPOA, prioritize officer safety and wellness and are working together to establish the

guidelines for sworn personnel. SDPD is committed to ensuring the recommended 8 hours in between shifts and creating a maximum working hours for a 24-hour shift barring an exigent circumstance. The target implementation date is December 31, 2025, due to the time needed to meet and confer.

**Issue Date:** February 28, 2024

**Original Target Date:** December 2025

**Current Target Date:** December 2025    March 2025    December 2025

### Recommendation 1.3

SDPD

The San Diego Police Department (SDPD) should operationalize Recommendations 1.1 and 1.2 by setting notifications in SAP and/or the payroll review process to ensure the total number of hours worked in a day and a rolling week does not exceed the maximums set by SDPD policies and procedures. The oversight in SAP and/or the payroll review process should also determine when officers have failed to take the required 8-hour consecutive time off between shifts. SDPD should amend its applicable policies and procedures to include who will monitor this notification and raise the issue to the relevant supervisors, including processes for addressing violations and a policy for exceptions. (Priority 2)



#### **In Process – Not Due**

This recommendation is in process. According to SDPD, the following task is necessary to achieve full implementation:

**Task:** The initial assessment from SDPD's subject matter experts in its Fiscal, Crime Analysis, and Special Events Unit have determined that oversight notifications, as described in this recommendation, will require operational and supervisory changes that must be addressed in Department policies and procedures. This will trigger the meet and confer process with the SDPOA over changes in working conditions. From a technology consideration, oversight and notifications will require accurate information to be accessed, integrated into a new operating system, and reviewed by a unit charged with ensuring the recommendation is implemented.

**Status:** According to SDPD, once the "meet and confer" process is completed with the San Diego Police Officer's Association (SDPOA) and SDPD management and the SDPOA come to an agreement, it will codify the agreement in written form through the SDPOA MOU, Department Policy/Procedure or both. Once codified, SDPD will explore the ability to place these rules into SAP for timecard entry.

**Issue Date:** February 28, 2024

**Original Target Date:** December 2025

**Current Target Date:** December 2025    March 2025    Unknown

**Recommendation 2.1**

SDPD

The San Diego Police Department should conduct an analysis on how many Police Investigative Service Officers or similar civilian positions would be necessary to maximize civilian and sworn resources and present this analysis to the appropriate City Council committee. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to SDPD, the Research, Analysis, and Planning Unit completed its analysis and concluded that SDPD needs approximately 165 additional civilian positions and must fill at least 20 vacant positions to maximize its operational effectiveness. SDPD stated it originally planned to present the analysis to the Public Safety Committee in March 2025, but because the meeting was adjourned, now plans to present to the Public Safety Committee on October 15, 2025.

**Issue Date:** February 28, 2024

**Original Target Date:** December 2024

**Current Target Date:** ~~December 2024~~   ~~March 2025~~   December 2025

# Performance Audit of the San Diego Housing Commission's Property Acquisition Process

**24-09**

(GT) (NT)

Due to City leadership's prioritization of affordable housing and homelessness prevention efforts, the high risk that can accompany building acquisitions, and high-profile acquisition issues discussed below, we conducted a [Performance Audit of the San Diego Housing Commission's Property Acquisition Process](#) and found:

**Finding 1:** The Housing Commission largely follows property acquisition best practices, but the agency used an appraisal that potentially overvalued a hotel property by \$6.7 million.

**Finding 2:** The Housing Commission should establish a documented acquisition strategy and an annual acquisition goal to improve transparency and to support both the agency and the City's priority of expanding affordable and permanent supportive housing.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1.1	San Diego Housing Commission	Previously Implemented (June 2024)			
1.2	San Diego Housing Commission	Previously Implemented (June 2024)			
2.1	San Diego Housing Commission	In Process – Not Due			
2.2	San Diego Housing Commission	Disagree (Audit Committee Requested Action)			

## Recommendation 2.1

*San Diego Housing Commission*

As the Housing Commission updates its Strategic Plan, it should include a property acquisition strategic component that clarifies how property acquisitions fit into the agency's strategic priority of increasing affordable and permanent supportive housing options in the City. (Priority 2)

### In Process – Not Due

This recommendation is in process. According to the San Diego Housing Commission (SDHC), the Strategic Plan is still under development. Once finalized and approved, a copy will be provided. The timeline for the final draft of the new Strategic Plan and presentation for approval to the board is September 12, 2025. When the strategic plan is complete, it will include a property acquisition strategic component consistent with the response sent to the City Auditor on September 4, 2024.

**Issue Date:** March 5, 2024

**Original Target Date:** TBD (Target date pending. According to the Housing

Commission, as the agency updates its Strategic Plan, it will incorporate a written acquisition strategy.)

**Current Target Date:** TBD

## **Recommendation 2.2**

*San Diego Housing Commission*

The Housing Commission should develop an annual performance metric specific to property acquisitions based on available funding for acquisitions in the upcoming fiscal year and include this metric in either its Annual Budget document or its Annual Report. If acquisition funding is not available for the upcoming fiscal year, a goal of zero is appropriate and logical. However, if funding becomes available in future years for acquisitions, a specific acquisition metric should be established. (Priority 2)

### **Disagree (Audit Committee Requested Action)**

The San Diego Housing Commission (SDHC) disagreed with the original recommendation but agreed to fulfill the Audit Committee's request of providing updates through the City Auditor's recommendation follow-up process on the alternative approach it plans to take on Recommendation 2.2 as outlined in its management response.

In the previous round of Recommendation Follow-Up, SDHC and the Auditors agreed that this recommendation can be closed once SDHC completes and publishes their strategic plan, currently under development, with the inclusion of their acquisition strategy.

**Issue Date:** March 5, 2024

**Original Target Date:** N/A

**Current Target Date:** N/A

## 2024 High Risk Re-Review of the 2013 Performance Audit of the City's Pothole Repair Operations

**24-11**  
(DK)

Due to the continued high risk experienced by the public and the City alike, we conducted a [High Risk Re-Review of the 2013 Performance Audit of the City's Pothole Repair Operations](#). We found that Transportation has implemented most of the recommendations from the 2013 pothole repair audit, but some efforts should be expanded or updated. Specifically, we organized our findings into three main topics:

### Topic 1: Maximizing Resources

To increase the daily number of pothole repairs and reduce average response times, Transportation should aim to implement mapping software for pothole assignments and assess specific aspects of current activities to maximize staff productivity, such as when patch trucks are out for maintenance.

### Topic 2: Data Management

To more efficiently and accurately record pothole repairs, Transportation should provide crews with guidance on quantifying potholes, include IT controls to ensure all data is recorded, and require crews to only use paper forms in the field when necessary.

### Topic 3: Monitoring Performance

To improve Transportation's ability to monitor the performance of pothole operations, the department should implement an efficiency performance metric, evaluate the equity of operations across the City, and enter proactively repaired potholes in BlueWorx.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1.1	Transportation	Previously Implemented (December 2024)			
1.2	Transportation	Previously Implemented (December 2024)			
1.3	Transportation	Previously Implemented (June 2024)			
1.4	Transportation	Previously Implemented (December 2024)			
2.1	Transportation	Previously Implemented (December 2024)			
2.2	Transportation	Newly Implemented			
2.3	Transportation	Previously Implemented (December 2024)			
3.1	Transportation	Previously Implemented (December 2024)			

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
3.2	Transportation	In Process – Past Due			
3.3	Transportation	Previously Implemented (December 2024)			

### Recommendation 2.2

*Transportation*

The Transportation Department should include an IT control that will prevent crews from closing the online form in BlueWorx until all necessary data fields are selected and entered (i.e., date, request number, number of potholes repaired, square footage, and activity code). (Priority 2)

#### Newly Implemented

This recommendation is implemented. Transportation provided evidence that the system now includes automated controls to ensure staff enter all required fields for potholes work orders and an after-photo is uploaded before the online form can be submitted. The system also now includes automated work start and work end timestamps.

### Recommendation 3.2

*Transportation*

The Transportation Department (Transportation) should work with the Department of Race & Equity to assess the equity of pothole operations. Should inequities in operations exist, Transportation should determine how it will address potential inequities in pothole repair operations, include the approach to improve equity in the Pavement Management Plan, and present this plan to the Active Transportation and Infrastructure Committee. (Priority 3)

#### In Process – Past Due

This recommendation is in process. According to the Transportation Department, the following tasks are necessary to achieve full implementation:

Task 1: Coordinate with the Department of Race & Equity to assess equity considerations in pothole repair operations and identify viable field strategies.  
Status: Completed. A meeting was held with the Department of Race & Equity in July 2024 to assess equity concerns. It was recognized that reliance solely on Get It Done requests may result in underreporting in some communities. The fieldable approach identified was the use of a dedicated patch truck to proactively repair potholes in communities of concern.

Task 2: Validation of potential operational responses.  
Status: Completed. Transportation identified a proactive deployment method that assigns a patch truck to conduct self-identified repairs in underserved communities. This method can be implemented more broadly as capacity increases. Capacity is currently constrained by personnel and available hours (lack of available overtime budget).

Task 3: Integrate equity approach into the Pavement Management Plan and prepare for presentation to the Active Transportation & Infrastructure Committee.

Status: In Progress. Strategy will be documented in the next PMP update and presented to ATI during the next review cycle (estimated late FY2026).

**Issue Date:** April 29, 2024

**Original Target Date:** TBD (Transportation plans to meet with the Department of Race and Equity in the first quarter of FY2025 to evaluate potential improvements in pothole operations.)

**Current Target Date:** ~~TBD~~ June 2025 June 2026



# Performance Audit of Facility Maintenance

## 25-01





(MS)

The City of San Diego (City) owns more than 1,600 public buildings and structures that cost tens of millions of dollars to maintain annually. Failure to adequately maintain these facilities can lead to greater costs in the long run and can have negative impacts on City services, worker morale, and visitors' and residents' overall impression of the City. Although the City has a maintenance program intended to protect the public investment in City-owned facilities, limited resources have hampered the City's ability to adequately maintain them. In our [Performance Audit of Facility Maintenance](#), we found:

**Finding 1:** The City has not been able to prioritize sufficient funding to maintain its facilities, which will cost the City more in the long term.

**Finding 2:** With or without increased funding, the City needs a facility management plan to ensure it spends its limited maintenance funds efficiently.

**Finding 3:** Departments have limited insight into the status of their repairs, resulting in unnecessary delays and unclear expectations.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1.1	General Services	In Process – Not Due			
1.2	General Services	In Process – Not Due			
1.3	Finance	In Process – Not Due			
1.4	Finance	In Process – Not Due			
1.5	General Services	In Process – Not Due			
1.6	General Services	In Process – Not Due			
2.1	General Services	In Process – Not Due			
2.2	General Services	In Process – Past Due			
2.3	General Services	Newly Implemented			
3.1	General Services	Newly Implemented			

**Recommendation 1.1***General Services*

The Facilities Services Division (Facilities Services), working with the Department of Finance and City Council, should propose amendments to Council Policy 200-13 to set a goal for the percent of the facility replacement value the City intends to spend on facility maintenance. The Council Policy should include all facilities for which Facilities Services provides maintenance, although it could have one goal for General Fund facilities and a different goal for non-General Fund facilities. Facilities Services should ensure the goals are included in the facility management plan discussed in Recommendation 2.1. (Priority 1)

**In Process – Not Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: The department is in the process of updating Council Policy 200-13 and will begin working with other departments to gain their input.

Task 2: Facilities Service receives department input, drafts proposed policy revision, and submits to City Attorney's Office for review. Estimated completion in FY2026, Quarter 2.

Task 3: Facilities Services will work with the City Attorney's Office to revise policy based on feedback. Estimated completion in FY2026, Quarter 2.

Task 4: Facilities Services will present the draft policy to the Active Transportation and Infrastructure Committee. Estimated completion in FY2026, Quarter 3.

Task 5: Facilities Services revises the proposed policy as needed and presents draft policy Council for final approval. Estimated completion in FY2026, Quarter 3.

**Issue Date:** July 16, 2024

**Original Target Date:** June 2026

**Current Target Date:** June 2026

**Recommendation 1.2***General Services*

As part of the facility management plan in Recommendation 2.1, Facilities Services Division (Facilities Services) should develop a multi-year, long-term funding strategy to address both deferred maintenance needs and routine maintenance of City-owned facilities. This funding strategy should incorporate the funding goal as specified in Recommendation 1.1 and should, at minimum, include the following scenarios that tie funding needs to facility maintenance outcomes:

- Scenario A: Show the current financial investments and the projected impact on the condition of facilities and the deferred maintenance backlog if funding levels stay the same.
- Scenario B: Show the financial investment that would be needed to address the maintenance backlog over time.

- Scenario C: Show the annual financial investment that would be needed to maintain facilities to the standard set in Council Policy 200-13, detailed by General Fund and non-General Fund funding levels.
- Scenario D: Show the combined financial investment that would be necessary to accomplish the goals of both Scenario B and C.
- Scenario E: For comparison, show the financial investment that would reflect the best practice funding level of addressing the backlog of maintenance over time and spending 2 percent to 4 percent of the facility replacement value on maintenance annually.

The funding strategy should be updated and presented annually to City Council or the appropriate Council committee as part of the facility management plan in Recommendation 2.1.

Facilities Services should work with the City of San Diego's Department of Finance to review long-term funding options and include these options in the funding strategy, such as: continued or increased reliance on the General Fund and special revenue funds, reallocation of resources from other priority areas, dedicated funds from non-General Fund departments, additional revenue sources, and any other options that may significantly contribute to closing the existing funding gap. (Priority 1)



### **In Process – Not Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Facilities Services will begin work with the Department of Finance to develop the Funding Strategy with an initial meeting Quarter 1 FY2026.

Task 2: Facilities Services will request the positions for execution of and/or administration of:

- a. Regular Preventive Maintenance (PM) - In Process (Deferred to Fiscal Year 2027 Budget Cycle)
- b. As-needed repairs and projects - In Process (Deferred to Fiscal Year 2027 Budget Cycle)
- c. FCA program – In Process. Contract Awarded, routing to Committee (Targeting Committee first meeting after Council recess).

Task 3: Once funding is granted, FSD will implement the FCA program by:

- a. Filling of listed equivalent positions - In Process (Deferred to Fiscal Year 2027 Budget Cycle)
- b. Establishing a priority-based schedule for assessments - In Process (Deferred to Fiscal Year 2027 Budget Cycle)
- c. Completing FCA for 20% of all facilities each year over a 5-year cycle - In Process (Deferred to Fiscal Year 2027 Budget Cycle)
- d. Incorporating the gathered information into the City database - In Process (Deferred to Fiscal Year 2027 Budget Cycle)

Task 4: Using the FCA information, FSD will establish a Regular Maintenance Program that:

- a. Creates a schedule for PM - In Process (Deferred to Fiscal Year 2027 Budget Cycle)
- b. Identifies future repairs and replacements based on known lifespans of equipment - In Process (Deferred to Fiscal Year 2027 Budget Cycle)
- c. Identifies budget and personnel needs for the division over a multi-year period – In Process
- d. This program is more fully detailed in Section 2.1

Implementation of this recommendation is delayed due to the projected structural budget deficit in the General Fund. To address this deficit, the City is implementing budget deficit mitigation measures that include potential revenue increases, a Citywide hiring freeze, departmental reductions in non-essential discretionary spending, and potential FY2026 budget reductions. Once the City's fiscal position improves, and additional revenues are identified or secured, we will reassess the resource needs associated with implementing any recommendations connected to remaining services or programs.

**Issue Date:** July 16, 2024

**Original Target Date:** June 2026

**Current Target Date:** June 2026

### Recommendation 1.3

*Finance*

The Department of Finance should include the estimated cost of annual maintenance for facilities in the Five-Year Financial Outlook. The estimated cost for annual maintenance should align with the goal funding level set in Council Policy 200-13 or should explain why it deviates from the goal set in Council Policy 200-13. If the costs are not included in the projected expenditures, the costs should, at minimum, be estimated and discussed in the report. (Priority 2)

#### **In Process – Not Due**

This recommendation is in process. The department noted that this recommendation is due in December 2026 and it does not have any current updates to its management response.

**Issue Date:** July 16, 2024

**Original Target Date:** December 2026

**Current Target Date:** December 2026

**Recommendation 1.4***Finance*

The Department of Finance should include the cost of maintenance for new facilities when discussing ongoing costs of facilities in the Five-Year Financial Outlook. The estimated cost for annual maintenance should align with the goal funding level set in Council Policy 200-13 or should explain why it deviates from the goal set in Council Policy 200-13. (Priority 2)

**In Process – Not Due**

This recommendation is in process. The department noted that this recommendation is due in December 2026 and it does not have any current updates to its management response.

**Issue Date:** July 16, 2024

**Original Target Date:** December 2026

**Current Target Date:** December 2026

**Recommendation 1.5***General Services*

The Department of General Services, working with the relevant City departments, should propose amendments to the relevant Council Policy or policies on acquiring new facilities to require that when presenting new facility acquisitions, the anticipated cost of ongoing maintenance be included in the financial analysis and Staff Report to Council. The cost of maintenance should align with the goal funding level set in Council Policy 200-13 or explain why it deviates from the goal. (Priority 2)

**In Process – Not Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Department of General Services (DGS) will meet with the Department of Finance (DOF) to determine the appropriate policies to be updated.

Task 2: Council Policy 200-13 is to be updated by the Department of General Services. This update will affect other Asset Managing Departments (AMD's). DGS will work with DOF, E&CP, and all affected AMD's on draft changes. Estimated completion in FY2026, Quarter 2.

Task 3: DGS will submit draft revisions for Council Policy 200-13 to City Attorney's Office (CAO). Estimated completion in FY2026, Quarter 2.

Task 4: DGS will work with City Attorney Office on revisions and feedback for draft policy. Estimated completion in FY2026, Quarter 2.

Task 5: Planned completion and final draft policy ready for Council review. Estimated completion in FY2026, Quarter 3.

Task 6: DGS revises proposed policy as needed, and presents draft policy to Council for final approval. Estimated completion in FY2026, Quarter 3.

**Issue Date:** July 16, 2024

**Original Target Date:** TBD based upon the established goals and the amendment of Council Policy 200-13

**Current Target Date:** ~~TBD based upon the established goals and the amendment of Council Policy 200-13~~ June 2026

## Recommendation 1.6

*General Services*

The Facilities Services Division, working with the Engineering and Capital Projects Department and the City's asset managing departments, should describe in its facility management plan how it plans to update the design standards manual for efficient maintenance and keep the manual updated in the future. The facility management plan is detailed in Recommendation 2.1. (Priority 3)



### In Process – Not Due

This recommendation is in process. According to the department, the following tasks are necessary in order to achieve full implementation:

Task 1: Facilities Services will work with E&CP, P&C, and the City Attorney's Office to review the potential of standardizing building systems and equipment. Estimated completion in FY2026, Quarter 2.

Task 2: Facilities Services will identify which building systems and equipment could and/or should be good candidates for standardization. Estimated completion in FY2026, Quarter 2.

Task 3: Facilities Services will work with the appropriate departments to update or develop the City's building design standards and incorporate into the Facility Management Plan. Estimated completion in FY2026, Quarter 4; however, incorporation into the Facilities Management Plan is contingent on the completion of other Recommendations such as 1.1, 1.2, 1.3, 1.4, and 2.1.

**Issue Date:** July 16, 2024

**Original Target Date:** TBD based upon Fiscal Year 2026 budgeted resource allocations

**Current Target Date:** ~~TBD based upon Fiscal Year 2026 budgeted resource allocations~~ December 2026

## Recommendation 2.1

*General Services*

The Facilities Services Division (Facilities Services) should develop a facility management plan and present it to City Council or the appropriate Council Committee annually. Facilities Services should propose updates to Council Policy 200-13 to require an updated facility management plan. The Council Policy should require the plan to include, at minimum:

- a. The facility maintenance funding strategy, as set out in Recommendation 1.2;
- b. The target funding goals, as set out in Recommendation 1.1;
- c. Actual spending levels for the previous 5 years;
- d. Where the funds from the previous year were spent, such as the amount spent by facility category type, by department, for non-maintenance activities like setting up homelessness services spaces, or for specific initiatives across facility types, such as an initiative for multiple elevator repairs or roof repairs;
- e. Anticipated facility maintenance needs in the next 1–5 years, with input regularly gathered from departments and updated condition assessments;
- f. Actual and anticipated facility maintenance needs compared to actual and anticipated spend by facility type and department;
- g. The latest information and results from the facilities condition assessments, including the date of the most recent assessment and the date of the next assessment according to updated Council Policy 200-13 requirements; and
- h. The plan for addressing those needs in the next 1–5 years.

If the City prefers, certain elements of the facility management plan, such as the target funding level (item b), anticipated facility maintenance needs (item e), and results from the latest facility condition assessments (item g) may not change substantially each year and therefore may not need to be updated annually. However, the reports on funding, including the funding strategy (item a), spending levels (item c), how funds were spent (items d and f), and the plan for addressing needs (item h), should be updated annually to reflect maintenance budget patterns and maintenance funding needs before the City makes budget decisions. (Priority 1)



### **In Process – Not Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Update Council Policy 200-13 (see Rec 1.1)

Task 2: Request resources to develop and manage Facility Management Plan.

Task 3: Develop and implement Plan.

- a. Initiate process for approval and certification of new positions. Expect certifications to be approved by December 2026.
- b. Once certifications and budget are approved, begin advertising positions and interviewing candidates.
- c. Upon selection of candidates accepting offers and passing required backgrounds, install team members and begin training for program specific goals.
- d. Review program quarterly and make adjustments as needed.
- e. Publish annual report of program successes and lessons learned and make necessary adjustments to required budget.

Implementation of this recommendation is delayed due to the projected structural budget deficit in the General Fund. To address this deficit, the City is implementing budget deficit mitigation measures that include potential revenue increases, a Citywide hiring freeze, departmental reductions in non-essential discretionary spending, and potential FY2026 budget reductions. Once the City's fiscal position improves, and additional revenues are identified or secured, we will reassess the resource needs associated with implementing any recommendations connected to remaining services or programs.

**Issue Date:** July 16, 2024

**Original Target Date:** December 2026 contingent upon the approval of requested resources and additional budget

**Current Target Date:** December 2026 contingent upon the approval of requested resources and additional budget

## Recommendation 2.2

*General Services*

The Facilities Services Division should propose updates to Council Policy 200-13 and request the Mayor and City Council approve funding to update its facility condition assessments at least every 5 years, in line with best practices. If best practices dictate that specific facility asset classes require assessment less often than 5 years, the division should note those asset classes and their corresponding recommended assessment timelines in the Council Policy. To smooth the budgetary cost of the assessments, the update should allow the City to conduct these reviews on a rolling basis, so that not every facility is assessed at once. (Priority 2)



### **In Process – Past Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Facilities Services Division will work with the proper City departments to propose updates to Council Policy 200-13 to include language that requires the City to update its facility condition assessments at least every 5 years to be in line with best practices. This effort is in process as described in Recommendation 1.1.

Task 2: Request funding to update Facility condition assessments. Please see narrative, below.

Implementation of this recommendation is delayed due to the projected structural budget deficit in the General Fund. To address this deficit, the City is implementing budget deficit mitigation measures that include: potential revenue increases, a Citywide hiring freeze, departmental reductions in non-essential discretionary spending, and potential FY2026 budget reductions. Once the City's fiscal position improves, and additional revenues are identified or secured, we will reassess the resource needs associated with implementing any recommendations connected to remaining services or programs.



**Issue Date:** July 16, 2024

**Original Target Date:** June 2025

**Current Target Date:** June 2025    Unknown

### Recommendation 2.3

*General Services*

The Department of General Services should update its standard operating procedures to require the Facilities Services Division to capture all preventative maintenance plans in its Enterprise Asset Management system. (Priority 2)

#### Newly Implemented

This recommendation is implemented. The department provided Facilities Services Division's Standard Operating Procedures which outline the workflow for adding maintenance plans for new facilities, and their structural elements, and new equipment in the City's Enterprise Asset Management system. This includes equipment in use for which the maintenance plans are not captured in the City's EAM system. The Standard Operating Procedures also specify the roles of key staff (i.e., trade supervisor, information systems analyst, and program coordinator) in creating and adding the equipment and facility information and maintenance plans in the City's Enterprise Asset Management System.

### Recommendation 3.1

*General Services*

The Facilities Services Division (Facilities Services) should provide a self-service mechanism for departments to see the status of each of their maintenance requests. At minimum, Facilities Services should provide read-only access in the Enterprise Asset Management system, SAP, to select staff from each department, such as those that report facility maintenance issues. The mechanism Facilities Services uses to inform departments of the status of their maintenance requests should include, but not be limited to:

- The status of the maintenance request (i.e., assigned a work order, completed, canceled, etc.);
- For canceled maintenance requests, the reason for cancellation; and
- Accurate key dates, such as when the maintenance request was assigned to staff, canceled, or completed.

When implementing the mechanism, the City should provide training to department staff on how to monitor the status of their repair requests. (Priority 2)

#### Newly Implemented

This recommendation is implemented. The department provided documentation to demonstrate users who have access to the Facilities Service Request Portal to view the status of service request (i.e., in process, completed, or cancelled). The portal also displays the completion or cancellation date of the request and, in the case of cancellations, provides additional details explaining the reason. The department also provided documentation to show the training course for portal users, on how to access maintenance request status updates in the portal.

# Performance Audit of the City's Contract Management Process

**25-02**  
(AR) (KE)

The City has paid hundreds of millions of dollars to outside contractors to provide goods and services. The San Diego Municipal Code (SDMC) requires City Council to review and approve certain changes to those contracts, such as larger changes in value. Council's review ensures public oversight and transparency in the use of taxpayer dollars. In our [Performance Audit of the City's Contract Management Process](#), we found:

**Finding 1:** The City altered contract spending limits by at least \$15 million without required Council approval, diminishing transparency and governance.

**Finding 2:** Departments brought 19 percent of contract alterations totaling nearly \$64 million to Council for approval retroactively, creating risks for vendors and City services, and further reducing effective oversight.

**Finding 3:** Incomplete and inaccurate contract information and unwritten policies have led to work inefficiencies and staff errors.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1.1	Purchasing & Contracting	Newly Implemented			
1.2	Purchasing & Contracting	In Process – Past Due			
1.3	Purchasing & Contracting	In Process – Past Due			
1.4	Purchasing & Contracting & City Attorney	In Process – Not Due			
2.1	Purchasing & Contracting	Previously Implemented (December 2024)			
2.2	Purchasing & Contracting	Newly Implemented			
2.3	Purchasing & Contracting	Newly Implemented			
2.4	Purchasing & Contracting	In Process – Past Due			
2.5	Purchasing & Contracting	Newly Implemented			
3.1	Purchasing & Contracting	Newly Implemented			
3.2	Purchasing & Contracting	Newly Implemented			

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
3.3	Purchasing & Contracting	Newly Implemented			
3.4	Purchasing & Contracting	In Process – Past Due			

### Recommendation 1.1

*Purchasing & Contracting*

The Purchasing & Contracting Department, or the applicable lead department, should present to City Council any active contract alterations identified in this audit or in their own internal review that have not been previously approved in accordance with San Diego Municipal Code requirements. (Priority 1)

#### Newly Implemented

This recommendation is implemented. The department provided documentation to demonstrate that it conducted a review of contract alterations not previously approved in accordance with San Diego Municipal Code requirements. We reviewed the July 29, 2025 City Council Meeting agenda and verified that the outstanding ratification for Poway Weapons & Gear was adopted. We also confirmed that the other identified contract alterations had subsequent amendments that ratified the earlier actions, or that the contracts have since expired.

### Recommendation 1.2

*Purchasing & Contracting*

The Purchasing & Contracting Department should propose updated City Council approval thresholds such as an inflation adjustment mechanism, mandated periodic review, or another control. (Priority 2)

#### In Process – Past Due

This recommendation is in process. According to the Purchasing & Contracting Department (P&C), this item was to be taken in conjunction with Engineering & Capital Projects as a comprehensive request identifying multiple proposed changes in May 2025. However, given timing and the extent of other proposed changes, it was later decided by management to bifurcate the request, with each department taking their own proposed changes. P&C will be bringing the proposed changes for this recommendation and others identified in report 25-02 in September 2025.

**Issue Date:** July 17, 2024

**Original Target Date:** June 2025

**Current Target Date:** ~~June 2025~~ October 2025

**Recommendation 1.3***Purchasing & Contracting*

The Purchasing & Contracting Department should propose changes to the San Diego Municipal Code clarifying City Council approval requirements for goods and services contract alterations. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the Purchasing & Contracting Department, proposed changes to the San Diego Municipal Code were presented to the Active Transportation and Infrastructure Committee in May 2025 in conjunction with proposed changes by Engineering & Capital Projects. The item was returned to staff by committee with the request that these items be brought forth separately. Purchasing & Contracting will bring all contracts related proposed changes to the Budget and Government Efficiency Committee in September.

**Issue Date:** July 17, 2024

**Original Target Date:** June 2025

**Current Target Date:** June 2025    October 2025

**Recommendation 1.4***Purchasing & Contracting / City Attorney*

Once Recommendations 1.2 and 1.3 are implemented, the City Attorney's Office, in consultation with the Purchasing & Contracting Department, should issue updated, written guidance clarifying San Diego Municipal Code requirements for contract alterations to ensure that departments and attorneys are aware of what the requirements are. (Priority 2)

**In Process – Not Due**

This recommendation is in process. According to the Purchasing & Contracting department, this item cannot be completed until Recommendations 1.2 and 1.3 are implemented.

**Issue Date:** July 17, 2024

**Original Target Date:** December 2025 (Purchasing & Contracting); TBD (City Attorney's Office indicated the implementation timeline is dependent on potential revisions to the San Diego Municipal Code per Recommendations 1.2 and 1.3)

**Current Target Date:** December 2025; TBD

**Recommendation 2.2***Purchasing & Contracting*

The Purchasing & Contracting Department should design and implement additional training for department-assigned contract administration points-of-contact. (Priority 3)

**Newly Implemented**

This recommendation is implemented. The department provided evidence that it developed and implemented trainings for departments' contract administrators. We reviewed the Procurement Training Catalog to verify that trainings address elements, including managing and monitoring a contract after it has been executed and contract oversight to ensure compliance, accountability, and successful performance.

**Recommendation 2.3***Purchasing & Contracting*

The Purchasing & Contracting Department (P&C) should develop a procedure and template for ratification requests to be submitted in writing. These requests should:

- Explain why the ratification is necessary;
- Describe corrective action to prevent reoccurrence;
- Include when the contract exceeded expiration, if applicable;
- Include by how much the contract exceeded maximum value, if applicable;
- Be approved by P&C; and
- Be submitted as supporting documentation to Council for approval, if applicable. (Priority 2)

**Newly Implemented**

This recommendation is implemented. The department provided its Contract Ratification Request Form and Procedure to demonstrate that it developed a written process and template for submitting ratification requests. We reviewed the form and procedures to verify they address elements, including the reason for the ratification, corrective actions to prevent reoccurrence, and when and by how much the contract exceeded its length or value.

**Recommendation 2.4***Purchasing & Contracting*

The Purchasing & Contracting Department should design guidelines for City departments to provide Council with updates on contract activities, which could include:

- Information on soon to expire or soon to reach spend contracts;
- Number of ratifications; and/or
- A list of sole source contracts. (Priority 2)

### In Process – Past Due

This recommendation is in process. According to the Purchasing & Contracting Department, it will be issuing a quarterly report to Council identifying items related to this recommendation, with the first memo to be issued July 31 containing information for the preceding quarter.

**Issue Date:** July 17, 2024

**Original Target Date:** December 2024

**Current Target Date:** ~~December 2024~~   March 2025   August 2025

#### Recommendation 2.5

*Purchasing & Contracting*

The Purchasing & Contracting Department should establish and implement a formalized contract alteration process which at least addresses the:

- Value and length thresholds requiring City Council approval; and
- Requirements to re-certify sole source contracts if amended. (Priority 2)

### Newly Implemented

This recommendation is implemented. The Purchasing and Contracting Department established a process for altering goods, services, and non-profit contracts. The policy shows the different values and lengths that require City Council approval, describes the routing process for alterations, and includes steps to re-certify sole source contracts in the case of changes. The department formally implemented this policy starting in Fiscal Year 2026.

#### Recommendation 3.1

*Purchasing & Contracting*

The Purchasing & Contracting Department should develop a policy outlining where contracts are electronically stored and managed. (Priority 2)

### Newly Implemented

This recommendation is implemented. The department provided its contract storage policy and a memorandum issued to staff to demonstrate that it developed a policy outlining where contracts are electronically stored and managed. We reviewed the memorandum and policy to verify that staff must store all contracts and related documents throughout the contract lifecycle in the department's shared drive and in the Ariba Contract Workspace.

**Recommendation 3.2***Purchasing & Contracting*

The Purchasing & Contracting Department should implement a monitoring control to integrate SAP and Ariba contract/spend information. (Priority 2)

**Newly Implemented**

This recommendation is implemented. The Purchasing and Contracting Department created the Ariba Contract Tracking report which merges encumbrance information from Ariba with current spend information from SAP. City staff were notified of the report and given instructions on how to run the report.

**Recommendation 3.3***Purchasing & Contracting*

The Purchasing & Contracting Department should establish a written policy requiring a written maximum value to be specified on all goods and services contracts. (Priority 2)

**Newly Implemented**

This recommendation is implemented. The Purchasing & Contracting Department created a written policy requiring a written maximum value for all goods and services contracts and communicated this policy to staff.

**Recommendation 3.4***Purchasing & Contracting*

The Purchasing & Contracting Department should develop guidance for its staff on altering Ariba in the absence of formal contract alterations. (Priority 2)

**In Process – Past Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Contract Entry Guide.

Status: Complete.

Task 2: Update guide with information on altering Ariba.

Status: Estimated completion July 31, 2025.

**Issue Date:** July 17, 2024

**Original Target Date:** December 2024

**Current Target Date:** ~~December 2024~~ ~~June 2025~~ July 2025

## Fraud Hotline Report of Boat Storage Permits

**25-05**  
(AH) (GR)






OCA received a Fraud Hotline allegation regarding the mismanagement of permits issued by the City for the long-term storage of small boats on the sand at Mission Bay. Our investigation determined that the allegations of waste and mismanagement were substantiated. Specifically, in our [Fraud Hotline Report of Boat Storage Permits](#), we found:

**Conclusion 1:** Over 100 boat storage permits could have been issued, but were not, due to clerical errors that could have been avoided by using the existing online payment system. In addition, permitholders are currently allowed to renew their permits year after year without giving others a chance to purchase a permit. As a result, over 400 people are on waitlists for these permits, and some have been waiting for over 20 years.


**Conclusion 2:** The City charges lower fees for its boat storage program compared to other jurisdictions, and these fees only recover part of the estimated staff costs. If the fees were set based on the use of City property or set in comparison to what other cities charge, they could be higher. However, because the fees are lower than they could be, the City might not receive sufficient revenue to administer the program efficiently and effectively.

**Conclusion 3:** Other jurisdictions offer more efficient boat storage options and vary permit rates by boat type. Additional boat storage locations and repairs to existing structures could improve access to this resource.

**Conclusion 4:** Compliance inspections and enforcement activities would likely be improved if boat storage permit monitoring procedures were in place. Program compliance would also be improved if the existing rules were updated and clarified.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1.1	Parks & Rec	In Process – Not Due			
1.2	Parks & Rec	In Process – Not Due			
1.3	Parks & Rec	In Process – Not Due			
2.1	Parks & Rec	In Process – Not Due			
3.1	Parks & Rec	Previously Implemented (December 2024)			
3.2	Parks & Rec	In Process – Not Due			
3.3	Parks & Rec	Previously Implemented (December 2024)			



No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
3.4	Parks & Rec	In Process – Not Due			
4.1	Parks & Rec	In Process – Not Due			
4.2	Parks & Rec	Newly Implemented			

### Recommendation 1.1

*Parks & Rec*

As an interim measure, the Parks and Recreation Department should implement reconciliation procedures to ensure that all available boat storage permits are offered for sale. (Priority 2)



#### In Process – Not Due

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Perform reconciliation to identify and track all available boat storage permits; Evaluate boat bar permit holders for DMV and permitting compliance to determine potential available space.

Target Date: FY2025 Quarter 3

Status: Complete.

Task 2: Implement impound process for non-compliant vessels. Identify available linear feet of space available to determine how many additional permits to potentially issue.

Target Date: FY2025 Quarter 4

Status: In Process – Evaluation complete to determine non-compliant vessels;

Lifeguard initiated impound process; Linear feet availability not started.

Task 3: Offer permits for available boat storage space.

Target Date: FY2026 Quarter 1

Status: Not started.

**Issue Date:** November 13, 2024

**Original Target Date:** September 2025

**Current Target Date:** September 2025

### Recommendation 1.2

*Parks & Rec*

The Parks and Recreation Department should transition from mailed checks and manual recordkeeping to using online registration software to create permit data records for all available boat storage permits, issue permits using the online system, and make permits available to the public via the online system as they become available through revocations or cancelations. (Priority 3)



### In Process – Not Due

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Identify permitting system needs and assess ActiveNet limitations.

Target Date: FY2026 Quarter 1

Status: Gaps in ActiveNet known (no permit records, no online option to seek or review permit requests, limited reporting capabilities); Consultation with IT on online system is pending.

Task 2: Determine feasibility of purchasing and implementing a new online permitting system; Request estimated budget as part of FY2027 budget process.

Target Date: FY2026 Quarter 2

Status: Not started.

Task 3: Coordinate with Purchasing & Contracting on procurement process once funds received; Select vendor and begin implementation of new permitting system.

Target Date: FY2027 Quarter 1

Status: Not started.

Task 4: Conduct system testing and staff training.

Target Date: FY2027 Quarter 3

Status: Not started.

Task 5: Launch online permitting system.

Target Date: FY2027 Quarter 4

Status: Not started.

**Issue Date:** November 13, 2024

**Original Target Date:** June 2027

**Current Target Date:** June 2027

## Recommendation 1.3

*Parks & Rec*

The Parks and Recreation Department (Parks and Rec) should revise the boat storage permitting process to mitigate the current problems of extensive waitlists and permits that can be renewed in perpetuity. For example, Parks and Rec could make all permits available to the general public annually on a first-come, first-served basis, use a lottery system, and/or establish a maximum number of years boat storage permits can be renewed. Parks and Rec should propose revisions to SDMC section 63.25.73(d), if necessary, to allow this change in practice. (Priority 3)

### In Process – Not Due

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Submit Legal Services Request to City Attorney for review of SDMC section 63.25.73(d).

Target Date: FY2025 Quarter 4

Status: Complete.

Task 2: Draft required municipal code language reflecting change to program (e.g., lottery system, renewal limits); Take to Mission Bay Park Committee as info, Committee and Council.

Target Date: FY2026 Quarter 2

Status: In Process; Coordinating with City Attorney on required language.

Task 3: Draft written procedures on revised beach bar permitting process; Coordinate with Lifeguards on enforcement and inspection feasibility.

Target Date: FY2026 Quarter 3

Status: In process; Continued coordination with Lifeguards on programmatic changes and their ability to enforce.

Task 4: Finalize written procedures and implement new permitting process.

Target Date: FY2026 Quarter 4

Status: No started.

**Issue Date:** November 13, 2024

**Original Target Date:** June 2026

**Current Target Date:** June 2026

## Recommendation 2.1

*Parks & Rec*

In order to ensure that the boat storage program is funded at a level that allows for efficient and effective management of the program, the Parks and Recreation Department should base boat storage permit fees on a comparison of what other jurisdictions charge for similar permits, rather than relying on the existing estimates of staff time costs. (Priority 2)



### In Process – Not Due

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Identify funding for consultant to conduct benchmarking study.

Target Date: FY2026 Quarter 1

Status: Complete.

Task 2: Draft Request for Proposal and begin procurement process.

Target Date: FY2026 Quarter 1

Status: In Process.

Task 3: Initiate fee study (benchmarking, market rate study, other considerations)

Target Date: FY2026 Quarter 2

Status: Not started.

Task 4: Draft updated fee schedule based on findings; Council approval.

Target Date: FY2027 Quarter 2

Status: Not started.

Task 5: Implement new fee structure.

Target Date: FY2028

Status: Scheduled.

**Issue Date:** November 13, 2024

**Original Target Date:** June 2028

**Current Target Date:** June 2028

### Recommendation 3.2

*Parks & Rec*

The Parks and Recreation Department should consider: (1) raising permit fees for catamarans based on their width, (2) limiting the number of boat permits available to catamarans, and/or (3) distributing permits to storage bars based on boat type and available space. (Priority 2)



#### **In Process – Not Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Include catamaran-specific analysis in cost-of-service study Request for Proposal.

Target Date: FY2026 Quarter 3

Status: In Process.

Task 2: Evaluate space usage and permit distribution by boat type.

Target Date: FY2027 Quarter 1

Status: In Process

Task 3: Draft policy changes and updated fees if necessary.

Target Date: FY2027 Quarter 4

Status: Not started.

Task 4: Implement revised catamaran permit policies.

Target Date: FY2028

Status: Not started.

**Issue Date:** November 13, 2024

**Original Target Date:** June 2028

**Current Target Date:** June 2028

**Recommendation 3.4***Parks & Rec*

The Parks and Recreation Department should identify beach bar boat storage racks that need repairs, estimate the costs for improvements, determine the relative priority for each identified location, and make repairs as indicated. (Priority 3)

**In Process – Not Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Conduct site inspections to assess condition for needed maintenance/repair/replacement.

Target Date: FY2025 Quarter 4

Status: Complete.

Task 2: Determine cost estimates for repairs and initiate procurement if needed.

Target Date: FY2026 Quarter 1

Status: In Process.

Task 3: Complete needed maintenance/repair/replacement.

Target Date: FY2026–FY2027

Status: Not started.

**Issue Date:** November 13, 2024

**Original Target Date:** June 2027

**Current Target Date:** June 2027

**Recommendation 4.1***Parks & Rec*

The Parks and Recreation Department should develop written policies and procedures for boat storage permit compliance activities, including scheduled inspections, permit data collection and sharing, and compliance operations in coordination with Lifeguards. (Priority 3)

**In Process – Not Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Draft written procedures on revised beach bar permitting process; Coordinate with Lifeguards on enforcement and inspection feasibility.

Target Date: FY2026 Quarter 3

Status: In process; Continued coordination with Lifeguards on programmatic changes and their ability to enforce.

Task 2: Finalize written procedures and implement new permitting process.

Target Date: FY2026 Quarter 4

Status: No started.

Task 3: Launch online permitting system to capture permit data (See recommendation 1.2 for status)

Target Date: FY2027 Quarter 4

Status: Not started.

**Issue Date:** November 13, 2024

**Original Target Date:** June 2027

**Current Target Date:** June 2027

## Recommendation 4.2

*Parks & Rec*

The Parks and Recreation Department should update and post current boat storage applications and permit “Specifications, Rules, and Regulations” sheets for both 14-foot and 17-foot boats online, include an updated revision date, and ensure consistency with DMV guidance. (Priority 3)

### Newly Implemented

This recommendation is implemented. The “Specifications, Rules, and Regulations” sheet for both 14-foot and 17-foot boats has been updated with a revision date and is consistent with guidance from the DMV regarding the placement of permit stickers. Our investigation identified multiple conflicting versions of the Parks and Rec boat storage rules and it was unclear which version was the most recent. The department posted rules with a revision date of March 25, 2025, clarifying the matter of when the rules were adopted. The requirements for both 14-foot and 17-foot boats were merged into the same document, further improving the clarity of the guidance. Previously, there were conflicting instructions for different boat sizes. Also, the new instructions are consistent with the requirements posted on the DMV’s website regarding where permit and registration stickers should be placed along a boat’s hull. A prior version of the rules conflicted with DMV guidance.

# Performance Audit of the City's Fleet Maintenance

## 25-06

(NO) (NK) (AM)

The Fleet Operations Division (Fleet) manages the maintenance and repairs of about 4,900 vehicles and motorized equipment with an estimated total replacement value of \$437 million. Timely maintenance and inspection of fleets is important to enhance equipment life, ensure cost-effectiveness, and minimize risks to safety for City operators and the public. In our [Performance Audit of the City's Fleet Maintenance](#), we found:

**Finding 1:** Many City vehicles are not receiving their prescribed preventive maintenance services and safety inspections on time, which can lead to safety risks, increased costs, and negative impacts on City operations.

**Finding 2:** Fleet is able to complete most preventive maintenance services in less than a day, but additional steps may help streamline services, increase vehicle availability for departments' operations, and improve the timeliness and compliance rates of required maintenance and safety inspections.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1.1	Chief Operating Officer	Newly Implemented			
1.2	Fleet	In Process – Not Due			
1.3	Fleet	In Process – Not Due			
1.4	Chief Operating Officer	In Process – Not Due			
1.5	Fleet	In Process - Not Due			
2.1	Fleet	In Process – Not Due			
2.2	Fleet	In Process – Not Due			
2.3	Fleet	In Process – Not Due			
2.4	Fleet	In Process – Not Due			
2.5	Fleet	In Process – Not Due			

**Recommendation 1.1***Chief Operating Officer*

The Office of the Chief Operating Officer, in accordance with Administrative Regulation 30.20, should ensure City departments meet section 5.2.1 to designate one or more Fleet Coordinator(s) based on the size of the department's fleet; for example, by submitting a dated list of identified names, and an updated directive to departments to ensure that departments maintain active designees. (Priority 2)

**Newly Implemented**

This recommendation is implemented. Fleet Operations (Fleet) provided OCA with a memorandum from Department Director Little sent on May 21, 2025 to all departments with fleet vehicles/equipment directing them to designate one or more Fleet Coordinators. Fleet also provided OCA with the most recent list of Fleet Coordinators. According to the department, "at each regularly scheduled meeting, Fleet confirms with the department if any changes to coordinator assigned."

**Recommendation 1.2***Fleet*

The Fleet Operations Division should work with each City department's Fleet Coordinator(s) (per Recommendation 1) to confirm or update its contact list for preventive maintenance and inspection notifications and ensure the correct contact is receiving notifications regarding past due and upcoming preventive maintenance. Fleet should develop a policy or procedure to ensure the list is kept current through future updates. (Priority 2)

**In Process – Not Due**

This recommendation is in process. According to the department, the following task is necessary to achieve full implementation:

Task: Request a list of department contacts and their information from the Fleet Coordinators.

Status: According to Fleet, it recently received the list of Fleet Coordinators and will be contacting them to obtain the departmental contact information. Fleet anticipates this will be completed by September 30, 2025.

**Issue Date:** January 31, 2025

**Original Target Date:** September 2025

**Current Target Date:** September 2025

**Recommendation 1.3***Fleet*

The Fleet Operations Division should lead regular quarterly meetings with relevant City departments, in compliance with Administrative Regulation 30.20, to review and discuss their current fleet issues, needs, and concerns holistically; for example, by using a standardized agenda template including their recent preventive maintenance compliance rates (including relevant inspections), vehicle availability and fleet size, and adherence to defined roles and responsibilities, etc. (Priority 2)



**In Process – Not Due**

This recommendation was originally reported as implemented by the department. However, after OCA review, we have determined it to be in process.

The department has implemented some elements of the recommendation; however, others remain in process. Fleet provided screenshots of scheduled quarterly meeting with relevant City departments. However, this evidence does not show that applicable departments were in attendance of four consecutive quarterly meetings and that fleet maintenance topics such as preventive maintenance updates and inspection status were discussed. Additionally, per Administrative Regulation 30.20 Fleet Operations should also be meeting quarterly with the Public Utilities Department.

Once the department provides evidence of four consecutive quarterly meetings between departments and Fleet, this recommendation will be implemented.

**Issue Date:** January 31, 2025

**Original Target Date:** September 2025

**Current Target Date:** September 2025

**Recommendation 1.4***Chief Operating Officer*

The Office of the Chief Operating Officer should consult with the Fleet Operations Division and City departments to develop and communicate a set of workable and appropriate incentives, disincentives, and/or monitoring capabilities to reduce the number of late preventive maintenance services and required regulatory inspections. The resulting effects and outcomes should be monitored, for example through a reporting control as in Recommendation 1.5, and adjusted as appropriate to increase the compliance rate. (Priority 1)

**In Process – Not Due**

This recommendation is in process. According to the department, the following task is necessary to achieve full implementation:

Task: Coordinate with the Performance and Analytics Department (PandA) to update the Citywide Fleet Dashboard to include regulatory safety inspections (BIT inspections) and preventive monitoring metrics.

Status: According to Fleet, it continues to work with PandA to update the existing Citywide Fleet Dashboard, which now includes BIT safety inspections. Fleet states that it will continue to work with PandA to incorporate preventative maintenance services into the dashboard. Fleet expects this is be completed by December 31, 2025.

**Issue Date:** January 31, 2025

**Original Target Date:** December 2025

**Current Target Date:** December 2025

**Recommendation 1.5***Fleet*

The Fleet Operations Division should monitor and report quarterly the percentage of preventive maintenance and inspections completed on time by City departments or other accountable work groups to the Deputy Chief Operating Officers. (Priority 3)

**In Process – Not Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Coordinate with the Performance and Analytics Department (PandA) to update the Citywide Fleet Dashboard to include regulatory safety inspections (BIT inspections) and preventive monitoring metrics.

Status: According to Fleet, it continues to work with PandA to update the existing Citywide Fleet Dashboard, which now includes BIT safety inspections. Fleet states that it will continue to work with PandA to incorporate preventative maintenance services into the dashboard. Fleet expects this is be completed by December 31, 2025.

Task 2: Upon completion of the addition of inspections and preventative maintenance metrics, Fleet and PandA will provide access of the Citywide Fleet Dashboard to the Deputy Chief Operating Officers, Chief Operating Officer, and Public Safety Chiefs.  
Status: See status for Task 1.

**Issue Date:** January 31, 2025

**Original Target Date:** December 2025

**Current Target Date:** December 2025

**Recommendation 2.1***Fleet*

The Fleet Operations Division should establish, monitor, and report turnaround time goals and performance to City departments and Deputy Chief Operating Officers along with the information in Recommendation 1.5. (Priority 2)

**In Process – Not Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Develop data collection standards regarding Preventative Maintenance and Inspections turnaround times.

Status: In Process.

Task 2: Collect sufficient data regarding Preventative Maintenance and Inspections turnaround times.

Status: This will start upon completion of Task 1.

Task 3: Analyze and organize data.

Status: This will start upon completion of Task 2.

Task 4: Develop metrics and publish on the Citywide Fleet Dashboard.

Status: This will start upon completion of Tasks 1-3. Fleet anticipates this will be completed by June 30, 2026.

**Issue Date:** January 31, 2025

**Original Target Date:** June 2026

**Current Target Date:** June 2026

## Recommendation 2.2

*Fleet*

The Fleet Operations Division should ensure City departments are aware of the self-service mechanism they can use to see the status of each of their service and repair requests. For example, Fleet can ensure read-only access in FleetFocus to select staff from each department and train them on how to monitor the status of their service requests. (Priority 2)

### In Process – Not Due

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Complete Recommendations 1.1 and 1.2.

Status: According to Fleet, it recently received the list of Fleet Coordinators. Over the next several months, Fleet will contact Fleet Coordinators to request Department Contact lists. Fleet expects this to be completed by September 30, 2025.

Task 2: Provide access to FleetFocus & Citywide Fleet Dashboard to the Coordinators and Contacts.

Status: According to Fleet, many of the Coordinators and Contacts currently have access to Fleet Focus and the Citywide Fleet Dashboard. Upon completion of Task 1, Fleet will extend access to FleetFocus to remaining Coordinators and Contacts. Fleet expects this to be completed by September 30, 2025.

Task 3: Provide FleetFocus training to Coordinators and Contacts.

Status: See pending completion of Tasks 1 and 2. According to Fleet, it expects this to be completed by September 30, 2025.

**Issue Date:** January 31, 2025

**Original Target Date:** September 2025

**Current Target Date:** September 2025

**Recommendation 2.3***Fleet*

The Fleet Operations Division (Fleet) should implement or update the intake process by utilizing scheduled preventive maintenance appointments in advance where possible, and training departments on the scheduling process. (Priority 1)

**In Process – Not Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Determine FleetFocus's prerequisites/requirements to enable Preventive Maintenance appointment scheduling.

Status: In process. According to Fleet, it is reviewing the data requirements and system to enable Preventive Maintenance appointment scheduling. Fleet expects this to be completed by October 2025.

Task 2: Evaluate the solution for effectiveness.

Status: Pending completion of Task 1.

Task 3: Develop procedures & Testing.

Status: Pending completion of Task 2.

Task 4: Implementation & Rollout.

Status: Pending completion of Task 3. Fleet expects this to be completed by December 31, 2025.

**Issue Date:** January 31, 2025

**Original Target Date:** December 2025

**Current Target Date:** December 2025

**Recommendation 2.4***Fleet*

The Fleet Operations Division (Fleet) should prioritize vehicles that have scheduled their preventive maintenance appointments in advance, allowing for exceptions in extenuating circumstances, as set by Fleet. (Priority 1)

**In Process – Not Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Complete Recommendation 2.3.

Status: In Progress.

Task 2: Develop procedures to prioritize Preventative Maintenance appointments.

Status: Pending implementation of Recommendation 2.3. Fleet anticipates this task to be completed by March 2026.

Task 3: Provide training to Fleet Operations Staff on new procedures  
Status: Pending completion of Tasks 1 and 2. Fleet anticipates this task to be completed by June 30, 2026.

Task 4: Provide outreach communication to Departments Coordinators for awareness on prioritization.  
Status: Pending completion of Recommendations 2.3, Task 1, and Task 2. Fleet anticipates this to be completed by June 30, 2026.

**Issue Date:** January 31, 2025

**Original Target Date:** June 2026

**Current Target Date:** June 2026

### Recommendation 2.5

*Fleet*

The Fleet Operations Division should conduct an analysis to determine the optimal share of the Assistant Fleet Technician position out of service professional positions and/or their ability to more strategically target their time to help achieve its preventive maintenance goals timely and efficiently. (Priority 2)

#### In Process – Not Due

This recommendation is in process. According to the department, the following task is necessary to achieve full implementation:

Task 1: Collect data and conduct analysis.  
Status: In Process. Fleet anticipates completion by December 31, 2025.

**Issue Date:** January 31, 2025

**Original Target Date:** December 2025

**Current Target Date:** December 2025

# Performance Audit of the City's Grants Program

## 25-07

(MJ) (VG) (NT)












The City's FY2026–FY2030 Five-Year Financial Outlook projects a \$1.5 billion shortfall in City funds. This highlights the need for additional sources of funding to support essential services and programs. The City faces many resource constraints to successfully compete for grant funding compared to peer cities, which underscores the need for a more strategic, coordinated, and process-efficient approach to more effectively target grants that best align with City priority areas. Grants can be a tool to bridge the gap between the City's operational budget and its needs. In our [Performance Audit of the City's Grants Program](#), we found:





**Finding 1:** A Citywide grants strategic plan can help the City better prepare for and pursue grants by identifying capacity issues that may limit the City's ability to seek out and manage grants, defining the City's grants goals and objectives, and facilitating two-way communication between operational departments and City leaders.

**Finding 2:** The Grant Review Process could be streamlined and further clarified to ensure that requests to apply for grants are reviewed timely and effectively tracked to capture the City's application activity.

**Finding 3:** Formalizing Grants Program Coordinator roles would clarify their duties to City departments and maximize their benefit.

**Finding 4:** Improving and consolidating grants resources, in addition to implementing a mechanism to gauge City staff's grant training needs, can help the City be more prepared to pursue funding opportunities.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1.1	Government Affairs	In Process – Not Due			
1.2	Government Affairs	In Process – Not Due			
1.3	Government Affairs	In Process – Not Due			
2.1	Government Affairs	In Process - Not Due			
2.2	Government Affairs	In Process – Not Due			
2.3	Government Affairs	Newly Implemented			
2.4	Government Affairs	In Process – Not Due			
3.1	Government Affairs	In Process – Not Due			
3.2	Government Affairs	In Process – Not Due			

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
3.3	Government Affairs	In Process – Not Due			
4.1	Government Affairs	In Process – Not Due			
4.2	Government Affairs	In Process – Not Due			
4.3	Government Affairs	In Process – Not Due			

### Recommendation 1.1

*Government Affairs*

To facilitate the development of an annual grants strategic plan for the City of San Diego, the Department of Government Affairs (Government Affairs) should update Administrative Regulation 1.80 to require all grant-active Mayoral departments to create and submit an annual grant planning memo to Government Affairs. Grant-active is defined as departments applying for a grant or currently managing a grant. Grant planning memos are a summary of a department's anticipated grant activity and are meant to act as a guide; however, this should not preclude departments from applying to other opportunities if they arise outside of the Citywide grants strategic plan. Each grant priority memo should include the following elements, and any others that Government Affairs deems essential:

- Listing of the department's currently active grants and their closing dates;
- Grant-ready projects and programs listed in order of priority;
- Major projects and programs that the department wants to fund, and the amount of funding needed for the projects to be completed;
- Matching funds capability;
- Anticipated grants and/or grant priority areas the department
- intends to seek and apply for in the upcoming fiscal year;
- Staff capacity for applying for and managing grants; and
- Grant training needs, as discussed in Finding 4. (Priority 1)



#### **In Process – Not Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Grants Team to establish metrics for department annual plan, review with Grants Working Group, make changes to required metrics and format, review and approve with leadership, finalize and distribute to grants-active staff and departments.

Status: The Grants Team have begun discussing metrics and format for department memos.

Task 2: Strikeout and add additional language to AR 180, circulate with stakeholders including leadership, GWG, departments, directors, and DCOOs, receive and incorporate feedback, send revised draft out for review, circulate draft with Human Resources & DOF, incorporate new comments and feedback, review draft with City Attorney and incorporate revisions, circulate revised draft to directors, DCOOs, and CAO to obtain Clearance Memorandum, Route proposed draft to HR and Internal Controls for routing to impacted employee organizations for clearance. Finalize draft, obtain sign off, route to Mayor for final approval, publish.

Status: Staff have begun striking out and adding additional language to AR 180.

**Issue Date:** February 24, 2025

**Original Target Date:** July 2025

**Current Target Date:** ~~July 2025~~ July 2026

## Recommendation 1.2

*Government Affairs*

The Department of Government Affairs (Government Affairs), should update Administrative Regulation 1.80 to require Government Affairs to publish an annual Citywide grants strategic plan, informed by City departments' grant planning memos. Government Affairs, in collaboration with the City's Grants Program Coordinators, should review departments' grant planning memos, as required in Recommendation 1.1, and use the memos to inform the City's overall grant goals, priorities, and strategies. The plan should, at minimum, contain the following elements, and any others Government Affairs and the Grants Program Coordinators deem essential:

- a. The City's grants vision, goals, and objectives; priority projects and programs that need funding; and grants and grant types that will be prioritized in the upcoming year.
- b. A summary of departments' staff capacity limitations and identified strategies to address these limitations. These strategies should also include the issues addressed in Recommendations 1.3, 3.2, and 3.3.
- c. Summaries of recommendations on the Grant Review Team tracking timelines and assessment of departments' training needs as described in Recommendations 2.1 and 4.2.

The Grant Review Team members should use the grants strategic plan as a reference when reviewing and approving grant application requests from departments. (Priority 1)



### In Process – Not Due

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Grants Team to develop protocols that include information such as staff points-of-contact, content and elements, routing for approval process, and timing and deadlines. Grants Team to circulate protocols internally for feedback, present protocols and future Grants Working Group to discuss and receive feedback, finalize protocols and publish on CityNet.



Status: Grants Team have met to begin discussing metrics, timing, and format for strategic plan.

Task 2: Develop draft memo template, circulate draft template internally and to small test group, showcase template at future Grants Working Group for discussion and feedback, incorporate and revise, circulate with management, finalize memo template and publish on CityNet.

Task 3: Strikeout and add additional language to AR 180, circulate with stakeholders including leadership, GWG, departments, directors, and DCOOs, receive and incorporate feedback, send revised draft out for review, circulate draft with Human Resources & DOF, incorporate new comments and feedback, review draft with City Attorney and incorporate revisions, circulate revised draft to directors, DCOOs, and CAO to obtain Clearance Memorandum, Route proposed draft to HR and Internal Controls for routing to impacted employee organizations for clearance. Finalize draft, obtain sign off, route to Mayor for final approval, publish.

Status: Staff have begun striking out and adding additional language to AR 180.

**Issue Date:** February 24, 2025

**Original Target Date:** September 2025

**Current Target Date:** September 2025 July 2026

### Recommendation 1.3

*Government Affairs*

The Department of Government Affairs, in collaboration with the Department of Finance, the City's Grants Program Coordinators, and any other relevant departments, should assess departments' staff capacity needs and matching funds capabilities, as outlined in their annual memos, and create a strategy to address them. This strategy should be included in the annual Citywide grants strategic plan as recommended in Recommendation 1.2. (Priority 1)



#### **In Process – Not Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Grants Team to develop protocols that include information such as staff points-of-contact, content and elements, routing for approval process, and timing and deadlines. Grants Team to circulate protocols internally for feedback, present protocols and future Grants Working Group to discuss and receive feedback, finalize protocols and publish on CityNet.

Status: Grants Team have met to begin discussing metrics, timing, and format for strategic plan.

Task 2: Develop draft memo template, circulate draft template internally and to small test group, showcase template at future Grants Working Group for discussion and feedback, incorporate and revise, circulate with management, finalize memo template and publish on CityNet.

Task 3: Strikeout and add additional language to AR 180, circulate with stakeholders including leadership, GWG, departments, directors, and DCOOs, receive and incorporate feedback, send revised draft out for review, circulate draft with Human Resources & DOF, incorporate new comments and feedback, review draft with City Attorney and incorporate revisions, circulate revised draft to directors, DCOOs, and CAO to obtain Clearance Memorandum, Route proposed draft to HR and Internal Controls for routing to impacted employee organizations for clearance. Finalize draft, obtain sign off, route to Mayor for final approval, publish.

Status: Staff have begun striking out and adding additional language to AR 180.

**Issue Date:** February 24, 2025

**Original Target Date:** September 2025

**Current Target Date:** September 2025 July 2026

### Recommendation 2.1

*Government Affairs*

The Department of Government Affairs (Government Affairs) should update Administrative Regulation 1.80 to require that Government Affairs track and report on the Grant Review Team approval process timeline. Government Affairs should use the reporting capabilities of OnBase to, at minimum, include the following data:

- a. Average number of business days it takes for Grant Review Team members to review and approve grant application requests, compared to the 10-business day goal outlined in Administrative Regulation 1.80; and
- b. Any other data deemed necessary. Government Affairs should annually evaluate this data, include evaluation results in the Citywide grants strategic plan as recommended in Recommendation 1.2, and use it to inform changes to the Grant Review Team process. (Priority 3)



### In Process – Not Due

This recommendation is in process. According to the department, the Grants Team has discussed the reporting capabilities with the docketing office and the OnBase developer, and they have determined that there is not an easy way to accomplish reporting GRT approval timelines. The department will continue to track this item.

**Issue Date:** February 24, 2025

**Original Target Date:** TBD – Dependent on funding

**Current Target Date:** TBD – Dependent on funding January 2026

**Recommendation 2.2***Government Affairs*

To improve the City's grant application tracking and reporting process and ensure that the City's grant application activity is accurately captured, the Department of Government Affairs (Government Affairs) should determine a way to centrally track its grant application activity. As part of its determination, Government Affairs may consider the adoption of a standard tracking and compliance software tool that all departments can use to standardize grant applications.

Additionally, Government Affairs should update Administrative Regulation 1.80 to require that all Mayoral departments use its identified central application tracking mechanism to ensure that all City departments' grant application activity is captured. (Priority 3)

**In Process – Not Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Identify centralized tracking system for grants applications, transition to tracking system, train users on utilizing new system.

Status: The Grants Team transitioned the centralized GRT tracking system from Sharepoint to OnBase in August 2024; with new GRTs routing through OnBase starting in September 2024.

Task 2: Strikeout and add additional language to AR 180, circulate with stakeholders including leadership, GWG, departments, directors, and DCOOs, receive and incorporate feedback, send revised draft out for review, circulate draft with Human Resources & DOF, incorporate new comments and feedback, review draft with City Attorney and incorporate revisions, circulate revised draft to directors, DCOOs, and CAO to obtain Clearance Memorandum, Route proposed draft to HR and Internal Controls for routing to impacted employee organizations for clearance. Finalize draft, obtain sign off, route to Mayor for final approval, publish.

Status: Staff have begun striking out and adding additional language to AR 180.

The department also stated that it has chosen OnBase as the software to be used for tracking Citywide grant activity. OnBase has been rolled out; however, OnBase reporting has not proven to be as customizable as expected. The department is working with the OnBase developer to create custom reporting in order to accurately track the timeframes of grant application requests. This work continues.

**Issue Date:** February 24, 2025

**Original Target Date:** TBD – Dependent on funding

**Current Target Date:** ~~TBD~~—Dependent on funding July 2026

**Recommendation 2.3***Government Affairs*

The Department of Government Affairs, (Government Affairs) in collaboration with the Grants Program Coordinators, should finalize, publish, and inform departments of the decision-making checklist tool to aid City departments in considering grant opportunities during the strategic planning process and as grant opportunities arise. The checklist can be used as a tool to gauge department preparedness to begin the Grant Review Team process but is not required. The checklist should include consideration of the following areas, at minimum, when applying for a grant:

- a. Alignment with the City's goals and department priorities;
- b. Capital Improvement Program projects, if relevant;
- c. Funding;
- d. Matching funds availability;
- e. Staff capacity;
- f. Timing; and
- g. Any other details deemed necessary.

Government Affairs should publish this checklist with the above-listed elements on the City's designated internal grants website, as recommended in Recommendation 4.1. (Priority 3)

**Newly Implemented**

This recommendation is implemented. The grant decision-making checklist (alternately referred to as the "Grant Application Readiness Checklist" and the "Go/No-Go Decision Making Checklist") was finalized by the Office of the Mayor (formerly the Department of Government Affairs), in conjunction with feedback from the Grants Working Group stakeholders in July 2025. It was published and communicated to the Grants Working Group, Department Directors, Deputy Chief Operating Officers (DCOOs) and City Mayor on July 8, 2025. OCA confirmed that the checklist included all of the required elements of the recommendation, namely that the prospective grant seeker consider alignment of the grant with City goals, department priorities, CIP relevance, funding, matching funds, staff capacity, and timing. The checklist was also published on the Citywide Grants website, as required by the recommendation.

**Recommendation 2.4***Government Affairs*

The Department of Government Affairs (Government Affairs) should update Administrative Regulation 1.80 to reflect the current Grant Review Team process, which has transitioned to OnBase. (Priority 3)

**In Process – Not Due**

This recommendation is in process. According to the department, the following task is necessary to achieve full implementation:

Task: Strikeout and add additional language to AR 180, circulate with stakeholders including leadership, GWG, departments, directors, and DCOOs, receive and incorporate feedback, send revised draft out for review, circulate draft with Human Resources & DOF, incorporate new comments and feedback, review draft with City Attorney and incorporate revisions, circulate revised draft to directors, DCOOs, and CAO to obtain Clearance Memorandum, Route proposed draft to HR and Internal Controls for routing to impacted employee organizations for clearance. Finalize draft, obtain sign off, route to Mayor for final approval, publish.

**Issue Date:** February 24, 2025

**Original Target Date:** December 2025

**Current Target Date:** ~~December 2025~~ July 2026

### Recommendation 3.1

*Government Affairs*

The Department of Government Affairs (Government Affairs), in collaboration with the City's Grants Program Coordinators and other relevant departments, should discuss and formally document the agreed upon duties and positions of the Grants Program Coordinator positions in Administrative Regulation 1.80. Specifically, Administrative Regulation 1.80 should incorporate the following current roles and responsibilities of the Grants Program Coordinators in the Grants Program as identified in the Grants Program Framework and recommendations in this report, and any other duties as necessary:

- a. Assist with grant application development;
- b. Research and analyze grant opportunities;
- c. Support strategic project development;
- d. Support grants reporting, compliance, and implementation, as needed;
- e. Support cross-department collaboration;
- f. Assist City departments with composing their annual grant priority memos as recommended in Recommendation 1.1;
- g. Assist Government Affairs in creating the annual Citywide grants strategic plan as recommended in Recommendation 1.2;
- h. Assist with the creation of grant planning tools and training opportunities; and
- i. Assist in the creation and management of a grants resource library to preserve historical grant records and institutional knowledge. (Priority 2)



#### **In Process – Not Due**

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Strikeout and add additional language to AR 180, circulate with stakeholders including leadership, GWG, departments, directors, and DCOOs, receive and incorporate feedback, send revised draft out for review, circulate draft with Human

Resources & DOF, incorporate new comments and feedback, review draft with City Attorney and incorporate revisions, circulate revised draft to directors, DCOOs, and CAO to obtain Clearance Memorandum, Route proposed draft to HR and Internal Controls for routing to impacted employee organizations for clearance. Finalize draft, obtain sign off, route to Mayor for final approval, publish.

Task 2: Strikeout and add additional language to AR 180, circulate with stakeholders including leadership, GWG, departments, directors, and DCOOs, receive and incorporate feedback, send revised draft out for review, circulate draft with Human Resources & DOF, incorporate new comments and feedback, review draft with City Attorney and incorporate revisions, circulate revised draft to directors, DCOOs, and CAO to obtain Clearance Memorandum, Route proposed draft to HR and Internal Controls for routing to impacted employee organizations for clearance. Finalize draft, obtain sign off, route to Mayor for final approval, publish.

Status: Staff have begun striking out and adding additional language to AR 180.

**Issue Date:** February 24, 2025

**Original Target Date:** December 2025

**Current Target Date:** December 2025

### Recommendation 3.2

*Government Affairs*

The Department of Government Affairs (Government Affairs) should consider subscribing to a service that filters grant opportunities based on curated specifications. This consideration should include a return-on-investment analysis. If Government Affairs determines a positive return on investment, then that analysis should be communicated to the City Council, Mayor, and other stakeholders such as a through the annual Citywide grants strategic plan, as recommended in Recommendation 1.2b. (Priority 2)



#### **In Process – Not Due**

This recommendation is in process. According to the department, the following task is necessary to achieve full implementation:

Task: Research and identify potential vendors for a curated grants NOFO list, contact vendors for prices, provide ROI analysis to management and Council, project budget needs in future strategic plan and/or annual report.

Status: Staff have begun researching vendors.

**Issue Date:** February 24, 2025

**Original Target Date:** TBD – Dependent on funding

**Current Target Date:** ~~TBD – Dependent on funding~~ January 2026

**Recommendation 3.3***Government Affairs*

The Department of Government Affairs (Government Affairs) should consider retaining an as-needed contract with a grant writer(s) to assist with high priority and/or large-scale grant applications to increase the competitiveness of the City's applications. This consideration should include a return-on-investment analysis. If Government Affairs determines a positive return on investment, it should be communicated to the City Council, Mayor, and other stakeholders such as through the annual Citywide grants strategic plan, as recommended in Recommendation 1.2b. (Priority 2)

**In Process – Not Due**

This recommendation is in process. According to the department, the following task is necessary to achieve full implementation:

Task: Identify potential vendors for as-need grant writing support, perform ROI task analysis, communicate to management/Council budgetary need.

Status: Grants team have met to discuss potential vendors and format of ROI analysis.

**Issue Date:** February 24, 2025

**Original Target Date:** TBD – Dependent on funding

**Current Target Date:** TBD—Dependent on funding January 2026

**Recommendation 4.1***Government Affairs*

The Department of Government Affairs (Government Affairs), in collaboration with the City's Grants Program Coordinators and the Department of Finance (Finance), should update the City's designated internal Citywide grants website to host all grants training materials relevant to the City's general grants application and management process. This website should either host a library of previous grant applications and debrief notes or contain a link to where these materials are located and maintained. The designated internal Citywide grants website should also contain links to Finance's grants management training materials.

Additionally, Government Affairs, in collaboration with the Grants Program Coordinators and Finance, should update the designated internal Citywide grants website with the following training materials related to the following topics, at a minimum:

- a. Broad overview of the City's grants application process to assist in training and onboarding new staff on the City's grants procedures, expectations, and resources;
- b. Several examples of successful grant applications submitted by the City;
- c. Guidelines for departments on creating the annual grants planning memo, as referenced in Recommendation 1.1;
- d. Documented resources for requesting and renewing Unique Entity Identifier number(s), including any relevant City information required for the application(s);
- e. The grants decision-making checklist as recommended in Recommendation 2.3;
- f. Guidance for departments on requesting, conducting, and documenting debrief meetings with funders when a grant is not awarded;



- g. Grant writing training materials; and
- h. Recordings of any live trainings provided on the City's grants process. (Priority 2)



### In Process – Not Due

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Contact IT and get access to website editor, Grants Team to do first round cleanup of website including link finance resources to grants page, remove GRT button, fix team structure, create short summaries and takeaways of available resources, develop and keep-and-delete list and circulate internally. Redesign website, copy web content on word and make edits, circulate edits internally, coordinate with DOF on content and edits, implement edits and revise web copy based on feedback. Initiate customer feedback and training, discuss current usage and opportunities to improve at Grants Working Group and send out survey. Review changes to webpage with GWG members, upload new materials as they are finalized.

Status: Grants Team has access to its website editor and is in process of circulating the first round of cleanup edits to the website. In May 2025, the Grants Team discussed the website at the Grants Working Group and a user survey was subsequently distributed for feedback on usage and needs.

Task 2: Gather information from IT on storage options for new grants library, revive past work product, draft protocol and retention policy, share internally and receive feedback on draft, choose locations, finalize for departments, roll out at GWG and receive feedback from departments, finalize and publish, collect grant applications and debrief notes, including previous applications and debrief notes.

Status: Grants Team have been meeting with IT on options for hosting the Grants Library and is in process of reviving past work product and drafting protocols.

**Issue Date:** February 24, 2025

**Original Target Date:** September 2025

**Current Target Date:** September 2025 July 2026

## Recommendation 4.2

*Government Affairs*

As part of Recommendation 1.1 regarding the grant priority memos, the Department of Government Affairs (Government Affairs) should update Administrative Regulation 1.80 to require that all grant-active Mayoral departments include a statement on their grants training needs and priorities in their annual grant planning memos.

Additionally, as part of the Citywide grants strategic plan recommended in Recommendation 1.2, Government Affairs should assess departments' training needs from their grant planning memos, include a summary of these needs in the plan, and outline the training plan for the year to address these needs. (Priority 3)





### In Process – Not Due

This recommendation is in process. According to the department, the following tasks are necessary to achieve full implementation:

Task 1: Grants Team to establish metrics for department annual plan, review with Grants Working Group, make changes to required metrics and format, review and approve with leadership, finalize and distribute to grants-active staff and departments.

Status: Grants Team have begun discussing metrics and format for department memos.

Task 2: Strikeout and add additional language to AR 180, circulate with stakeholders including leadership, GWG, departments, directors, and DCOOs, receive and incorporate feedback, send revised draft out for review, circulate draft with Human Resources & DOF, incorporate new comments and feedback, review draft with City Attorney and incorporate revisions, circulate revised draft to directors, DCOOs, and CAO to obtain Clearance Memorandum, Route proposed draft to HR and Internal Controls for routing to impacted employee organizations for clearance. Finalize draft, obtain sign off, route to Mayor for final approval, publish.

Status: Staff have begun striking out and adding additional language to AR 180.

**Issue Date:** February 24, 2025

**Original Target Date:** September 2025

**Current Target Date:** September 2025 July 2026

## Recommendation 4.3

*Government Affairs*

To ensure a comprehensive grant application library, the Grants Program Coordinators should establish a process for City departments to contribute submitted grant applications and debrief notes to a centralized library hosted on or linked to the designated grants training website referenced in Recommendation 4.1. (Priority 3)



### In Process – Not Due

This recommendation is in process. According to the department, the following task is necessary to achieve full implementation:

Task: Gather information from IT on storage options for new grants library, revive past work product, draft protocol and retention policy, share internally and receive feedback on draft, choose locations, finalize for departments, roll out at GWG and receive feedback from departments, finalize and publish, collect grant applications and debrief notes, including previous applications and debrief notes.

Status: Staff have been meeting with IT on establishing grants library, and are working on reviving past work product and drafting protocol.

**Issue Date:** February 24, 2025

**Original Target Date:** December 2025

**Current Target Date:** ~~December 2025~~ March 2026

# Performance Audit of the City's Trash, Recycling, and Organics Collection and Handling


## 25-08

(CN) (DK) (KE)

To combat landfill waste's negative effects, the City set targets to divert all waste from landfills by 2040. However, the City has not met its targets and the City's oversight of private waste haulers is critical to achieving these targets, since the haulers collect most of the waste in San Diego. Central to the City's oversight is recovering costs through franchise hauler fees. However, the City has not adjusted the fees for inflation nor has the City conducted a fee study to ensure all City costs are legally recovered. In our [Performance Audit of the City's Trash, Recycling, and Organics Collection and Handling](#), we found:

**Finding 1:** The City could recover at least \$4 million more per year by increasing hauler fees to cover City costs.

**Finding 2:** The City can do more to hold itself and private waste haulers accountable to meet the Climate Action Plan targets, which are designed to help limit poor air quality, extreme weather events, and other negative impacts of climate change.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1.1	Environmental Services	Not Implemented – N/A			
1.2	Environmental Services	In Process – Not Due			
1.3	Environmental Services	In Process – Not Due			
2.1	Environmental Services	In Process – Not Due			
2.2	Environmental Services	In Process – Not Due			
2.3	Environmental Services	In Process – Not Due			
2.4	Environmental Services	In Process – Not Due			
2.5	Environmental Services	In Process – Not Due			

**Recommendation 1.1***Environmental Services*

The Environmental Services Department should prepare and present a proposed action to City Council to set the non-exclusive solid waste collection franchise fees for Class I and Class II haulers at the rates that the fees would be if the rates had increased by the Consumer Price Index (CPI) increases in San Diego since fiscal year 2010. The proposed action should also require that the non-exclusive solid waste collection franchise fees increase annually based on the CPI, similar to the AB939 fee. (Priority 1)

**Not Implemented – N/A**

After report issuance, a court decision involving the City of Redlands made it unclear whether street damage costs can be factored into the City's cost analysis for franchise fees. Therefore, at the June 11, 2025 Audit Committee meeting, the Audit Committee voted to accept the City Auditor's recommendation to close Recommendation 1.1 as Not Implemented – No Longer Applicable.

**Recommendation 1.2***Environmental Services*

The Environmental Services Department (ESD), in consultation with other relevant departments, should conduct or contract for a fee study to assess appropriate franchise fee and AB939 fee rates to recover City costs, such as:

- a. Increased costs of street damage caused by haulers' vehicles;
- b. Increased costs of overseeing haulers' regulatory compliance;
- c. Increased costs of City Treasurer audits;
- d. Other potential costs to the City and residents, such as traffic, pollution, and noise;
- e. The inherent value of the franchise; and
- f. The costs of public education programs designed to decrease landfill waste across all customers.

ESD should present the fee study to the City Council and should prepare and present a proposed action to City Council to revise franchise fees. The proposed fees should be based on the results of the fee study.

ESD should adopt a policy requiring the recommended fee study and presentation to City Council be completed at least every 5 years. (Priority 1)

**In Process – Not Due**

This recommendation is in process. According to the Environmental Services Department (ESD), it is currently developing the scope of work for a Request for Proposals (RFP) to retain a consultant who will conduct a comprehensive franchise and AB 939 fee study. This study will evaluate legally permissible cost recovery opportunities in compliance with Proposition 26. The goal is to release the RFP by late CY2025 or early 2026, with consultant selection and study initiation anticipated by Spring 2026.

An interdepartmental workgroup will be formed by the end of CY2025 to support and participate in the rate study process. Upon completion of the study by end of CY2026, ESD will share their initial findings and fee recommendations to the franchise haulers for their input and then present final recommendations to the City Council. ESD will also determine an appropriate policy for the frequency of future rate studies and presentations to City Council to ensure alignment with franchise hauler agreements.

To build internal capacity for this effort and other audit recommendations, ESD has initiated hiring of key staff, including a new Recycling Specialist Supervisor (1.0 FTE) and plans to hire Recycling Specialist IIIs (2.0 FTE) and an Associate Management Analyst (1.0 FTE) ideally by end of CY2026. Additional hiring of a Senior Management Analyst (1.0 FTE) will be requested in the mid-year FY2026 budget.

**Issue Date:** May 2, 2025

**Original Target Date:** June 2028

**Current Target Date:** June 2028

### **Recommendation 1.3**

*Environmental Services*

The Environmental Services Department (ESD) should ensure the study in Recommendation 1.2 also analyzes and presents the benefits and costs of alternative fee structures that incentivize recycling, including but not limited to charging more for landfill waste and less for recycled waste. The costs should include additional oversight to ensure landfill waste is not placed in recycling containers at a higher rate due to the cost increase. The costs should also include the increased cost of the City Treasurer auditing franchise hauler payments to verify the type of waste collected and disposed of, to ensure landfill waste is not claimed as recycling waste by haulers. (Priority 2)

### **In Process – Not Due**

This recommendation is in process. According to the Environmental Services Department (ESD), it has initiated preliminary discussions with the San Diego County Disposal Association and plans to engage franchise haulers in further dialogue regarding potential alternative fee structures and performance evaluation mechanisms under the franchise agreements.

Following the selection of a consultant from Recommendation 1.2, anticipated by Spring 2026, ESD and the consultant will evaluate differential pricing models for collection services that incentivize recycling. This evaluation will include a review of potential fee structures that align with the goals of increasing recycling and reducing landfill disposal, while ensuring compliance with Proposition 26. As part of this analysis, ESD will also assess the potential administrative and operational costs associated with enhanced oversight and auditing—specifically, increased monitoring to prevent improper disposal in recycling containers, and expanded auditing efforts by the City Treasurer to verify the accuracy of franchise hauler reporting on waste types.

Findings and recommendations will be integrated into the broader rate study and presented for further consideration.

**Issue Date:** May 2, 2025

**Original Target Date:** June 2028

**Current Target Date:** June 2028

### **Recommendation 2.1**

*Environmental Services*

The Environmental Services Department should propose an amendment to the franchise agreements upon renewal in 2027 to continue to include regular increases in diversion rate requirements. These increased diversion rates should be based on an evaluation of the most recent waste characterization study to ensure diversion rate requirements are achievable but also help the City meet its Climate Action Plan targets. (Priority 1)

#### **In Process – Not Due**

This recommendation is in process. According to the Environmental Services Department (ESD), it has identified capacity within its existing as-needed environmental planning consultant services contract with Tetra Tech to conduct a Citywide waste characterization study. ESD is currently developing the project scope of work and budget, with the goal of launching the study by late Fall 2025. Evaluation of the waste characterization study results and consultation from the contractor will help ESD determine if amended target diversion rate increases are needed for the next franchise agreement cycle to achieve the City's waste diversion goals.

**Issue Date:** May 2, 2025

**Original Target Date:** January 2027

**Current Target Date:** January 2027

### **Recommendation 2.2**

*Environmental Services*

The Environmental Services Department (ESD) should propose to City Council an amendment to the Municipal Code to require ESD to consider the ability of the hauler to meet the terms of the franchise agreement both when the hauler first applies and when the hauler applies to extend the agreement. ESD's review and report to City Council should include the hauler's historical performance, including whether it complied with diversion rate requirements or showed improvement over time, before City Council grants a franchise agreement extension. (Priority 1)

#### **In Process – Not Due**

This recommendation is in process. The Environmental Services Department (ESD) states per the Municipal Code, it has the authority to evaluate the hauler's historical performance and ability to meet the terms of the franchise agreement both when the hauler first applies and when determining if an agreement should be extended or terminated. The current franchise agreement conditions extension is on, among

other things, the franchisee having satisfied all performance requirements of the agreement. ESD has initiated preliminary discussions with the San Diego County Disposal Association and plans to engage franchise haulers in further dialogue regarding potential alternative performance evaluation mechanisms under the franchise agreements.

ESD will propose an amendment to the franchise agreement for City Council consideration that outlines in more detail the conditions and criteria used to evaluate hauler when determining whether to extend, suspend or terminate an agreement. Future reviews and reports to City Council on franchise agreement extensions may include an assessment of each hauler's historical performance, such as diversion rates, compliance with programmatic requirements, and evidence of continuous improvement over time.

**Issue Date:** May 2, 2025

**Original Target Date:** January 2027

**Current Target Date:** January 2027

### Recommendation 2.3

#### *Environmental Services*

To ensure the Environmental Services Department (ESD) consistently enforces the terms of the franchise agreement and treats all haulers equally by requiring compliance plans and assessing liquidated damages when set forth in the franchise agreement, ESD should draft, adopt, and train staff on an internal policy that directs staff to follow the enforcement mechanisms set forth in the franchise agreement. Additionally, ESD should propose amendments to the current franchise agreement upon renewal in 2027 to remove the language stating that "the assessment of any and all liquidated damages is at the City's sole discretion," and clarify that "a second occurrence of failure to achieve compliance will require a presentation by Franchisee to City Council," rather than "may require." (Priority 1)

### In Process – Not Due

This recommendation is in process. According to the Environmental Services Department (ESD), it is in process of assessing its existing procedures for evaluating and enforcing franchise agreement compliance. This internal review includes examining how compliance plans are implemented and how liquidated damages are assessed. Preliminary discussions have been initiated with the San Diego County Disposal Association and ESD plans to continue engaging franchise haulers on issues related to diversion requirements and enforcement practices, including use of liquidated damages. As part of this effort, ESD will develop and implement updated written internal guidance to ensure consistent enforcement of franchise compliance plans. Staff will be trained to support uniform implementation of these procedures.

Additionally, ESD will evaluate possible amendments to the franchise agreement on how enforcement is assessed. This may include revising language that currently grants the City sole discretion in assessing liquidated damages to better balance

consistency with flexibility in cases involving extenuating circumstance. ESD will consider recommendations regarding repeated noncompliance by a franchise hauler.

**Issue Date:** May 2, 2025

**Original Target Date:** January 2027

**Current Target Date:** January 2027

### **Recommendation 2.4**

*Environmental Services*

The Environmental Services Department should continue its plan to lower the cap of third-party credits to 10 percentage points of the required 50 percent diversion rate, effective 2025, and propose an amendment to the current franchise agreements upon renewal in 2027 so that the cap steadily decreases to 0 percent by 2032 at the latest. (Priority 2)

#### **In Process – Not Due**

This recommendation is in process. According to the Environmental Services Department (ESD), it will continue its planned reduction of third-party credit cap to 10% in 2025 based on the current franchise agreements. ESD will evaluate with input from the franchise haulers, a proposed amendment to the franchise agreements to further phase down the third-party cap.

**Issue Date:** May 2, 2025

**Original Target Date:** January 2027

**Current Target Date:** January 2027

### **Recommendation 2.5**

*Environmental Services*

The Environmental Services Department (ESD) should set a diversion rate performance goal for City Collections that closely aligns with the minimum diversion rate requirements in the franchise agreements to help the City meet its Climate Action Plan targets. The goal can be implemented to increase incrementally over time and could take into consideration factors related to the implementation of Measure B. For example, ESD could set a goal under the current frequency of recycling collection and then increase the goal if the frequency of recycling collection increased from every other week to every week. ESD should present City Collections' annual diversion rate performance as well as haulers' collective and individual diversion rate performance annually to the City Council's Environment Committee. (Priority 2)

#### **In Process – Not Due**

This recommendation is in process. The Environmental Services Department (ESD) reports that on June 9, 2025, the City Council approved a new Solid Waste Management Fee that supports several service enhancements aimed at improving waste diversion among City-serviced residential customers. These enhancements include:



- No additional cost container repair, replacement and delivery beginning July 1, 2025;
- New containers with educational, labeled lids to rollout beginning Fall 2025;
- Weekly recycling collection and bulky curbside pickup of up to two bulky items per year beginning July 1, 2027; and
- Hiring additional Recycling Specialists and Code Compliance Officers to provide more technical assistance, education and outreach, and enforcement for proper service levels and recycling sorting.

These changes are expected to positively influence waste-sorting behaviors and increase diversion rates. ESD will establish diversion targets for City Collection services following the implementation of these service enhancements and based on the results of the citywide waste characterization study conducted under Recommendation 2.1.

Additionally, ESD will report annually on the diversion performance of both City Collection and franchise haulers to the City's Environment Committee.

**Issue Date:** May 2, 2025

**Original Target Date:** December 2027

**Current Target Date:** December 2027

## Performance Audit of Fire-Rescue Overtime

**25-09**

(MJ) (SP) (RM)

The San Diego Fire-Rescue Department's (Fire-Rescue) public safety service is crucial and one of the City's top priorities. Fire-Rescue uses overtime to ensure it can respond to emergency fire and medical calls 24 hours a day, 365 days a year. Notwithstanding the critical need for overtime to deliver essential public safety services, we found Fire-Rescue regularly underestimates its overtime needs. This resulted in \$71.6 million in total overages from FY2019 to FY2024, including \$31.8 million in General Fund impacts. In our [Performance Audit of Fire-Rescue Overtime](#), we found:

**Finding 1:** The Fire-Rescue Department should document and refine its overtime budgeting methodology to reduce the risk of consistent budget overages.

**Finding 2:** The Fire-Rescue Department should include all sworn employees in its staffing projections to more reliably determine how many academies it needs to reach full staffing and reduce overtime.

**Finding 3:** The Fire-Rescue Department should update its relief factor calculation to further reduce overtime after it reaches full staffing.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1.1	Fire Rescue & Finance	In Process – Not Due			
1.2	Fire Rescue & Finance	In Process – Not Due			
2.1	Fire-Rescue	In Process – Not Due			
2.2	Fire-Rescue	In Process – Not Due			
2.3	Fire-Rescue	In Process - Not Due			
3.1	Fire-Rescue	In Process – Not Due			

**Recommendation 1.1***Fire-Rescue & Finance*

To ensure the overtime budget aligns with expected overtime needs, the Fire-Rescue Department (Fire-Rescue) should collaborate with the Department of Finance to refine its overtime budgeting methodology and formalize that methodology in a policy, standard operating procedure, department instruction, or other appropriate document. This methodology should include that Fire-Rescue use a zero-based budgeting approach at least every five years to develop its overtime budget request. (Priority 2)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** May 8, 2025

**Original Target Date:** December 2025

**Current Target Date:** December 2025

**Recommendation 1.2***Fire-Rescue & Finance*

The Department of Finance, in collaboration with the Fire-Rescue Department (Fire-Rescue), should formally document an internal policy that requires it to annually add negotiated salary adjustments to the overtime budget, as it does to the salaries and wages budget, in years when salary negotiations are ongoing and propose for consideration for inclusion in the Mayor's Proposed Budget. This would ensure salary increases are accurately accounted for in Fire-Rescue's overtime budget, reducing the potential for future budget overages. (Priority 2)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** May 8, 2025

**Original Target Date:** November 2025

**Current Target Date:** November 2025

**Recommendation 2.1***Fire-Rescue*

The Fire-Rescue Department should create a written internal policy that revises its staffing projection methodology to include the vacancies and attrition of all sworn job classifications that are filled using academy graduates. (Priority 2)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** May 8, 2025

**Original Target Date:** November 2025

**Current Target Date:** November 2025

### **Recommendation 2.2**

*Fire-Rescue*

To improve the transparency of the Fire-Rescue Department's (Fire-Rescue) progress towards achieving full staffing, the policy in Recommendation 2.1 should also require that Fire-Rescue revise its monthly staffing reports to include all sworn job classifications and to provide them to the Independent Budget Analyst and City Council. (Priority 2)

#### **In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** May 8, 2025

**Original Target Date:** August 2025

**Current Target Date:** August 2025

### **Recommendation 2.3**

*Fire-Rescue*

The Fire-Rescue Department (Fire-Rescue) should adopt an internal policy stating that when making its annual budget request for fire academies, Fire-Rescue will conduct a cost-benefit analysis which includes the overtime budgeting and staffing impacts for all sworn positions based on the number of annual fire academies it requests to hold. (Priority 2)

#### **In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** May 8, 2025

**Original Target Date:** November 2025

**Current Target Date:** November 2025

### **Recommendation 3.1**

*Fire-Rescue*

The Fire-Rescue Department (Fire-Rescue) should create an internal policy that updates its relief factor calculations, which determines the number of sworn Fire Suppression employees needed for its relief pool. The relief factor should be calculated for each job classification in the Operations Division using actual absences per day. Fire-Rescue may phase in its relief factor incrementally by accounting for certain types of leave and gradually including other leave types to achieve greater coverage in the future if desired. Additionally, Fire-Rescue should annually revise its relief factor after reaching full staffing to ensure it keeps pace with operational need. The relief factor should include the following variables:

- a. Historical absence data from at least the prior two fiscal years, which can include the following absence types: annual leave, Family and Medical Leave Act leave, discretionary leave, industrial leave, compensatory time off, light duty, parental leave, bereavement leave, floating holidays, DROP extension, and others.
- b. A seasonality measure, allowing Fire-Rescue to calculate the number of relief employees needed during times of the year when employees took the least time off to avoid over-hiring. (Priority 3)

### **In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** May 8, 2025

**Original Target Date:** January 2026

**Current Target Date:** January 2026

# Performance Audit of the City's Disaster Response

## 25-10

(CN) (MS) (AR)

On January 22, 2024, a historic storm flooded homes and businesses. Hundreds of personnel from the City mobilized to address the crisis. Assessing the effectiveness of the City's response will ensure it is prepared to respond to future disasters. In our [Performance Audit of the City's Disaster Response](#), we found:

**Finding 1:** The City effectively managed the immediate emergency response to the January 22, 2024 storm using existing plans, but when recovery demands extended beyond the City's previous responsibilities, there were no clear plans in place to meet residents' needs.

**Finding 2:** The City does not have a plan to ensure it quickly and effectively communicates response and recovery information with all members of the public after a disaster.

**Finding 3:** The City's use of an incident management team worked well to respond to infrastructure damaged by the storm, but a lack of documented policies and staff training led to delays getting its response started.

**Finding 4:** Increasing staff training and tracking lessons learned from previous disasters can help the City prepare for future disasters.

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
1.1	Office of Emergency Services	In Process – Not Due			
1.2	Office of Emergency Services	In Process – Not Due			
1.3	Office of Emergency Services	In Process – Not Due			
1.4	Office of Emergency Services	In Process – Not Due			
1.5	Office of Emergency Services	In Process – Not Due			
1.6	Office of Emergency Services	In Process – Not Due			
1.7	Office of Emergency Services	In Process – Not Due			
1.8	Stormwater	In Process – Not Due			
1.9	Office of Emergency Services	In Process – Not Due			
2.1	Office of Emergency Services	In Process – Not Due			
2.2	Office of Emergency Services	In Process – Not Due			
2.3	Office of Emergency Services	In Process – Not Due			

No.	Department	Recommendation Status	Resources Required	No Update Provided	Fiscal Benefit
2.4	Office of Emergency Services	In Process – Not Due			
3.1	Office of Emergency Services	In Process – Not Due			
3.2	Office of Emergency Services	In Process – Not Due			
4.1	Office of Emergency Services	In Process – Not Due			
4.2	Office of Emergency Services	In Process – Not Due			
4.3	Office of Emergency Services	In Process – Not Due			
4.4	Office of Emergency Services	In Process – Not Due			
4.5	Office of Emergency Services	In Process – Not Due			
4.6	Office of Emergency Services	In Process – Not Due			
4.7	Office of Emergency Services	In Process – Not Due			
4.8	Office of Emergency Services	In Process – Not Due			

### Recommendation 1.1

*Office of Emergency Services*

The Mayor's Office should work with the City Council, Office of Emergency Services, other relevant departments, and other stakeholders to develop a framework that clearly sets out the City's overall planned role in disaster response and recovery. The framework should address key questions raised during the January 2024 flood response, including:

- What types of short-, intermediate-, and long-term recovery needs will the City plan to meet, and in what instances?
- Does the City expect short-, transitional-, and/or long-term shelter services for its residents?
- Does the City expect non-congregate shelter options for its residents, and if so, in what instances?
- Does the City expect mass care services for affected residents who choose to stay in their homes?
- If the relevant stakeholders do not plan to meet the expected needs, does the City plan to provide those care and shelter services itself?
- What information does the City expect to have about residents' needs, and what method or methods would the City use to collect that information?

The framework should also outline, at a high-level, the roles expected of external entities like the County of San Diego, the Operational Area, the State, FEMA, and individuals, businesses, and non-governmental organizations. While it will not direct these entities, the framework will clarify where the City expects certain needs to be met based on laws, agreements, and coordination.

The goal of the framework is to establish internal consensus on the City's overall response and recovery roles and communicate this to City Council, non-governmental organizations, and the public before emergencies arise, ensuring clear expectations. Management should present the framework to City Council, including potential costs of any additional roles the City plans to take on in future emergencies.

Once the City establishes the framework, the City should develop and publish a clear, easy-to-understand document that communicates the framework and outlines the City's overall planned role, as well as the expected roles of other stakeholders, for use by City leadership and the public. (Priority 1)

### **In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** As determined by the Mayor's Office

**Current Target Date:** As determined by the Mayor's Office

## **Recommendation 1.2**

*Office of Emergency Services*

After the implementation of Recommendation 1.1, the Office of Emergency Services should create a City-specific recovery plan that establishes:

- a. When the plan will be activated;
- b. The short-, intermediate-, and long-term recovery activities the City plans to undertake, including those identified through Recommendation 1.1
- c. The department or position responsible for overall oversight of the City's recovery activities
- d. Recovery roles and responsibilities of different City departments
- e. Expected roles and responsibilities of external agencies like the County of San Diego, the American Red Cross, and other nongovernmental organizations; and
- f. How the City engaged with the community to develop the plan.

The Office of Emergency Services should update and present the plan to City Council at least every five years, in line with updates to the City's Emergency Operations Plan, and should also update it on an ongoing basis to incorporate best practices and lessons learned from exercises and activations. The plan should be posted publicly with other public City resources on disaster planning and preparedness and could be included in the City's Emergency Operations Plan as an annex. (Priority 1)



**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** Contingent on guidance provided by Recommendation 1.1

**Current Target Date:** Contingent on guidance provided by Recommendation 1.1

**Recommendation 1.3***Office of Emergency Services*

The Office of Emergency Services should work with the Mayor's Office to clarify how policy direction will be provided to the Emergency Operations Center, and clarify the Mayor's Office's responsibilities in emergency planning, response, and recovery. The clarified method and responsibilities should be documented in relevant policy or procedure, such as the Emergency Operations Plan or Manual. The identified necessary trainings to ensure the Mayor's Office is knowledgeable of its responsibilities should be documented and tracked as part of the broader training program in Recommendation 4.6. (Priority 1)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** July 2026

**Current Target Date:** July 2026

**Recommendation 1.4***Office of Emergency Services*

The Office of Emergency Services, in consultation with the Mayor's Office and City Council, should propose to City Council a Council Policy, or other mechanism that requires City Council approval, that clarifies Council Offices' responsibilities in emergency planning, response, and recovery. The policy or mechanism should include, at minimum:

- a. The formal roles and responsibilities of City Councilmembers and their staff. This could include activities in addition to their current roles, such as:
  - i. Communicating public information provided by City operations to residents;
  - ii. Working with impacted communities and community organizations to assess and communicate community needs; and
  - iii. Encouraging community philanthropic activity.
- b. The topics covered by training provided to City Councilmembers and Council Office staff. We recommend topics include:
  - i. City Council Office roles and responsibilities in disaster planning, response, and recovery;

- ii. The City's and other organizations' roles and responsibilities in disaster planning, response, and recovery, including the framework established in Recommendation 1.1;
- iii. The overall emergency management structure under the Standardized Emergency Management System;
- iv. The internal disaster-communications plan for City Councilmembers established in Recommendation 1.5.
- c. When the City will provide training to City Councilmembers. We recommend the City provide training to City Councilmembers and their staff at least when Councilmembers are newly elected to City Council and upon request thereafter.
- d. If and how often Councilmembers and/or their staff will plan to attend City emergency response tabletop exercises and other emergency response trainings or exercises. (Priority 2)

### **In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** July 2026

**Current Target Date:** July 2026

### **Recommendation 1.5**

*Office of Emergency Services*

The Mayor's Office should work with the City Council to establish an internal disaster-communications procedure that details how and when City Council Offices can expect to be informed of emergencies and disaster response activities in and near their districts, and how City Council Offices can best communicate community needs to the City's emergency response structure. (Priority 3)

### **In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** July 2026

**Current Target Date:** July 2026

**Recommendation 1.6***Office of Emergency Services*

After the implementation of Recommendation 1.1, the Office of Emergency Services, in consultation with the Mayor's Office, the County of San Diego, the American Red Cross, and other stakeholders, should develop a Pre-Disaster Housing Plan. The plan could be an annex to the existing Emergency Operations Plan. The plan should include elements determined in Recommendation 1.1, as well as other elements, including but not limited to:

- a. The City's role in providing short- and long-term shelter to disaster survivors, including in small- and large-scale disasters;
- b. Circumstances when non-congregate shelter options may be sought and a plan for their provision;
- c. Identified funding sources, including general cost estimates for City-provided shelter options;
- d. How the City will ensure individuals with access and functional needs will be appropriately accommodated;
- e. Consideration of federal, state, and local recovery programs when planning eligibility; and
- f. How non-governmental organizations were involved in creating the plan and how they will be involved in its implementation. (Priority 2)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** July 2026

**Current Target Date:** July 2026

**Recommendation 1.7***Office of Emergency Services*

The Office of Emergency Services should centralize on the City's public website City information related to disaster preparedness, response, and recovery. The site should include a public version of the framework developed in Recommendation 1.1 and additional disaster preparedness information, such as disaster-specific information on risk area, preparation, and response, similar to the examples provided from Houston and Los Angeles. (Priority 3)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** October 2025

**Current Target Date:** October 2025

**Recommendation 1.8***Stormwater*

The Stormwater Department should develop a policy detailing ongoing outreach to residents, property owners, and businesses within the floodplain.

- a. The outreach should, at minimum, inform the residents that they are in a floodplain, that normal insurance does not typically cover flood damage, and that flood insurance is available for both owners and renters.
- b. The outreach should include the public framework document created in Recommendation 1.7, or a similar document with the information clearly presented.
- c. The policy should detail how the Stormwater Department plans to conduct outreach and how often. (Priority 3)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** October 2025

**Current Target Date:** October 2025

**Recommendation 1.9***Office of Emergency Services*

The Office of Emergency Services should work with the Mayor's Office to develop a plan for building and maintaining relationships with non-governmental and community organizations involved in disaster response. This plan should identify points of contact, establish communication channels, identify relevant groups for participation in trainings, and include strategies for identifying and communicating with impacted community organizations working in active disasters. (Priority 2)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** July 2026

**Current Target Date:** July 2026

**Recommendation 2.1***Office of Emergency Services*

The Mayor's Office, in consultation with City Council and relevant departments, should determine if the City will use canvassing in future disaster responses.

If the Mayor's Office decides the City will use canvassing in future disaster responses, the Office of Emergency Services (OES) should outline in policy or procedure the general situations in which canvassing would be used.

Additionally, OES should create a canvassing plan and the plan should include, at minimum:

- a. A timeline for effective canvassing;
- b. Considerations to mitigate repeat canvassing, including overlap with other canvassing efforts from other governmental or nongovernmental organizations;
- c. A plan to identify and address potential language and interpretation needs;
- d. A template of questions for collecting information that has been pre-approved by the relevant departments and includes a question about data sharing; and
- e. Guidelines and scripts for just-in-time training for canvassers. (Priority 2)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** July 2026

**Current Target Date:** July 2026

**Recommendation 2.2***Office of Emergency Services*

The Office of Emergency Services, in consultation with the Mayor's Office and Communications Department, should create disaster messaging templates, including pre-translated messages, for flyers and social media posts that may be necessary during and after different types of disasters that the City can use to provide necessary and timely information to the public. The templates should be pre-approved by relevant departments when possible. (Priority 2)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** July 2026

**Current Target Date:** July 2026

**Recommendation 2.3***Office of Emergency Services*

The Office of Emergency Services, in consultation with the Communications Department, should update the Emergency Operations Plan and Emergency Operations Center Manual to include plans and procedures that ensure all of its public communications methods will meet residents' access and functional needs, including the expeditious translation of written materials. (Priority 2)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** July 2026

**Current Target Date:** July 2026

**Recommendation 2.4***Office of Emergency Services*

The Mayor's Office, in consultation with the Office of Emergency Services and Communications Department, should create or update policies and procedures to ensure the expeditious approval and dissemination of public information during and after an emergency. The policies could include creating procedures for establishing a City-specific joint information center.(Priority 2)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** July 2026

**Current Target Date:** July 2026

**Recommendation 3.1***Office of Emergency Services*

The City should develop and document policies and procedures for mobilizing an incident management team (IMT) in emergency planning and response, including emergencies other than fires. These policies and procedures should include, at minimum:

- a. A requirement that the IMT have a written delegation of authority and the minimum elements required to be in the written delegation of authority;
- b. A roster of staff for the functions of the IMT;
- c. A process to periodically review the roster for the IMT to ensure it is up to date; and
- d. Training requirements for IMT roster members related to their functions on the IMT. (Priority 3)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** July 2026

**Current Target Date:** July 2026

**Recommendation 3.2***Office of Emergency Services*

The City should develop and deploy training on the Incident Management Team structure, its purpose, and how it fits into the overall emergency response structure for the Emergency Operations Center roster and Incident Management Team roster members, City leadership (such as department directors and deputy or assistant directors), and City Council Offices. The training requirement and frequency should be included in the training structure established in Recommendation 4.6. (Priority 2)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** July 2026

**Current Target Date:** July 2026

**Recommendation 4.1***Office of Emergency Services*

The Office of Emergency Services should update the City's Emergency Operations Plan to include the Office's current name and identify the current primary and alternate Emergency Operations Center locations. (Priority 3)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** July 2026

**Current Target Date:** July 2026

**Recommendation 4.2***Office of Emergency Services*

The Office of Emergency Services should develop a donations and volunteer management plan, potentially as an annex or annexes to the City's Emergency Operations Plan. (Priority 3)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** July 2026

**Current Target Date:** July 2026

**Recommendation 4.3***Office of Emergency Services*

The Office of Emergency Services should enter into negotiations with the County of San Diego to develop an agreement so the City can use Crisis Track in City emergencies and have expeditious access to Crisis Track data in the format necessary. (Priority 2)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** December 2025

**Current Target Date:** December 2025

**Recommendation 4.4***Office of Emergency Services*

The Office of Emergency Services should work with the Performance and Analytics Department to create a plan for gathering, accessing, and using data from Get It Done reports or from a similar program, that could provide information to increase situational awareness during an emergency. (Priority 2)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** July 2026

**Current Target Date:** July 2026



**Recommendation 4.5***Office of Emergency Services*

The Office of Emergency Services should develop policies and procedures to review and update the Emergency Operations Center roster quarterly and track training information on each roster member to ensure that staff on the roster are appropriately trained. (Priority 2)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** September 2025

**Current Target Date:** September 2025

**Recommendation 4.6***Office of Emergency Services*

The Office of Emergency Services should continue its work to develop a training program for City leadership and staff on the City's emergency response protocol.

- a. The training program should be tiered depending on the staff's role and list required training topics to be covered for each tier. For example, training for all City employees should cover high-level information about the City's role in a disaster, the Emergency Operation Center's role, an Incident Management Team's role, the incident command structure, and what elements of their job may change if they are activated as a Disaster Service Worker. Members on the Emergency Operations Center roster and Incident Management Team roster would have the general City staff training and more detailed trainings on their specific roles and responsibilities. The Mayor's Office's training and City Council Offices' training would have the general City staff training and information covered in Recommendation 1.3 and Recommendation 1.4, respectively.
- b. The training program should detail when employees should receive the trainings. At minimum, all City staff should receive basic refresher trainings on their potential assignment as a disaster service worker annually.
- c. The training program should have a mechanism to track which employees have and have not completed the required trainings, similar to other mandatory City trainings. (Priority 2)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** July 2026

**Current Target Date:** July 2026

**Recommendation 4.7***Office of Emergency Services*

The Office of Emergency Services should create policies and procedures to hold emergency response trainings at least twice per year, in line with its current goals. The policy should ensure the types of trainings vary from tabletop exercises to full simulations and that the disaster types vary as needed as well. The policy should ensure the Mayor's Office and City Council Offices are invited to attend. (Priority 2)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** July 2026

**Current Target Date:** July 2026

**Recommendation 4.8***Office of Emergency Services*

The Office of Emergency Services (OES), in collaboration with relevant departments and agencies, should establish policies and procedures to track and report on the implementation status of recommendations and corrective actions in the After-Action Reports OES completes. The policies and procedures should include:

- a. When OES will draft After-Action Reports (such as after the Emergency Operations Center activates at a Level 1 or 2 and after simulation trainings);
- b. Who the reports will be provided to;
- c. A process for identifying corrective actions and assigning corrective actions to the responsible City department; and
- d. A process for tracking improvement progress to ensure that corrective actions are implemented. (Priority 2)

**In Process – Not Due**

This is a new recommendation that was issued within the last three months of the current reporting period and is not expected to be implemented yet.

**Issue Date:** June 25, 2025

**Original Target Date:** July 2026

**Current Target Date:** July 2026



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