



THE CITY OF SAN DIEGO

M E M O R A N D U M

DATE: September 13, 2016

TO: Eduardo Luna, City Auditor

FROM: Stacey LoMedico, Assistant Chief Operating Officer

SUBJECT: Management Response to the Pedestrian Safety Audit Report

This memorandum is in response to the audit recommendations within the Performance Audit on Pedestrian Safety. We would like to thank the Office of the City Auditor's staff for their work and efforts on this performance audit.

Recommendation 1

The Transportation and Storm Water Department should use available data to develop a methodology for identifying the locations that pose the greatest risk to pedestrians. This methodology should utilize at least five years of pedestrian collision data, and incorporate factors such as:

- The number of pedestrian collisions at each location; and the severity of pedestrian collisions (injury, severe injury, fatality). (Priority 1)

Management Response:

Agree. This recommendation was included as an action item in the Vision Zero Task Force's FY17 Vision Zero Strategic Plan, as adopted in June, 2016. The Transportation and Storm Water Department (TSWD) will use available crash data over five years to develop a methodology for identifying locations that pose the greatest risk to pedestrians.

Target Implementation Date: December 2016

Recommendation 2

TSWD should establish a goal of proactively evaluating a minimum number of the highest-pedestrian collision locations each year, based on the methodology developed as part of Recommendation #1, and should program and request funding for warranted pedestrian safety infrastructure improvements at each location in accordance with Council Policy 800-14. Performance towards meeting this goal should be publicly reported on an annual basis, such as on the City's Open Data Portal or a future Vision Zero San Diego website (see Recommendation #18).

At each high-pedestrian collision location, TSWD should identify and program all improvements, including those warranted under the Pedestrian Crosswalk Guidelines as well as other improvements that are necessary to increase pedestrian safety, based on TSWD's professional judgment.

If any of the warranted improvements cannot be funded in a given year, these improvements should be placed on the Transportation Unfunded Needs List and considered for funding in future years in accordance with Council Policy 800-14. (Priority 1)

Management Response:

Agree. TSWD will establish a goal of evaluating a minimum number of the highest-pedestrian collision locations each year. Programming and funding of the current year's infrastructure improvements is subject to Council Policy 800-14.

Target Implementation Date: September 2017

Recommendation 3

TSWD should establish a written policy to ensure that, in the event that TSWD receives funding for one specific type of pedestrian safety infrastructure improvement (such as pedestrian countdown timers), TSWD should utilize the analysis from the methodology developed as part of Recommendation #1, in conjunction with Council Policy 800-14, to ensure that these improvements are placed at the high-pedestrian collision locations where they will have the greatest impact on pedestrian safety. (Priority 1)

Management Response:

Agree. TSWD will establish a written policy to ensure that the methodology developed for Recommendation 1 is a factor in determining where pedestrian infrastructure is improved. The prioritization of improvement locations is subject to Council Policy 800-14, which includes other additional factors that will also be considered.

Target Implementation Date: September 2017

Recommendation 4

In the event that TSWD is not successful in receiving grant funding to develop a more robust methodology for identifying high-collision locations that takes into account additional factors such as vehicle speeds, TSWD should seek other opportunities to fund the development of this methodology. (Priority 2)

Management Response:

Agree. TSWD has applied for a State of California Transportation (Caltrans) grant to fund a citywide crash analysis study that will identify high collision locations. If the department is not successful in securing the grant, staff will seek other opportunities to fund this study.

Target Implementation Date: April 2017

Recommendation 5

The San Diego Police Department (SDPD) should set a measurable goal to increase enforcement of the driver violations that are most likely to result in pedestrian injuries and fatalities in the City. This goal should be included in the City's Vision Zero Strategic Plan. To ensure that the enhanced enforcement of certain traffic violations is as effective as possible at improving pedestrian safety, the City should:

- Use a combination of data analysis and SDPD's expertise to determine the violations that SDPD should prioritize.
- Use a method to ensure the public is aware of the violations being targeted.

Publicly report SDPD's performance towards meeting its measurable goal on at least an annual basis. (Priority 1)

Management Response:

Agree. This recommendation was included as an action item in the Vision Zero Task Force's FY17 Vision Zero Strategic Plan, as adopted in June, 2016. Analyzing the primary causes of accidents over an extensive period of time will help identify violations that are most likely to result in pedestrian accidents.

Target Implementation Date: January 2017

Recommendation 6

The San Diego Police Department should, at least on an annual basis, provide additional training and guidance (for example, in the form of videos) to its officers on the traffic violations that are most dangerous to pedestrians and how to focus enforcement on those violations. (Priority 2)

Management Response:

Agree. Supervisors are required to attend a one week "Command Training" course. Additionally, all officers are mandated to attend a one week Advanced Officer Training (AOT) course every two years. A combination of topics selected by California POST (Police Officer Standards Training) and our Department, make up the week long curriculum. Both formats can be utilized to reinforce all related training.

Target Implementation Date: January 2017

Recommendation 7

The SDPD Traffic Division should use data to determine the locations at which targeted traffic enforcement for pedestrian safety is most needed, and to identify specific violations to target in those locations. This analysis should be conducted on a periodic basis using data from at least a three-year period to better identify trends that may not be apparent when data from shorter time periods is used. (Priority 1)

Management Response:

Agree. The SDPD regularly utilizes data to determine criminal activity trends and assist with policing efforts. These same strategies can be used to address traffic related issues.

Target Implementation Date: January 2017

Recommendation 8

SDPD's Traffic Division should publicize its targeted enforcements for pedestrian safety and combine enforcement with education and outreach. These outreach plans should include the following:

- Actions to make targeted pedestrian safety enforcements highly visible to drivers and pedestrians in the targeted area.
- A strategy to publicize the enforcement effort specifically focusing on earning media coverage to maximize the exposure of residents to enforcement and education efforts. (Priority 1)

Management Response:

Agree. Whenever the SDPD embarks on a campaign of increased enforcement of a particular violation, or a new traffic law, a grace period of issuing warnings to assist with the educational process is commonly utilized. Once the geographical areas of enforcement and specific violations to be enforced are determined, a similar philosophical approach should be considered to achieve a fair and positive result.

Target Implementation Date: January 2017

Recommendation 9

SDPD should ensure there is training and guidance provided to officers on pedestrian safety which emphasizes that pedestrian safety enforcement operations are about saving lives and positively influencing behavior. This training should also include the importance of educating drivers and pedestrians on the importance of the safety efforts. (Priority 1)

Management Response:

Agree. See response to Recommendation 6.

Recommendation 10

The Chief Operating Officer should direct staff to develop a Citywide public education campaign designed to raise awareness of pedestrian safety issues and improve driver and pedestrian behavior. (Priority 1)

Management Response:

Agree. This recommendation was included as an action item in the Vision Zero Task Force's FY17 Vision Zero Strategic Plan, as adopted in June, 2016. The City's Communications Department will be tasked with leading the citywide public education campaign, with the guidance of the Vision Zero Task Force. The campaign will be developed to address Recommendations 10 through 13.

Target Implementation Date: March 2017

Recommendation 11

The development of this campaign should be a collaborative approach which includes the Communications Department, any other City departments that can contribute resources and expertise, and community partners, such as Vision Zero stakeholders and advocacy groups, where needed. (Priority 2)

Management Response:

Agree. See response to Recommendation 10.

Target Implementation Date: See response to Recommendation 10.

Recommendation 12

This public information campaign should include a core message that can be customized to fit different neighborhood needs, such as examples of behaviors that have placed pedestrians at risk in specific neighborhoods, or the use of different languages to reach non-English speakers. These messages should be developed using available data on the locations and causes of pedestrian collisions in the City's neighborhoods. If funding is available, development should also utilize focus groups or other research methods to ensure the effectiveness of the campaign. (Priority 2)

Management Response:

Agree. See response to Recommendation 10

Target Implementation Date: See response to Recommendation 10.

Recommendation 13

Data should be utilized to place campaign media in locations where it will have the greatest effect on awareness, behavior, and safety. (Priority 2)

Management Response:

Agree. See response to Recommendation 10.

Target Implementation Date: See response to Recommendation 10.

Recommendation 14

The Vision Zero Task Force should add identifying funding needs and opportunities to its general responsibilities. (Priority 2)

Management Response:

Agree. Input and recommendations from the Vision Zero Task Force will assist in setting fund priorities. The identification and review of potential grant funding opportunities is already included in the FY17 Vision Zero Strategic Plan, as adopted by the Vision Zero Task Force in June, 2016.

Target Implementation Date: February 2017

Recommendation 15

The Vision Zero Task Force should annually determine what engineering, enforcement, and education initiatives the City should consider implementing to achieve its Vision Zero goals, and provide information on funding needs for consideration during the annual budget process. (Priority 2)

Management Response:

Agree. The Vision Zero Task Force was designed as a collaborative effort to assist the City of San Diego in achieving the goal of the Vision Zero campaign. The input and recommendations of the task force are intended to be part of staff discussions during the annual budget process.

Target Implementation Date: February 2017

Recommendation 16

The Vision Zero Task Force should work to identify and recommend the City pursue additional grants or other funding sources that can be used to further its Vision Zero efforts. (Priority 3)

Management Response:

Agree. See response to Recommendation 14.

Target Implementation Date: February 2017

Recommendation 17

The City should consider either adding an Evaluation Subcommittee to the Vision Zero Task Force or developing a formal evaluation process to ensure that evaluation and monitoring is

completed for the City's engineering, enforcement, and education Vision Zero initiatives. In order to effectively evaluate the City's progress:

- The evaluation process should include evaluation in terms of both outputs and outcomes which align with the City's Vision Zero goal to eliminate severe traffic collisions and fatalities, including pedestrians, by 2025.
- Where necessary, departments should establish additional processes to ensure necessary data is available for evaluation. For example, the San Diego Police Department's Traffic Division may need to establish a new process of collecting and tracking data on citations issued during targeted pedestrian safety enforcement operations.

The Vision Zero Task Force should benchmark with other municipalities that have Vision Zero efforts to help develop and implement evaluation methods.

Management Response:

Agree. Developing an evaluation criteria was already envisioned by the Vision Zero Task Force and is included as a long-term goal within the FY17 Strategic Plan. The Vision Zero Task Force will work with the Department of Performance & Analytics to determine what quantitative and qualitative data would best serve as measurements of success.

Target Implementation Date: December 2017

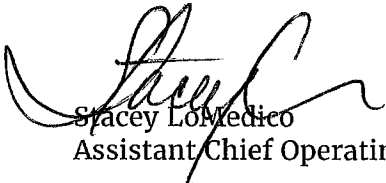
Recommendation 18

The Chief Operating Officer should direct staff to develop a comprehensive Vision Zero website and post the status of the City's implementation of Vision Zero initiatives on the website. The Chief Operating Officer should also consider directing staff to include this information on the City's Open Data Portal website. (Priority 3)

Management Response:

Agree. The Communications Department along with the Department of Information Technology will work with TWSD and SDPD staff and the Vision Zero Task Force to create the new web page. In addition, staff has already been working with the Department of Performance & Analytics to develop relevant data sets for the City's Open Data Portal.

Target Implementation Date: October 2016



Stacey LoMedico
Assistant Chief Operating Officer

SLM/tm

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Page 7

Eduardo Luna, City Auditor

September 13, 2016

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