




**COUNCILMEMBER TODD GLORIA
CITY OF SAN DIEGO**

M E M O R A N D U M

DATE: February 26, 2015

TO: Honorable Mayor Kevin L. Faulconer

FROM: Councilmember Todd Gloria 

SUBJECT: Direction Pertaining to Performance Audit of the Community Parking District Program

On February 4, 2015, the Smart Growth and Land Use Committee approved my motion asking for several issues pertaining to the Community Parking Districts to be evaluated by your office and for staff to return to the committee with policy recommendations.

Staff was directed to bring forward recommendations on amendments to Council Policy 100-18, establishment of performance measures including a year end report, addressing the need for long term project planning, and address possible additional staffing for the program. This memo details that direction to ensure your office is aware of the issues I feel are necessary to address in order for the program to be successful moving forward.

1. Amendments to Council Policy 100-18

- a. Council Policy 100-18 was adopted in 1997 and amended in 2004 and 2011. The recent audit recommended that staff develop formal documented guidance that fully details the processes for administering the program. To the extent that it is prudent, I would like staff to consider including elements of that process narrative in Council Policy 100-18 in order to give clear direction to the Community Parking District Advisory Boards and Economic Development staff.
- b. I ask that staff evaluate the current recommendations for applicable expenditures for meter revenue funds as described in Section C (2) of the policy based on Municipal Code Sections 82.08 and 82.09. I would appreciate an update to that section to incorporate project types that have been approved and have proven successful in improving parking conditions in certain districts so that other districts can share in their successes.
- c. I request staff bring back recommendations for changes to Section D to codify standardization of the Annual Plan, establishing performance measures and requiring a year-end report. The requirements as currently

outlined are not resulting in the submittal of clear budgets from our contractors that can be effectively compared. While I am respectful of the different needs of the communities, use of parking district funds needs to be reported in a clear and consistent manner. It may be helpful for staff to develop a required template with stakeholder input. The process for performance measures and a submittal of a year-end report delineating the previous year's expenditures and a status update on whether project goals were met should also be codified in this section.

Additional issues addressed in this memo may be considered for inclusion in Council Policy 100-18.

2. Performance Measures and Year-End Report

The second recommendation of the audit suggests establishing performance measures to effectively track and communicate outcomes. I feel that this recommendation deserves significant consideration to increase accountability and adjust the program to better meet community goals. Section D (4) of Council Policy 100-18 requires the Community Parking District Advisory Boards to monitor and contemplate meter utilization. I would ask staff to require a discussion of this metric from the Advisory Boards including how they are addressing this parking management tool through a year-end report to be heard as part of the annual budget approval item at City Council. I would hope that the year-end report could include a list of expenditures for the year with a comparison to the previous year's budget and a status update on long term projects.

I ask for the inclusion of a performance measure that tracks the timeliness of expenditures for projects to help diagnose issues on the City or community side which may be impeding the expedient implementation of projects.

3. Long Term Planning

The large carry forward balances that the Community Parking District Advisory Boards have in reserve give me great concern. In order to address this issue I would like staff to return to Committee with recommendations to better facilitate long term planning for large projects. The City now uses to a five year model for Capital Improvement Projects and in our budget, so a similar approach may be appropriate.

Staff should also ask the Advisory Boards to prioritize their projects in a consistent format so that staff can have clear direction on which projects the community would like to see done first based on criteria such as cost, effect on parking inventory and utilization, ease of implementation, and public safety.

I request staff to explore requiring a level of project planning or a feasibility assessment before allowing the Advisory Boards to annually commit large sums to projects. If the Advisory Boards recommend annual allocations towards a large project, such as a parking structure, I would like staff to require submittal of a plan that contemplates criteria such as site acquisition, total cost through construction, and a financing plan. Alternatively a cap on the amount from each year's budget that the Advisory Boards may commit to large projects could also provide a solution.

4. Additional Staffing and Coordination with Other Departments

I am extremely supportive of the Senior Traffic Engineer position that acts as the project coordinator for our Community Parking Districts. It is my understanding that current duties for that position include evaluation of all parking related traffic requests in the Community Parking Districts like painting curbs, angled parking conversions, and ensuring ADA requirements are being met; administration of the Community Parking District program; attending Advisory Board meetings and providing those groups with guidance; facilitating implementation of projects for Downtown, Uptown, and Mid-City; conducting outreach to stakeholders affected by proposed parking related projects; aiding in the preparation of the annual budgets for the districts; and preparing reports and presenting projects to City Council for approval.

In order to better equip this position for success, I feel additional staffing and an adjustment to duties must be considered. I would appreciate the consideration of additional staffing to help expedite the processing for projects. I would like your office to evaluate a better way to coordinate with existing resources in the Transportation Storm Water Department so that they can process routine traffic requests and the senior Traffic Engineer can focus on larger community projects.

The Community Parking District program is unique in that it requires coordination across various City Departments including Economic Development, the Office of the City Treasurer, Transportation & Storm Water, and Public Works. Staff administering this program should have the executive level support in order to effectively coordinate across the relevant departments and provide timely guidance to the Advisory Boards on project timelines and requirements for moving projects forward.

I look forward to discussing these policy recommendations to increase the effectiveness of our Community Parking District program at an upcoming meeting of the Smart Growth and Land Use Committee.

cc: Honorable City Councilmembers
Honorable City Attorney Jan Goldsmith
Andrea Tevlin, Independent Budget Analyst