
Audit Recommendation Follow-Up Report

*STATUS UPDATE AS OF
December 31, 2019*

Office of the City
Auditor

City of San Diego



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THE CITY OF SAN DIEGO

DATE: May 29 , 2020

TO: Honorable Members of the Audit Committee

FROM: Kyle Elser, Interim City Auditor

SUBJECT: Recommendation Follow-Up Report

Attached is the Office of the City Auditor's Recommendation Follow-Up Report, which provides the status of open recommendations as of December 31, 2019. 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, highlighted four recommendations, and attached the status updates for all recommendations. Again, progress has been made by the Administration to implement audit recommendations. We look forward to presenting this report at the June 17, 2020 Audit Committee meeting.

The intent of this report is to keep the Audit Committee 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. We should note that this report was impacted by the COVID-19 pandemic.

cc: Honorable Mayor Kevin Faulconer
Honorable City Councilmembers
Kris Michell, Chief Operating Officer
Jeff Sturak, Assistant Chief Operating Officer
Rolando Charvel, Chief Financial Officer
Jeff Peelle, Interim Assistant Director, Department of Finance
Matthew Helm, Chief Compliance Officer
Deputy Chief Operating Officers
Department Directors



SUMMARY

The Administration has continued to make progress towards implementing open audit recommendations. During this reporting period, the Administration has implemented 25 of the outstanding recommendations. Additionally, we issued four reports and added 29 new recommendations, and the Administration agreed or partially agreed to implement the recommendations.

There are four recommendations that we are highlighting for Audit Committee attention. These recommendations can be found in Attachment A, and will be discussed at an Audit Committee meeting for the reasons stated.

Lastly, we asked all departments with outstanding recommendations to provide a current target implementation date; however, there are recommendations in this report with dates that are past due. We have included Attachment C – Recommendations Deemed as In Process With Revised or Past Due Target Dates so that past due recommendations and changes in target dates that were due and occurred during this reporting period can be easily identified. Due to the COVID-19 emergency, some of the due dates may be affected because of budget constraints or staff working on pandemic related priorities. As a result, we were unable to verify some of the recommendations that were reported as implemented due to the pandemic. We will continue to follow up on these recommendations during our next reporting period.

We greatly appreciate the Administration's efforts as they have demonstrated a commitment to implementing audit recommendations to improve City operations and mitigate the risks identified during audits.

IMPLEMENTATION STATUS OF OPEN RECOMMENDATIONS

This report reflects the status of all Office of the City Auditor open audit recommendations as of December 31, 2019. We contacted departments directly to gather recommendation status information, reviewed all outstanding recommendations, and placed the recommendations into the following status categories:

- Implemented** City staff provided sufficient and appropriate evidence to support all elements of implementing the recommendation;
- In Process** City staff provided some evidence, however either elements of the recommendation were not addressed, or the department has agreed to implement the recommendation, but has not yet completed the implementation;
- Will Not Implement** The Administration disagreed with the recommendation, did not intend to implement, and no further action will be reported; and
- Not Implemented** Circumstances changed to make the recommendation not applicable.
- N/A

As of our last recommendation follow-up report for the period ending June 30, 2019, there were 113 open recommendations. Since then, we have issued one performance audit and three hotline investigation reports which added 29 new recommendations for a total of 142 outstanding recommendations for the period ending December 31, 2019. The table below summarizes this activity:

Activity for the Period Ending December 31, 2019	Number of Recommendations
Recommendations In Process as of June 30, 2019	113
Recommendations Issued July 1, 2019 through December 31, 2019	29
Total Outstanding Recommendations as of December 31, 2019	142

During this reporting cycle, we verified that departments and related entities have implemented 25 recommendations out of 142 (18 percent) since our last report. The results of our review for this reporting cycle are as follows for the 142 recommendations:

Number of Recommendations	Status of Recommendations
25	Implemented
68	In Process - With Revised or Past Due Target Dates
45	In Process - Not Due
2	Not Implemented - N/A
2	Will Not Implement
142	Total

This report provides information about the recommendations in the following exhibits:

- **Exhibit 1** - Summarizes the status of the 142 recommendations by audit report in chronological order.
- **Exhibit 2** - Summarizes the distribution of the 25 recommendations **Implemented** by Department/Agency.
- **Exhibit 3** - Summarizes the distribution of the 68 recommendations **In Process - With Revised or Past Due Target Dates** by Department/Agency.
- **Exhibit 4** - Summarizes the distribution of the 45 recommendations **In Process - Not Due** by Department/Agency.
- **Exhibit 5** - Breaks down the 142 recommendations by their status and the length of time the recommendation remains open from the original audit report date.

- **Exhibit 6** - Audit Recommendation Activity for the Period Ending December 31, 2019.

This report also provides detailed information about the recommendations in the following Attachments:

Attachment A - Recommendations Highlighted for the Audit Committee’s Attention

Generally, these recommendations include: (a) those where the Administration **disagreed** with implementing the recommendation, (b) the status update significantly varied from the update provided by the Administration, (c) a recommendation may need some type of further action, or (d) a recommendation is determined to be **Not Applicable** (N/A) any longer and should be dropped.

Attachment B - Recommendations Deemed as Implemented

This schedule includes all recommendations as of December 31, 2019 that have been deemed as **Implemented** by City Auditor staff based on sufficient and appropriate evidence provided by the departments to support all elements of the recommendation.

Attachment C - Recommendations Deemed as In Process With Revised or Past Due Target Dates

This schedule includes all recommendations as of December 31, 2019 that are **In Process** of implementation based on the status information provided; however, target dates have been revised since the last reporting period or the dates are past due with no revised date.

Attachment D - Recommendations Deemed as In Process - Not Due

This schedule includes all recommendations as of December 31, 2019 that are **In Process** of implementation based on the status information provided and target dates are not due.

FUTURE RECOMMENDATION FOLLOW-UPS

The Office of the City Auditor will conduct semi-annual follow-ups, with reporting periods ending June 30th and December 31st. For the next report, we will continue to request that departments establish target implementation dates for new audit recommendations, and we will provide information on the recommendations that become past due or the target implementation date has changed. We will also highlight recommendations where there is disagreement and seek resolutions.

The intent of this report is to keep the Audit Committee 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.

Exhibit 1 below summarizes the status of the 142 recommendations by audit report in chronological order.

EXHIBIT 1: Audit Reports and Recommendation Status

Report No.	Report Title	Implemented	In Process	Not Implemented - N/A or Will Not Implement
12-015	Performance Audit of the Development Services Department's Project Tracking System		3	
13-009	Performance Audit of the Real Estate Assets Department		1	
14-002	Performance Audit of the Public Utilities Department's Industrial Wastewater Control Program		7	
14-006	Performance Audit of Police Patrol Operations		1	
14-019	Performance Audit of the Real Estate Assets Department - Residential Property Leases		1	
15-011	Performance Audit of the Utilities Undergrounding Program	1		

Report No.	Report Title	Implemented	In Process	Not Implemented - N/A or Will Not Implement
15-012	The City Needs to Address the Lack of Contract Administration and Monitoring on Citywide Goods and Services Contracts		2	
15-016	Performance Audit of Citywide Contract Oversight		5	
16-011	Performance Audit of the City's Street Preservation Ordinance		1	
16-016	Citywide Contract Oversight II - Contract Review		2	
17-003	Performance Audit of the San Diego Housing Commission – Affordable Housing Fund		1	
17-006	Performance Audit of The City's Programs Responsible For Improving Pedestrian Safety	4	1	
17-009	Performance Audit of Street Light Repair		1	
17-010	Performance Audit of the Affordable / In-Fill Housing and Sustainable Buildings Expedite Program		3	
17-013	Performance Audit of The San Diego Convention Center		1	
17-018	Performance Audit of City Gas and Electric Utility Billing	2		
17-020	Performance Audit of The City's Management of Its Advisory Boards	7	1	
17-021	Hotline Investigation of Recreation Activity Permit Calculation Errors and Abuse		1	
18-007	Performance Audit of the Economic Development Department's Business Cooperation Program		2	

Report No.	Report Title	Implemented	In Process	Not Implemented - N/A or Will Not Implement
18-012	Hotline Investigation of an Information Technology Contract		1	
18-013	Fraud Hotline Investigation Report of Waste in the Transportation Alternatives Program	1	1	
18-015	Performance Audit of the Economic Development Department's Business and Industry Incentives Program	1	6	
18-023	Performance Audit of the Storm Water Division	1	4	
19-002	Performance Audit of the Real Estate Assets Department's Portfolio Management Practices		2	
19-003	Performance Audit of The Public Utilities Department's Water Billing Operations		6	
19-005	Performance Audit of the Public Utilities Department's Water Meter Cover Replacement Program		3	
19-006	Agreed-Upon Procedures Related to the Central Stores Physical Inventory - Fiscal Year 2018			1
19-007	Performance Audit of the Fleet Operations' Vehicle Acquisition Process	1	5	
19-008	Hotline Report of Jury Duty Service Fraud		1	
19-011	Performance Audit of Development Services' Accela Permitting System Implementation		3	

Report No.	Report Title	Implemented	In Process	Not Implemented - N/A or Will Not Implement
19-013	Performance Audit of Community Planning Groups		4	
19-014	Performance Audit of the City's Curb Painting Process	2	1	1
19-015	Performance Audit of City Employee Pay Equity		6	
19-016	Performance Audit of the City's Administration of Joint Use Agreements with San Diego Unified School District		4	
19-018	Performance Audit of the City's Right-of-Way Tree Trimming Maintenance Program	1	3	
19-019	Performance Audit of the Public Utilities Department Customer Support Division Customer Service Office (Call Center)		6	
20-001	Hotline Report of Improper Free Trash Collection at Short-Term Residential Occupancy Units		1	
20-002	Performance Audit of Public Utilities Department's Advanced Metering Infrastructure Implementation	3	10	
20-003	Hotline Report of Abuse Related to the Unfair Award of a Multi-Million-Dollar Contract	1	6	2
20-007	Hotline Report of Public Records Act Responses		6	
GRAND TOTAL		25 (18%)	113 (80%)	4 (2%)

Exhibit 2 summarizes the distribution of the 25 recommendations **Implemented** by Department/Agency as of December 31, 2019.

EXHIBIT 2: Number of Recommendations Implemented by Department/Agency

Number of Recommendations Implemented	Department/Agency	Number of Recommendations Implemented	Department/Agency
1	Chief Operating Officer	1	Office of Sustainability
1	Communications	2	Office of the Mayor City Attorney's Office
1	Economic Development	3	Public Utilities
1	Environmental Services Transportation & Storm Water Parks & Recreation Economic Development Chief Financial Officer	1	Risk Management
1	Fleet Operations	9	Transportation & Storm Water
4	Office of Boards and Commissions		

Exhibit 3 summarizes the distribution of the 68 recommendations **In Process - With Revised or Past Due Target Dates** by Department/Agency as of December 31, 2019.

EXHIBIT 3: Number of Recommendations In Process - With Revised or Past Due Target Dates by Department/Agency

Number of Recommendations Outstanding	Department/Agency	Number of Recommendations Outstanding	Department/Agency
1	Assistant Chief Operating Officer	1	Office of Boards & Commissions
2	Chief Operating Officer Environmental Services Chief Financial Officer	1	Parks & Recreation
1	Department of Finance ¹	3	Planning Department
4	Department of Information Technology	18	Public Utilities
9	Development Services	8	Purchasing & Contracting
8	Economic Development	4	Real Estate Assets
1	Fleet Operations	1	San Diego Police Department
1	Human Resources	3	Transportation & Storm Water
1	Human Resources Chief Operating Officer	1	Transportation & Storm Water - Streets

¹ Formerly known as Office of the Comptroller and/or Financial Management

Exhibit 4 summarizes the distribution of the 45 recommendations **In Process - Not Due** by Department/Agency as of December 31, 2019.

EXHIBIT 4: Number of Recommendations In Process - Not Due by Department/Agency

Number of Recommendations Outstanding	Department/Agency	Number of Recommendations Outstanding	Department/Agency
4	Assistant Chief Operating Officer	2	Human Resources COO Personnel City Attorney
7	Chief Operating Officer	4	Parks & Recreation
1	Chief Operating Officer Environmental Services Chief Financial Officer	1	Personnel Human Resources City Attorney
2	Communications	14	Public Utilities Department
4	Fleet Operations	6	Transportation & Storm Water

Exhibit 5 breaks down the current 142 open recommendations and the 141, 145, 143, 160, 160, 169, 137, 123, 140 and 152 prior reports recommendations by their status and the length of time a recommendation remains open from the original audit report date for both the current and prior report.²

We are no longer utilizing the *Not Implemented* status. All open recommendations are either categorized as *Implemented*, *In Process*, *Not Implemented - N/A* or *Will Not Implement*.

² Timing is rounded to the month.

EXHIBIT 5a: Current Report Audit Recommendations Implementation Aging for December 31, 2019 period

Timeframe	Implemented	In Process	Not Implemented-N/A	Will Not Implement	Total
0 - 3 Months	1	12	2	0	15
4 - 6 Months	4	20	0	0	24
6 - 12 Months	2	11	0	1	14
1 to 2 Years	4	36	0	1	41
Over 2 Years	14	34	0	0	48
Total	25	113	2	2	142

EXHIBIT 5b: Current Report Audit Recommendations Implementation Aging for June 30, 2019 period

Timeframe	Implemented	In Process	Not Implemented-N/A	Will Not Implement	Total
0 - 3 Months	0	20	0	0	20
4 - 6 Months	0	4	0	0	4
6 - 12 Months	14	26	0	0	40
1 to 2 Years	5	17	0	0	22
Over 2 Years	6	46	2	1	55
Total	25	113	2	1	141

EXHIBIT 5c: Current Report Audit Recommendations Implementation Aging for December 31, 2018 period

Timeframe	Implemented	In Process	Total
0 - 3 Months	0	13	13
4 - 6 Months	5	25	30
6 - 12 Months	8	17	25
1 to 2 Years	11	21	32
Over 2 Years	4	41	45
Total	28	117	145

EXHIBIT 5d: Current Report Audit Recommendations Implementation Aging for June 30, 2018 period

Timeframe	Implemented	In Process	Not Implemented- N/A	Total
0 - 3 Months	3	11	0	14
4 - 6 Months	4	7	0	11
6 - 12 Months	17	17	0	34
1 to 2 Years	6	27	0	33
Over 2 Years	17	33	1	51
Total	47	95	1	143

EXHIBIT 5e: Current Report Audit Recommendations Implementation Aging for December 31, 2017 period

Timeframe	Implemented	In Process	Not Implemented- N/A	Total
0 - 3 Months	6	32	0	38
4 - 6 Months	2	2	0	4
6 - 12 Months	14	19	0	33
1 to 2 Years	14	22	0	36
Over 2 Years	5	43	1	49
Total	41	118	1	160

EXHIBIT 5f: Current Report Audit Recommendations Implementation Aging for June 30, 2017 period

Timeframe	Implemented	In Process	Not Implemented- N/A	Will Not Implement	Total
0 - 3 Months	1	26	0	0	27
4 - 6 Months	3	4	0	0	7
6 - 12 Months	18	27	0	0	45
1 to 2 Years	7	18	0	1	26
Over 2 Years	13	40	2	0	55
Total	42	115	2	1	160

EXHIBIT 5g: Prior Report Audit Recommendations Implementation Aging for December 31, 2016 period

Timeframe	Implemented	In Process	Not Implemented- N/A	Total
0 - 3 Months	9	36	0	45
4 - 6 Months	17	9	0	26
6 - 12 Months	8	14	0	22
1 to 2 Years	3	31	0	34
Over 2 Years	5	36	1	42
Total	42	126	1	169

EXHIBIT 5h: Prior Report Audit Recommendations Implementation Aging for June 30, 2016 period

Timeframe	Implemented	In Process	Not Implemented	Not Implemented- N/A	Total
0 - 3 Months	7	17	1	0	25
4 - 6 Months	8	3	1	0	12
6 - 12 Months	5	12	0	0	17
1 to 2 Years	6	32	1	0	39
Over 2 Years	12	31	0	1	44
Total	38	95	3	1	137

EXHIBIT 5i: Prior Report Audit Recommendations Implementation Aging for December 31, 2015 period

Timeframe	Implemented	In Process	Not Implemented	Not Implemented- N/A	Total
0 - 3 Months	6	14	0	0	20
4 - 6 Months	1	3	0	0	4
6 - 12 Months	3	24	1	0	28
1 to 2 Years	6	24	0	1	31
Over 2 Years	5	35	0	0	40
Total	21	100	1	1	123

EXHIBIT 5j: Prior Report Audit Recommendations Implementation Aging for June 30, 2015 period

Timeframe	Implemented	In Process	Not Implemented	Not Implemented-N/A	Will Not Implement	Total
0 - 3 Months	4	12	3	0	0	19
4 - 6 Months	2	13	0	0	0	15
6 - 12 months	2	18	2	0	0	22
1 to 2 Years	12	27	0	0	0	39
Over 2 Years	18	25	0	1	1	45
Total	38	95	5	1	1	140

EXHIBIT 5k: Prior Report Audit Recommendations Implementation Aging for December 31, 2014 period

Timeframe	Implemented	In Process	Not Implemented	Not Implemented-N/A	Total
0 - 3 Months	0	3	6	0	9
4 - 6 Months	8	13	0	0	21
6 - 12 Months	5	19	2	0	26
1 to 2 Years	9	21	0	0	30
Over 2 Years	22	42	0	2	66
Total	44	98	8	2	152

Exhibit 6 displays a summary of the recommendation activity for this reporting period.

EXHIBIT 6: Audit Recommendation Activity for the Period Ending December 31, 2019

Activity for the Period Ending December 31, 2019	Number of Recommendations
Open Recommendations Carried Forward from Period Ending June 30, 2019	
Recommendations In Process as of June 30, 2019	113
Recommendations issued July 1, 2019 through December 31, 2019	29
Total Outstanding Recommendations as December 31, 2019	142

Recommendations Implemented	25
Recommendations Not Implemented – N/A	2
Recommendation Will Not Implement	2
Recommendations Resolved for Period Ending December 31, 2019	29
Carry Forward Open Recommendations	113

December 2019

ATTACHMENT A

Recommendations for the Audit Committee's Attention

Attachment A includes recommendations highlighted for the Audit Committee's attention. Generally, these recommendations include: (a) those where the Administration **disagreed** with implementing the recommendation, (b) the status update significantly varied from the update provided by the Administration, (c) a recommendation may need some type of further action, or (d) a recommendation is determined to be **Not Applicable** (N/A) any longer and should be dropped.

ATTACHMENT A
RECOMMENDATIONS FOR THE AUDIT COMMITTEE'S ATTENTION

Requested Action by the Audit Committee:

We request the Audit Committee consider dropping the following recommendations because they have been deemed no longer applicable or will not implement for the reasons stated below.

19-014 PERFORMANCE AUDIT OF THE CITY'S CURB PAINTING PROCESS

(CK) (CN)

#1

We recommend the Director of the Transportation and Storm Water Department develop a written, comprehensive City curb painting policy and control framework to help ensure City resources are being utilized effectively and efficiently. The policy should at a minimum include:

- Goals and objectives of the City specific to the City's curb painting process and operations, and establish performance metrics to evaluate whether those curb painting goals and objectives are being met;
- Evaluate methods to optimize curb painting operations - such as addressing similar faded curb conditions within the immediate geographic area - if the process continues to be based primarily on requests and complaints;
- Expanding guidelines for Transportation Engineering Operation Division's determinations for authorizing painted curbs;
- Guidelines for Street Division's maintenance of painted curbs including red curbs painted to provide public safety; and
- A process to monitor the implemented policy and make any appropriate adjustments to meet the goals and objectives of the Division.

Once the policy is established, inform Department staff of the policy through training opportunities for consistent implementation.

**Will Not
Implement**

The Transportation and Storm Water Department (TSWD) has consolidated curb painting policies and procedures into a City curb policy. However, the consolidated policies do not include goals, objectives, performance measures, methods to optimize curb painting operations, guidelines for continued maintenance of painted curbs, or a process to monitor the implemented policy. The consolidated policies consist of application instructions, Council Policy, Disabled Persons Parking Zones (dated June 3, 1996), Accessible Parking Requirements Information Bulletin (dated March 1995), Council Policy, Valet

Parking and Passenger Loading (dated March 5, 1984), applicable Municipal Code, and Permit Parking rules.

TSWD management stated that the goals and objectives of the department are to respond timely to complaints and not to proactively repaint curbs. They further indicated that curb painting is a low priority for the City and the department, especially when compared to potholes and streetlights.

The Department's original response to the audit report stated: "Management agrees with this recommendation. The Director of the Transportation & Storm Water Department (Director) will direct staff to document all existing formal and informal policies and procedures and establish a comprehensive City curb policy and control framework. Once established, training will be held with all impacted staff to ensure awareness and consistent implementation of the comprehensive policy."

Priority 2	Issue Date:	Original Target Date:	Current Target Date:
	February 11, 2019	December 2019	December 2019

19-006 AGREED-UPON PROCEDURES RELATED TO THE CENTRAL STORES PHYSICAL INVENTORY - FISCAL YEAR 2018

(DK)

#2 In addition, MGO 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.

Will Not Implement Management considered the suggestion by MGO but will not be implementing at this time. Departments have been asked to submit reductions for the upcoming FY 2021 Proposed Budget and a budget addition at this time would not be appropriate.

Priority	Issue Date:	Original Target Date:	Current Target Date:
3	September 4, 2018	March 2019	March 2019 March 2020

20-003 HOTLINE REPORT OF ABUSE RELATED TO THE UNFAIR AWARD OF A MULTI-MILLION-DOLLAR CONTRACT

(AH)

#8 We recommend that the Chief Operating Officer, in consultation with the City Attorney's Office, ensure that City staff perform a comprehensive, fair, and objective contracting process for any future related contract. Any future contract should include a clearly defined scope of work prepared by City staff, without input from the vendor involved here.

Not Implemented - N/A Our recommendation to ensure that City staff perform a comprehensive, fair, and objective contracting process for any future related contract was not implemented due to a change in circumstances making the recommendation no longer applicable. Specifically, the City has not pursued any similar contracts in more than a year and has not demonstrated any interest in replacing the contract. Therefore, this recommendation is no longer relevant.

Priority Issue Date: Original Target Date: Current Target Date:
3 September 11, 2019

#9 We recommend that the Audit Committee and City Council, in consultation with the City Attorney's Office, evaluate whether City Charter violations occurred and take appropriate legal action, to the extent that the Audit Committee and City Council have authority to act.

Not Implemented - N/A This recommendation cannot be implemented because the circumstances have changed making the recommendation no longer applicable. Specifically, the Audit Committee and City Council were unable to evaluate whether City Charter violations occurred because the City Attorney's Office determined that these oversight bodies are not privy to the information in the confidential version of our Fraud Hotline report, even in redacted form. While State law does not specifically allow access to the identity of subject employees for debarment proceedings, confidential access for purposes other than employee discipline is also not expressly prohibited (subject to applicable local, state, and federal statutes, rules, and regulations).

We were also advised not to refer the information in our report to City management with a request to initiate independent debarment hearing proceedings, pursuant to City policy, because such a referral was interpreted as a management-only activity.

Priority Issue Date: Original Target Date: Current Target Date:
1 September 11, 2019

December 2019

ATTACHMENT B

Recommendations Deemed As Implemented

This schedule includes all recommendations as of December 31, 2019 that have been deemed as **Implemented** by City Auditor staff based on sufficient and appropriate evidence provided by the departments to support all elements of the recommendation.

**ATTACHMENT B
RECOMMENDATIONS DEEMED AS IMPLEMENTED**

15-011 PERFORMANCE AUDIT OF THE UTILITIES UNDERGROUNDING PROGRAM

(CN)

#4 The Transportation & Storm Water Department in conjunction with the City Attorney's Office should review, reconcile, and amend the Municipal Code and Council Policy to ensure consistency as needed and provide project timeline expectations.

Implemented This recommendation has been implemented. In October of 2019 the City Council updated the City Council Policy to no longer conflict with the Municipal Code.

17-006 PERFORMANCE AUDIT OF THE CITY'S PROGRAMS RESPONSIBLE FOR IMPROVING PEDESTRIAN SAFETY

(AH) (DN)

#14 The Vision Zero Task Force should add identifying funding needs and opportunities to its general responsibilities.

Implemented This recommendation has been implemented. The Vision Zero Task Force is comprised of members of the Mobility Board. The Board in its duties and functions includes "advise the Mayor and Council on the implementation of the City's Bicycle Master Plan and Pedestrian Master Plan, and advise on oversight of the Vision Zero Action Plan." The Board began meeting in May 2019 and has formed a Vision Zero subcommittee to work on the remaining open audit items. The Board added identifying funding needs and opportunities to its Bylaws as a duty and function at its October 2019 meeting.

#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.

Implemented This recommendation has been implemented. The Vision Zero Task Force is comprised of members of the Mobility Board. The Board in its duties and functions includes "advise the Mayor and Council on the implementation of the City's Bicycle Master Plan and Pedestrian Master Plan, and advise on

oversight of the Vision Zero Action Plan.” The Board began meeting in May 2019 and has formed a Vision Zero subcommittee to work on the remaining open audit items. The Vision Zero Subcommittee has met on this recommendation and provided input on the budget needs, brought them to the full Mobility Board for approval, and submitted those to Council.

In addition, the Vision Zero Subcommittee committed to providing input on budget needs on an annual basis. Specifically, the Vision Zero Subcommittee will annually develop and propose budget recommendations for the engineering, enforcement, and education initiatives at the December Mobility Board meeting as a formal recommendation. Recommendations relating to Vision Zero may be proposed by the Vision Zero Subcommittee throughout the year. The ability of the Subcommittee to recommend appropriate data-informed Vision Zero initiatives requires the pro-active sharing of data and updates from the City, including collision data, traffic improvement implementation updates, geographic distribution of improvements included in annual allocations, and other pertinent information.

#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.

Implemented This recommendation has been implemented. The Vision Zero Task Force is comprised of members of the Mobility Board. The Board in its duties and functions includes “advise the Mayor and Council on the implementation of the City’s Bicycle Master Plan and Pedestrian Master Plan, and advise on oversight of the Vision Zero Action Plan.” The Board began meeting in May 2019 and has formed a Vision Zero subcommittee to work on the remaining open audit items. The Vision Zero Subcommittee has identified and recommended the City pursue additional grants or other funding sources that can be used to further its Vision Zero efforts.

#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.

Implemented This recommendation has been implemented. The Vision Zero Task Force is comprised of members of the Mobility Board. The Board in its duties and functions includes “advise the Mayor and Council on the implementation of the City’s Bicycle Master Plan and Pedestrian Master Plan, and advise on oversight of the Vision Zero Action Plan.” The Board created a Vision Zero subcommittee to provide input as recommended by the audit. The Vision Zero subcommittee has added evaluation to its role.

Specifically, the Vision Zero subcommittee’s response to this recommendation indicates that it will assist the City of San Diego in developing a formal evaluation process to ensure that evaluation and monitoring is completed for the City’s engineering, enforcement, and education Vision Zero initiatives. The Vision Zero Subcommittee will provide evaluation metrics that measure both outputs and outcomes to the City of San Diego.

The Vision Zero subcommittee states that for this evaluation process to be successful, the City of San Diego must work with the Subcommittee and agree with the proposed evaluation process, including agreeing to evaluate the City’s Vision Zero initiatives through the Subcommittee’s metrics, as well as determining the appropriate timeframe for evaluation and what initiatives require evaluation. City must also work cooperatively to provide data to the Subcommittee upon request.

17-018 PERFORMANCE AUDIT OF CITY GAS AND ELECTRIC UTILITY BILLING

(RG)

#1 The Chief Operating Officer should direct the Environmental Services Department Director and Chief Financial Officer to implement an internal control framework for utility rate analysis and utility billing review of City gas and electric utility accounts. The Environmental Services Department Director in coordination with the Chief Financial Officer should:

- Develop a written process that establishes responsibility among various departments and methodology for periodic review of utility

rates assigned to City accounts and for review and payment of utility bills;

- Establish procedures to provide utility reports with appropriate information to the appropriate personnel for review;
- Provide training for personnel responsible for reviewing gas and electric utility rates and accuracy of utility invoices; and
- Establish oversight monitoring responsibility for ensuring the account rate analysis process operates as intended and appropriate utility invoice reviews are conducted.

Implemented This recommendation has been implemented. All the process, procedure and oversight documentation has been provided and documentation that formal training was provided to staff as indicated in the process narrative.

#3 Environmental Services Department Director in coordination with Transportation and Storm Water Department, Parks and Recreation Department, Economic Development Department, and the Chief Financial Officer should:

- Develop City-wide procedures for energizing street light accounts, including processes to ensure new lights are added to the appropriate account; and
- Establish a requirement to review all street light bills to ensure lights are assigned to the correct account, once Street Division has established an accurate street light inventory.

Implemented This recommendation has been implemented. ESD has provided the completed process documents, the requirements for reviewing the bills, and the updated street light inventory was completed in November 2019. ESD has met the intent of the recommendation.

17-020

PERFORMANCE AUDIT OF THE CITY’S MANAGEMENT OF ITS ADVISORY BOARDS

(AH) (DN)

#4

The Mayor's Office, in consultation with the Office of the Council President and the City Attorney's Office, should consider a proposal to amend the Municipal Code regarding appointments to Advisory Boards that require the Mayor to appoint only from nominees provided by the City Council. The amendment should include a deadline for Councilmembers to provide nominees to the Mayor after a vacancy has occurred, after which time the Mayor may name an appointee even if the Council has not provided a nominee. The appointee should still be required to meet all other qualifications required for the Advisory Board position, and be confirmed by the City Council.

Implemented

The Mayor’s Office has taken steps to address this recommendation and has been collaborating with the Office of the Council President, although an agreement on a Municipal Code amendment to address this recommendation has not yet been reached.

The Office of the Council President is moving forward with proposed Municipal Code and council policy changes related to the appointment process for the City’s Advisory Boards. However, those changes do not include “a deadline for Councilmembers to provide nominees to the Mayor after a vacancy has occurred, after which the Mayor may name an appointee even if the Council has not provided a nominee,” as specified in the recommendation.

The Mayor’s Office drafted a new Administrative Regulation (AR) for the Administration of City Advisory Boards and Commissions, which seeks to improve the lack of Council nominees by allowing operational staff and/or the Mayor’s Office to suggest nominees to that Council office after 45 days of vacancy. The creation of the Office of Boards and Commissions will also help ensure that council offices are made aware of their obligations and will expedite the vacancy process as defined in the new draft AR.

Although an agreement has not been reached, because the Mayor’s Office has consulted with the Office of the Council President to consider an amendment to the Municipal Code, this recommendation is considered

Implemented. The Office of the Council President and the Mayor's Office indicated that a Municipal Code amendment may be reconsidered in the future, after improvements have been made to the overall appointment process.

#7

The Communications Department should work with the City Attorney's Office to develop a training video for the Brown Act, and the City Administration should require all Advisory Board members to watch the video on a biennial basis.

- a) The staff liaisons for each Advisory Board should be responsible for ensuring that all board members view the training video within their first 30 days of serving on the Advisory Board and again every two years. The staff liaisons should develop a process to ensure that all board members sign an attestation confirming that they viewed the video.

Implemented

This recommendation has been Implemented. A Brown Act training video has been developed in conjunction with the Office of the City Attorney and the Communications Department and has been posted on the City's website. An email was sent to all individual members in 2019 with a directive to watch the City's Brown Act training.

In addition, the Mayor's Office drafted a new Administrative Regulation (AR) for the Administration of City Advisory Boards and Commissions, which further supports implementation of this recommendation by directing staff liaisons to ensure that board members receive training on the Brown Act before the member's first meeting and every year thereafter. The draft AR also states that staff liaisons and Executive Directors will track training completion for their respective board or commission and file it annually with the Office of Boards and Commissions.

#9

The City Administration should develop or procure a standard Brown Act compliance document, as approved by the City Attorney's Office, and provide it to all new and existing Advisory Boards. This standard should be posted on the City's website. In addition, the City Administration should ensure that each Advisory Board is provided with a website or with access to a designated page on the City's website, and document procedures and responsibilities for posting meeting agendas, minutes, and other applicable documents online.

Implemented This recommendation has been Implemented. A new City website for boards and commissions has been created, and each Advisory Board is provided with a website or with access to a designated page on the City's website. A standard Brown Act compliance document, in the form of a Brown Act compliance video, has been posted on the new website for City boards and commissions and board members have been directed to view the video. Procedures and responsibilities for posting meeting agendas, minutes, and other applicable documents online are included in the new draft Administrative Regulation (AR) for the Administration of City Advisory Boards and Commissions and adherence to these procedures has been demonstrated through the posting of these documents.

#10 The Mayor's Office should follow through with its planned steps for reviewing the City's Advisory Boards for reorganization and standardization, and present recommendations to the City Council for consideration.

Implemented This recommendation has been Implemented. The Office of Boards and Commissions has followed through with its planned steps for reorganization and presented its recommendations to the City Council as demonstrated by the creation of the Mobility Board and Environmental Advisory Board. The Office of Boards and Commissions has stated that it will continue to do so and has drafted a new Administrative Regulation (AR) for the Administration of City Advisory Boards and Commissions, which further supports its commitment to continue this practice in the future. The AR specifies an annual review of reorganization, sunseting, or creating new boards and commissions. The Office of the Council President is pursuing updates to Council Policy 000-13 that will further support this.

#11 The Mayor's Office should develop a standard format for reports to City Council regarding new Advisory Boards prior to their establishment. This report should include analysis of whether the functions of the proposed board could be incorporated into an existing board. This report should also include estimates of the City staff hours/cost to administer the proposed new Advisory Board.

Implemented This recommendation has been Implemented. The Mayor's Office drafted a new Administrative Regulation (AR) for the Administration of City Advisory Boards and Commissions, which specifies a report template for staff to inform the City Council prior to the creation of a new Advisory Board. In addition, implementation of this recommendation is further supported by proposed changes to the Municipal Code, which would require proposals of new boards or commissions to include an analysis, as called for in the recommendation.

#12

The Mayor's Office, in coordination with the Office of the Council President, should develop a standard, form-based annual report template and require each Advisory Board to complete and submit this report to the City Council on an annual basis. The form should include:

- The mission and duties of the Advisory Board, as established by the Mayor and City Council, and stated in the Municipal Code;
- A brief summary of the actions taken by the Advisory Board that year;
- The number of Advisory Board meetings held (including the number of meetings cancelled and the reason for any cancellation);
- Whether the Advisory Board has experienced any issues with quorum;
- The number of vacant positions on the Advisory Board;
- The number of members serving on expired terms;
- Any concerns the board would like to bring to City Council's attention; and
- An estimate of the City staff hours/cost to administer the board.

The Mayor's Office, in consultation with the Office of the Council President and the City Attorney's Office, should determine how the requirement that all Advisory Boards complete this report and provide it to the Mayor, the City Council, and the City Clerk's Office on an annual basis, and appear at City Council or Council Committee meetings upon request, can best be implemented. In addition, the City Administration should document a procedure designating each Advisory Board's department liaison as responsible for providing the board's annual report to the Mayor's Office, the City Council, and the City Clerk's Office, once submitted by the Advisory Board.

Implemented This recommendation has been Implemented. The Office of Boards and Commissions created and disseminated a standardized report to all boards and commissions. In addition, to implement a requirement for Advisory Boards to complete the report on an annual basis, the Mayor's Office drafted a new Administrative Regulation (AR) for the Administration of City Advisory Boards and Commissions, which sets a procedure for board duties to complete the standardized report, and present to the Mayor and City Council/Council Committee. The AR directs Department Directors to assign liaisons responsible for following the AR directive.

#14 The Mayor's Office, in coordination with the Office of the Council President, should develop and implement a formal review process/policy for City Advisory Boards. This review of all Advisory Boards should be completed at least once every two years, and should include consideration of the potential to reorganize or consolidate existing Advisory Boards, revise Advisory Board membership requirements to facilitate recruitment, and sunset Advisory Boards that are obsolete or redundant.

Implemented This recommendation has been Implemented. The Mayor's Office, in consultation with the Office of the Council President and City Attorney's office, developed a formal review process/policy for City Advisory Boards, which is specified in a new draft Administrative Regulation (AR) for the Administration of City Advisory Boards and Commissions. The draft AR includes direction to the Office of Boards and Commissions to present to council committee every year and includes formal means for the administration to recommend consideration of the potential to reorganize or consolidate existing Advisory Boards, revise Advisory Board membership requirements, and sunset Advisory Boards that are obsolete or redundant. In addition, implementation of this recommendation is further supported by proposed changes to the Municipal Code, which would be amended to include this review process.

18-013 FRAUD HOTLINE INVESTIGATION REPORT OF WASTE IN THE TRANSPORTATION ALTERNATIVES PROGRAM

(AH)

#12 We recommend that TAP management work in coordination with the Office of the City Comptroller to implement a process for automatic payroll deductions for monthly and annual transit pass sales. TAP management should ensure that this process is documented and approved by the appropriate Appointing Authority. Prior to implementation of the payroll deduction process, TAP management should consider whether SAP can automatically generate pass orders and reports for the types and number of passes sold.

Implemented The Risk Management Department implemented the new online TAP portal on October 1, 2019. This allows for enrollment for transit passes through the SAP portal along with monthly pre-tax payroll deductions for participants. The new software feature satisfies the intent of this recommendation. As such, this recommendation has been implemented.

18-015 **PERFORMANCE AUDIT OF THE ECONOMIC DEVELOPMENT
DEPARTMENT'S BUSINESS AND INDUSTRY INCENTIVES PROGRAM**

(AH) (DK)

#8 EDD should propose an amendment to Council Policy 900-12 which specifically requires at least a basic form application/agreement for larger companies receiving more extensive technical assistance, more valuable expedited permits, or other incentives of more substantial value through the BII. The application / agreement should include the requirement that the incentive recipient certify information EDD needs to verify program eligibility.

Implemented This recommendation has been implemented. Policy 900-12 has been amended with language requiring businesses to submit an application to the City that demonstrates how the proposed project is BIP-eligible and the City may require a business to provide additional proprietary information. The policy declares that applicants who may qualify for increased level of Incentives will be evaluated using the most recently adopted Business Incentive Workplan on file with the City Clerk. Policy 900-12 also requires all BIP Incentives to be granted solely through a Standard Incentive Agreement.

18-023 **PERFORMANCE AUDIT OF THE STORM WATER DIVISION**

(AH) (MG) (DN)

#8 Once the new system is implemented, and in conjunction with the next update of the Jurisdictional Runoff Management Plan, the Transportation and Storm Water Department Storm Water Division (SWD) should perform an evaluation to determine how the new system is meeting its inspection and enforcement needs, especially with respect to ease of supervisory oversight and ensuring the consistent application of enforcement remedies. Based on the evaluation, SWD should request database updates, as necessary, to ensure a more consistent framework for monitoring the issuance of fines, penalties, and re-inspection fees. SWD should support its request for additional capabilities with a cost-benefit analysis using the estimated efficiencies that would be gained.

Implemented The Storm Water Division (SWD) has implemented its new inspection tracking system, Salesforce. Within a year of implementation, SWD identified and requested critical and high-priority enhancement updates to improve reporting and inspection monitoring capabilities. All updates were completed by September 2019. Because all enhancements were covered under the City's contract with a third party vendor, SWD did not need to support its request for additional capabilities with a cost-benefit-analysis. TSW implemented the recommendation prior to its January 2020 target date.

19-007 PERFORMANCE AUDIT OF THE FLEET OPERATIONS' VEHICLE ACQUISITION PROCESS

(JP)

#5 The Fleet Operations Department (Fleet Operations) should work with the Personnel Department to develop an additional position to fill its FleetFocus EAM personnel needs. This position should be experienced with relational database modules and have the skills needed to program the FleetFocus EAM system to perform critical reporting functions and produce analytical reports that will help Fleet Operations have the information it needs to become more efficient. This position should utilize FleetFocus EAM's capabilities to perform analysis of fleet data for capital planning, utilization, and lifecycles. This position should be dedicated to the technical and analytical duties of managing and programming the system, which would include writing specifications, analyzing business operations, developing and implementing business system solutions, and data management.

Implemented Fleet Operations provided sufficient and appropriate evidence to confirm this recommendation is implemented. The advertised positions required qualifications relevant to managing FleetFocus EAM, and the position was filled on June 22,2019.

19-014 PERFORMANCE AUDIT OF THE CITY’S CURB PAINTING PROCESS

(CK) (CN)

#2 To help ensure the public understands what is required from them when submitting a request and to reduce the amount time staff spends on requests that do not meet the qualifications for approval, we recommend the Director of the Transportation and Storm Water Department should require Transportation Engineering Operations and Street Divisions to author and publish written summaries of the City policy for curb painting for the public to better understand and utilize the City curb painting services.

Implemented This recommendation has been implemented. The Transportation and Storm Water Department has written summaries of the City policy for curb painting for the public and has published these summaries on the City’s website.

#4 To increase efficiency by making information readily available, we recommend the Director of the Transportation and Storm Water Department should require Street Division in conjunction with Transportation Engineering Operations Division to begin developing a City research mechanism or inventory to identify painted curbs within the City’s inventory asset management system. The mechanism should at a minimum make reliable records available to Traffic Engineers.

Implemented This recommendation has been implemented. The department created standard operating procedures to train staff to efficiently search within each of the three existing curb paint databases. The painted curb inventory will develop over time as curbs are painted or repainted and entered into the inventory.

19-018 PERFORMANCE AUDIT OF THE CITY’S RIGHT-OF-WAY TREE TRIMMING MAINTENANCE PROGRAM

(CK)

#2 We recommend that Transportation & Storm Water Department’s Urban Forestry Program require the Contractor to include additional palm tree characteristics along with invoice documentation to support contract rates billed and provide palm tree characteristics for program monitoring purposes. Palm tree characteristics may include but not be limited to species, years of growth, condition and any other useful characteristics identified by the Urban Forestry Program.

Implemented This recommendation has been implemented. The Transportation and Storm Water Department's Urban Forestry Program requires the contractor to include tree diameter and height in its invoice documentation. The new contract has palm trim rates for 1 to 3 years of growth rather than 1 to 2 years of growth as was outlined on the previous contract. According to the Urban Forestry Program, the contractor must send the Street Division arborist photos, images and past contract records of the tree before the higher rate is accepted for each palm tree. We did note that an invoice for palm tree trimming was billed predominately at the lower 1 to 3 year rate.

20-002 PERFORMANCE AUDIT OF PUD’S ADVANCED METERING INFRASTRUCTURE IMPLEMENTATION

(LB) (JP)

#1 The Public Utilities Department should designate a project manager to be responsible for all aspects of the project; the project manager should be empowered with an appropriate level of authority and resource availability.

Implemented This recommendation has been implemented. PUD designated a project manager for the Citywide AMI implementation project in May 2019. According to project documentation, the project manager is responsible for all aspects of the project and will be empowered with the appropriate level of authority to successfully execute project deliverables. The proposed organizational structure for the project shows that the project manager will oversee all functional project teams, which implies that the project manager will have a high degree of authority and resource availability.

#2 The Public Utilities Department should create a formal Executive Steering Committee for the AMI implementation project, including, at a minimum, management representatives from the Water Construction and Maintenance Division, the Customer Support Division, the Communications Department, and the Department of Information Technology, as well as the project manager and the Public Utilities Director.

Implemented This recommendation has been implemented. PUD created a governance structure for the project in June 2019 that includes several layers of oversight, including both within PUD and at the City administration level. The governance structure includes a formal AMI Oversight Committee, which will meet at least quarterly and be chaired by the Executive Project Sponsor. PUD will also use an internal steering committee that meets monthly and includes the PUD director, assistant directors, and deputy directors from all affected business areas. Finally, PUD will use a Project Management Office to manage the day-to-day operations of the project.

#5 The Public Utilities Department (PUD) should issue a directive, through a departmental policy or memorandum, that would be in effect and applicable to major projects where the Chief Operating Officer has decided for PUD to manage the project in-house instead of through the Public Works Department. The directive should require PUD management to document the reason(s) for this decision. Additionally, the directive should require that staff complete the project according to the Project Management Body of Knowledge or other generally accepted project management standards, which includes developing and putting into practice certain project management documents, such as a project charter and a project management plan. The directive should also establish an appropriate executive authority for approving the decision to manage the project inhouse as well as key project management documents, such as the project charter and the project management plan.

Implemented This recommendation has been implemented. PUD issued a directive memorandum on June 26, 2019 regarding the delivery and management of its major capital improvement projects. The directive meets the intent of the recommendation.

**20-003 HOTLINE REPORT OF ABUSE RELATED TO THE UNFAIR AWARD OF A
MULTI-MILLION-DOLLAR CONTRACT**

(AH)

#4 We recommend that the Chief Operating Officer revise the HR Contracting Out Form to require that the declaration that the facts and information are true and correct be provided by an Appointing Authority.

Implemented This recommendation has been implemented. The HR Contracting out form is now completed in Ariba and it is automatically routed to an Appointing Authority to review and approve prior to HR granting the final approval.

December 2019

ATTACHMENT C

Recommendations Deemed As In Process With Revised Target Dates or Past Due Dates

Sorted by Department

This schedule includes all recommendations as of December 31, 2019 that are **In Process** of implementation based on the status information provided; however, target dates for implementation were revised from the last reporting period.

ATTACHMENT C
RECOMMENDATIONS DEEMED AS IN PROCESS – WITH REVISED TARGET DATES

Assistant Chief Operating Officer

19-008 HOTLINE REPORT OF JURY DUTY SERVICE FRAUD

(AH)

#2 We recommend that the Assistant Chief Operating Officer consider whether City employees should serve the minimum frequency of jury duty required, or that the service should be performed as often as summoned, or that the appointing authorities in each City department should exercise their discretion regarding the frequency of jury duty service, in consultation with the employee.

In Process Response from DCOO Robert Vacchi, Deputy Chief Operating Officer: Management agrees with this recommendation. Management will consider options for a policy that include City employees serving the minimum frequency of jury duty required, serving as often as summoned, or a discretionary policy allowing individual department appointing authorities to make the decision on serving in consultation with the employee. It is not our intent to create a policy that restricts an employee in any way from participating in jury duty pursuant to applicable State and Federal laws. Development of the policy will require consultation with all of the affected Representative Employee Organizations.

Priority	Issue Date:	Original Target Date:	Current Target Date:
3	September 28, 2018	March 2019	March 2019 December 2020

Chief Operating Officer

17-013 PERFORMANCE AUDIT OF THE SAN DIEGO CONVENTION CENTER

(SP)

#4 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.

In Process No change since last reporting period. With the potential of a ballot measure for an expanded Convention Center being discussed, the Port District and City officials determined it was best to hold off on any final decisions on the funding until such time it was determine if the measure would be forthcoming or not.

If there is no ballot measure, a final plan may be adopted within 90-days of the notification.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	January 18, 2017	December 2017	December 2017 June 2018 December 2018 Unknown

19-015 PERFORMANCE AUDIT OF PAY EQUITY

(NO)

#1 The City Administration, working collaboratively with the Human Resources (HR) Department, Personnel, the Civil Service Commission, and the City Attorney's office, should implement a requirement for the City to conduct a detailed City employee pay equity study at least every three years, identifying earnings gaps amongst employee groups, including, but not limited to genders and racial/ethnic groups. The requirement could take the form of an adjustment to the Municipal Code, a Council Policy, an Administrative Regulation, or other form determined in collaboration with the City Attorney's Office. The requirement should include the pay equity study to be conducted by appropriately-qualified City staff or a consultant, and should include:

- a) Calculation of unadjusted earnings gaps amongst employee groups;

- b) Calculation of adjusted earnings gaps amongst employee groups, using appropriate analytical techniques such as multi-variate regression analysis; with potential explanatory variables such as age, years of service, education, and other variables as appropriate;
- c) Historical results from previous City pay equity studies;
- d) A determination of the appropriate frequency of the study, not less often than every 3 years;
- e) Assigning responsibility for review of unadjusted earnings gaps and statistically-significant adjusted earnings gaps to identify root causes; and
- f) Collaborative consultation with the Office of the City Attorney to develop a unified plan of action to mitigate earnings gaps identified if/as appropriate.

The requirement may provide for independent departments, such as the Office of the City Attorney, to conduct their own pay equity analyses, provided that these studies are consistent with the parameters outlined above. The requirement should also include that the results of each pay equity study, along with the status of measures identified to mitigate previously-identified earnings gaps, be presented to the City Council in a public meeting.

In Process

Per a memo issued by the COO to the City Council on August 8, 2019, it appears they have issued the RFP for the actual Pay Equity study but it is unknown if it has been codified in a Council Policy or as Municipal Code requirement.

The memo states:

"To ensure the study is extensive and substantial, the City's Performance and Analytics Department is currently working with staff to draft a Request for Proposals (RFP) for a citywide pay equity study. The RFP is set for national distribution in September 2019, and the study is expected to begin by a qualified consultant early in 2020."

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	April 8, 2019	December 2019	December 2019

Department of Finance³

15-016 PERFORMANCE AUDIT OF CITYWIDE CONTRACT OVERSIGHT

(SG) (MG)

#2

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.

In Process

Department of Finance is reviewing the recommendation and consulting with Purchasing and Contracting Department to determine how to implement.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	April 25, 2015	November 2015	November 2016 June 2017 December 2020

³ Formerly Financial Management Department and/or the Office of the Comptroller

Department of Information Technology

18-012 HOTLINE INVESTIGATION OF AN INFORMATION TECHNOLOGY CONTRACT

(AH)

#6 We recommend that Department of Information Technology, in coordination with relevant City departments, ensure that the non-discretionary IT cost allocations, by City department, are complete and accurate.

In Process The Department of IT completed an RFP and award for a Telecommunications Expense Management (TEM) solution. The TEM solution will automate manual review of 2,000 phone and circuit bills each month and provide recommendations to optimize circuits to reduce costs and validate all rates. The TEM solution will allow automation of the allocation process, drive circuit optimization to reduce costs, and save a significant amount of staff time in manual review of bills. The solution is being implemented and currently is developing data loads of the City's circuit inventory and granting the new vendor access to billing portals to automate loading of the billing data. The project will continue in FY20 with a target date for completion by 06/30/20.

Priority 2	Issue Date:	Original Target Date:	Current Target Date:
	December 4, 2017	October 2018	October 2018 June 2019 June 2020

19-011 PERFORMANCE AUDIT OF DEVELOPMENT SERVICES' ACCELA PERMITTING SYSTEM IMPLEMENTATION

(SG)

#1 The office of the Chief Operating Officer (COO) should develop an Administrative Regulation (AR) defining the authority of the Chief Information Officer (CIO). Specifically, the AR should provide the CIO with sufficient authority to define and enforce Enterprise IT Governance in accordance with standards across the entire user environment of the City through the information system lifecycle, including the procurement, implementation, maintenance, and retirement of information systems.

In Process According to the Department of Information Technology, Administrative Regulation 90.68 was developed defining the authority and enforcement of Enterprise IT Governance in the City through the entire system lifecycle. The new AR has been completed and routed into the City's AR process for final adoption. The new AR has yet to be finalized through the AR process. We will continue to follow up on the status.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	November 16, 2018	June 2019	June 2019

#2 The Chief Information Officer (CIO) should expand their System Implementation Governance model to facilitate best practice system implementations for City Departments. This model must meet COBIT 5's Build, Acquire, and Implement Domain requirements to ensure compliance with best practice. Specifically, the CIO should:

- a) Provide required steps to implement a new system that cannot be bypassed;
- b) Further develop guidance for each phase of a system implementation appropriate to its scope and impact to the City;
- c) Track alignment of business IT controls and enterprise IT controls throughout the system development lifecycle with a high-level review at key points in the implementation process; and
- d) Analyze process impacts to current Department of IT Team staffing and allocate resources appropriately to ensure additional implementation process requirements do not overly burden existing staff workload.

In Process The department provided a draft Administrative Regulation 90.68 that appropriately establishes the Department of Information Technology (Department of IT) Chief Information Officer (CIO) as the authority which defines and enforces *Information Technology Governance*, including citywide procedures for procuring, implementing, and maintaining *information systems*. Once the Administrative Regulation is approved and posted, OCA can consider this recommendation implemented. At the time of this publication the AR was not yet finalized.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	November 16, 2018	April 2019	April 2019

#3

The Department of Information Technology (DoIT) should maintain a central repository to track current system information to establish controls to maintain current system documentation. Additionally, DoIT should analyze this process impact to current IT Team staffing and allocate resources appropriately to minimize impact to their operations. This repository should:

- a) Track Information System Data from cradle to grave in a centralized, searchable, tracking repository system; while DoIT is automating this process, they should record this information using available resources; and
- b) Integrate with the system implementation process data created during the implementation phase.

In Process

The Department of IT has researched the options for the central repository as stated in this recommendation and identified the City's ServiceNow system as the appropriate solution for this requirement. ServiceNow is being developed as the city's system of record for all IT projects, assets, configuration items, knowledge, incidents, problems and change management. This system currently manages and controls the governance and project management/implementation processes. Before we can use the city's ServiceNow instance to fulfill this requirement, the Department of IT needs to complete the build out of the asset management and ITSM modules. These activities are dependent on the RFP process for the new contracted vendors. Once in place, ServiceNow will be the system of record for IT and our contracted vendors. Until that point in time, it does not make sense to house the documentation in this system as it will require licensing from all city employees required to follow this process and maintain the documentation. Once the system is fully operational all users will be licensed.

As a short-term solution, the Department of IT has reviewed where all system documentation is currently stored and will leverage the SharePoint repository. City departments will be required to store all documentation in a logical structure similar to the current application portfolio managed by our vendor CGI. This portfolio has been successful for CGI in managing all project and ongoing documentation for each supported application. Therefore, Department of IT will expand this concept to include non-CGI supported apps and other types of technology implementations.

Once the ServiceNow system is fully implemented, the repository will be transferred over to that system for full, automated tracking.

Priority Issue Date: Original Target Date: Current Target Date:
1 November 16, 2018 September 2020 September 2020

Development Services Department

12-015 PERFORMANCE AUDIT OF THE DEVELOPMENT SERVICES DEPARTMENT'S PROJECT TRACKING SYSTEM

(SG)

#1

The Development Services Department (DSD) must immediately implement controls in the Project Tracking System (PTS) Production Environment to prevent inappropriate modifications to PTS. Specifically, DSD should instruct the Database Administrator to:

- a) Remove the IT Program Manager position's programmer account and ability to directly log into the system's database.
- b) Remove programmer access to the Production Environment.
- c) Remove programmer access to privileged accounts, except those used by the database administrators and for emergency fixes, by
- d) locking the accounts and changing the passwords. Where privileged accounts are required for emergency fixes, DSD should limit programmer access through a restricted number of highly monitored accounts. In addition, the permissible use of these accounts should be governed through formal policies.
- e) Ensure that programmers do not have access to modify or disable system triggers in the Production Environment.
- f) Ensure PTS records a detailed audit trail of key information, including the prior data entries, the username of the person who changed the data and the timestamp noting when the change occurred.

DSD should also direct the System Administrator to comprehensively document the Software Change Management processes, and associated risks and controls for each environment.

In Process

According to the department, the Accela implementation is planned for Spring 2020 (Discretionary projects), and Fall 2020 (Ministerial).

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	June 29, 2012	Disagreed	May 2017 December 2017 April 2018 February 2020 November 2020

#2

In order to reduce the risk of inappropriate system use by an employee, DSD should perform a Separation of Duties (SOD) assessment to ensure that employees only have the access they need to perform their functions, complying with the principle of least privilege. Specifically, DSD should:

- a) Review all PTS user roles and limit the capabilities for roles that provide broad access to PTS' functions.
- b) Review current user access to PTS' roles and restrict access to only those roles necessary and appropriate for each user's function. This includes restricting the DSD Director's access to a more appropriate level, such as "read-only."
- c) Review current role combinations to ensure that no combination
- d) grants excessive or inappropriate access, and immediately remove any conflicting combinations.
- e) Create a comprehensive policy that identifies all prohibited role combinations and documents compensating controls to mitigate any risk when a segregation of duty conflict must exist for business purposes.

In Process

According to the department, the Accela implementation is planned for Spring 2020 (Discretionary projects), and Fall 2020 (Ministerial).

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	June 29, 2012	April 2017	May 2017 December 2017 April 2018 February 2020 November 2020

#13

The Development Services Department should develop a formal, written five-year information technology strategic plan. This plan should include, but not be limited to, an analysis and identification of:

- a) Current and anticipated business needs;
- b) Internal and external customer requirements;
- c) Current trends in system functionalities and security, including services that can be offered via the internet;
- d) Options to meet business and customer requirements cost-effectively, including a cost benefit analysis of retaining PTS over the long term or replacing it with a new system—either developed in-house or a customized commercial software system; and
- e) Anticipated funding needs and source of funds.

In Process

DSD is committed to a full digital transformation of our business processes and thus is working on a comprehensive long term Department wide plan for such transition. It include five year planning for fiscal, software, hardware needs, as well as the talent/human capital and other resources needed to implement such a transformation. This process is dynamic because of timelines associated with software contracts, Accela implementation and facility/workplace challenges.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	June 29, 2012	December 2017	May 2017
			December 2017
			April 2018
			February 2020
			November 2020

16-011

PERFORMANCE AUDIT OF THE CITY'S STREET PRESERVATION ORDINANCE

(SM)

#7

The Development Services Department should configure their new permitting system so it can identify and report on Street Damage Fees and the corresponding permits.

In Process

No change since last reporting period. This recommendation came after the issuance of the contract with Accela and is therefore outside the contract's scope of work. The Department has the ability to add additional reporting capability and will evaluate what additional reports are needed once Accela has been fully implemented.

Priority	Issue Date:	Original Target Date:	Current Target Date:
3	March 3, 2016	March 2017	March 2017 July 2017 February 2020

17-003

PERFORMANCE AUDIT OF THE SAN DIEGO HOUSING COMMISSION – AFFORDABLE HOUSING FUND

(CK) (LB)

#2

The Development Services Department implement controls within Accela such as a default to the total number of units within the development to calculate the inclusionary fee. Additionally, we recommend DSD initiate a control within Accela to ensure that the Inclusionary Affordable Housing Fee will be assessed and collected within the first building permit phase of all future phased developments.

In Process

DSD has made changes to tracking housing units in a more granular fashion in PTS, which was released in January 2020. These changes will be carried over in Accela during its 2020 implementation. This is documented in DSD policy and procedures for employees. The training will be completed by the end of January 2020 for employees.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	July 21, 2016	May 2017	May 2017 July 2017 February 2020

17-010 PERFORMANCE AUDIT OF THE AFFORDABLE / IN-FILL HOUSING AND SUSTAINABLE BUILDINGS EXPEDITE PROGRAM

(NO)

#1 The Development Services Department should ensure that the Accela software has the capability to track performance data specifically for the individual cycle review disciplines and staff in the context of the Expedite Program.

In Process According to the department, new methods of extracting PTS (and soon Accela) data have enabled additional performance analysis by individual review cycle for all projects. They expect full implementation by November 2020.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	December 2, 2016	March 2017	July 2017 March 2019 February 2020 November 2020

#2 The Development Services Department should utilize established managerial best practice frameworks-such as Project Time Management and the Critical Path Method- to prepare managerial reports on timeframes for individual cycle reviewers and develop a process to periodically use this information to determine whether specific deadlines should be changed to improve overall timely project completion.

In Process According to the department, new methods of extracting PTS (and soon Accela) data have enabled additional performance analysis by individual review cycle for all projects. They expect full implementation by November 2020.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	December 2, 2016	March 2017	March 2017 March 2019 February 2020 November 2020

#3 The Development Services Department (DSD) should ensure that project data maintained is coherent and revise its Performance Measurement Report (PMR) methodology to track both the timeliness of each milestone and the timeliness of the project timeliness from beginning to when the

permit is issued. DSD should also improve managerial quality control and review of the tracking data timeliness entries. DSD should articulate these steps in a written procedure and ensure that new staff are trained on the proper data collection methodologies.

In Process

According to the department, new methods of extracting PTS (and soon Accela) data have enabled additional performance analysis by individual review cycle for all projects. They expect full implementation by November 2020.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	December 2, 2016	April 2017	April 2017 March 2019 February 2020 November 2020

Economic Development

18-007

PERFORMANCE AUDIT OF THE BUSINESS COOPERATION PROGRAM

(AH) (DK)

#1

The Chief Operating Officer should determine which department, such as the Economic Development Department or the Financial Management Department, has the best ability to manage the portion of the Business Cooperation Program that targets construction activity. This department should develop a documented process to focus on the systematic identification, recruitment and enrollment of contractors and subcontractors working on large public and private construction projects to capture use taxes before allocation to the County pool. In addition, the COO should determine how to fund program related expenditures-such as staff FTEs, consultant commissions, and rebates for certain program participants-during the annual budget process.

In Process

The evidence provided indicates that there is coordination between PWD and EDD regarding communication with public works contractors and sub-contractors. PWD provided a copy of the language in a March 2019 public contract that requires the contractor to obtain a California State BOE sub-permit and allocate all eligible Bradley-Burns Uniform Local Sales and Use Tax to the City. The language directs the contractor to ensure all eligible subcontractors also obtain the BOE sub-permit. This language is included on all Public Works contracts of \$25 million or more, and PWD and EDD

worked together to develop a how-to guide to assist contractors in fulfilling this requirement. The OCA's request for the Contract Boiler for public projects has not been fulfilled due to the extenuating circumstances caused by the COVID-19 outbreak. Additionally, the OCA is awaiting documentation indicating EDD's process to identify, recruit, and enroll contractors and subcontractors working on private construction projects and documentation demonstrating the current progress in private contractor enrollment. We are, therefore, unable to mark this recommendation as implemented until the additional supporting documentation has been received and reviewed by OCA. We will continue to follow up during the next reporting cycle.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	September 28, 2017	October 2018	October 2018 April 2019

#2

The department managing the portion of the Business Cooperation Program targeting construction activity should work with the Public Works Department, the Development Services Department, and Civic San Diego to develop procedures to allow Business Cooperation Program staff to become aware when projects with estimated construction costs of more than \$50 million are being proposed. This should also include notification when City capital improvement projects of more than \$25 million are planned.

In Process

The evidence provided indicates Public Works Department has updated the bidding process and contracts for all capital improvement project contracts of \$25 million or more with language that requires contractors and their sub-contractors to obtain a California State BOE sub-permit and allocate all eligible Bradley-Burns Uniform Local Sales and Use Tax to the City. The OCA's request for the Contract Boiler for public projects and the documentation detailing EDD's process and/or procedures with DSD for private construction projects has not been fulfilled, due to the extenuating circumstances caused by the COVID-19 outbreak. We are, therefore, unable to mark this recommendation as implemented until the additional supporting documentation has been received and reviewed by OCA. We will continue to follow up during the next reporting cycle.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	September 28, 2017	October 2018	October 2018 April 2019

18-015 PERFORMANCE AUDIT OF THE ECONOMIC DEVELOPMENT DEPARTMENT'S BUSINESS AND INDUSTRY INCENTIVES PROGRAM

(AH) (DK)

#1 EDD should develop a more comprehensive outreach strategy to spread information about the BII and other EDD programs. Specifically incorporating outreach to potential businesses located in older; underserved areas of the City as stated in Council Policy 900-12 and the Economic Development Strategy.

In Process EDD's webpage provides BIP information, the BIP preliminary application, and an interactive map to assist businesses determine if they are located in the Promise Zone, Opportunity Zone, or low-moderate income (LMI) areas. Additionally, EDD has described considerable outreach efforts in older, underserved communities within the past year. The OCA's request for an updated outreach strategy and documentation demonstrating the outreach efforts conducted in FY2019 and FY2020 has not been fulfilled, due to the extenuating circumstances caused by the COVID-19 outbreak. We are, therefore, unable to mark this recommendation as implemented until the additional supporting documentation has been received and reviewed by OCA. We will continue to follow up during the next reporting cycle.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	January 16, 2018	January 2019	January 2019

#2 EDD should develop a written internal process to ensure the Office of the City Treasurer, Development Services Department, and other departments provide information about the BII to new business and permit applicants.

In Process EDD has noted a significant distribution of BIP information cards by DSD & the Office of the City Treasurer as well as a significant number of businesses who have applied for BIP. The OCA's request for EDD's documented internal processes with DSD and the Treasurer's Office has not been fulfilled, due to the extenuating circumstances caused by the COVID-19 outbreak. Additionally, the OCA is awaiting additional information regarding contacts at DSD and the Treasurer's Office who coordinate BIP sharing along with a report and/or screenshot of the BIP applicants EDD mentioned in their updated status. We are, therefore, unable to mark this recommendation as implemented until the additional supporting documentation has been received and reviewed by OCA. We will continue to follow up during the next reporting cycle.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	January 16, 2018	January 2019	January 2019

#5

EDD should develop policies and procedures governing application and information requirements for companies seeking BII incentives. Specifically, for a smaller company receiving lower value expedited permitting and minimal technical assistance, EDD management should collect and certify the information used to justify the incentive award. For larger companies receiving more extensive technical assistance, more valuable expedited permits, or other incentives of more substantial value, EDD should require application submittals from companies seeking services or incentives related to the BII, similar to the 'Economic Development Project Information' form that EDD has required for businesses receiving other EDD services.

The information collected by EDD via self-certification or an application submittal should include supporting documentation that would be used in the determination of whether to award an incentive including: the location of the business; the number and types of jobs being created; potential tax revenue; estimated capital investment; and the industry category of the applicant.

In Process

Policy 900-12 was approved by Council in July 2018 and became effective as of 07/30/2018. Policy 900-12 revises the BIP awards, award criteria, EDD's role in the review process and the criteria for the requirement of mayoral authorization. The BIP preliminary application is available on EDD's website and can be submitted online. EDD has stated the CRM system managing applications has been implemented. The OCA's request for documentation detailing EDD's internal policies and/or procedures for application and supporting documentation review has not been fulfilled due to the extenuating circumstances caused by the COVID-19 outbreak. Additionally, the OCA is awaiting documentation detailing EDD's process to certify information provided by applicants along with examples of applications received and submitted into the CRM system. We are, therefore, unable to mark this recommendation as implemented until the additional supporting documentation has been received and reviewed by OCA. We will continue to follow up during the next reporting cycle.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	January 16, 2018	July 2019	July 2019

#6 EDD should implement policies and procedures to require the performance of the following steps when analyzing and documenting applications or requests for incentives, including (1) the determination of whether the company satisfies the criteria established in Council Policy 900-12 and the Economic Development Strategy; and (2) Specific benefits the City expects the business to generate, including evaluation of the tax base impact, number and type of jobs created, estimated capital investment, and benefits to the surrounding neighborhood. This analysis and supporting documentation should be documented in the case management system.

In Process

Policy 900-12 specifies EDD’s responsibilities within application analysis and evaluation. However, the policy does not detail a step-by-step process for application analysis and evaluation. EDD has stated the CRM system for managing applications has been implemented. The OCA’s request for documentation such as screenshots or reports generated from the CRM to demonstrate the use of the system has not been fulfilled due to the extenuating circumstances caused by the COVID-19 outbreak. Additionally, the OCA is awaiting documentation regarding EDD’s developed policy and/or procedures for application analysis, examples of EDD’s determination of whether a company satisfied the criteria established in Council Policy 900-12, and EDD’s analysis of specific benefits the City can expect the business to generate. We are, therefore, unable to mark this recommendation as implemented until the additional supporting documentation has been received and reviewed by OCA. We will continue to follow up during the next reporting cycle.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	January 16, 2018	July 2019	July 2019

#7 EDD should develop policies and procedures for analyzing potential financial incentives which requires that a detailed 'but for' analysis be completed as a component of the cost-benefit analysis. The complexity of the 'but for' analysis should be scaled based on the size of the incentive provided and be designed to determine whether a financial incentive being considered is likely to influence the target business's decision-making regarding whether to remain or expand within the City, and to determine the ideal amount to be offered to influence the business' decision.

This analysis should include a quantitative analysis based on various business characteristics and location needs, and may incorporate narrative discussion of other non-quantifiable intangibles, such as the value of maintaining positive relationships. For incentive packages with an

aggregated value in excess of \$1 million, EDD should require the business potentially requiring the incentive to assume the cost of an independent consultant selected by the City to perform the analysis, consistent with Council Policy 900-12.

In Process

Council Policy 900-12 states a Gap Analysis is necessary for Incentives over \$100,000. The policy specifies if the value of the anticipated incentive exceeds \$1 million dollars, the City may require a business to retain and pay for an independent consultant, selected by the City, to perform the Gap Analysis. The OCA's request for documentation detailing EDD's internal instructions and procedures for conducting a Gap Analysis or an example of a Gap Analysis has not been fulfilled, due to the extenuating circumstances caused by the COVID-19 outbreak. We are, therefore, unable to mark this recommendation as implemented until the additional supporting documentation has been received and reviewed by OCA. We will continue to follow up during the next reporting cycle.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	January 16, 2018	July 2019	July 2019

#9

EDD should propose a revision to Council Policy 900-12 that:

- a) Specifies that the basic form application / agreement discussed above should require each program beneficiary to provide basic information about the business on a periodic basis, such as capital investments and jobs created, when necessary to allow EDD to analyze the effectiveness of the BII
- b) Requires EDD to establish specific performance measures for the BII, and to report the BII's performance on the measures to the City Council annually, such as through EDD's annual report. In addition, EDD should document and implement a written, clearly defined monitoring process, using data acquired from businesses using the BII and from other sources, in order to evaluate and report on the BII's performance against the measures identified above.

In Process

Amended Council Policy 900-12 addresses the elements within the recommendation. The policy specifies that the basic form application/agreement should require each program beneficiary to provide basic information about the business on a periodic basis, such as capital investments and jobs created, when necessary to allow EDD to analyze the effectiveness of the BIP. The policy requires EDD to establish specific performance measures for the BIP and to report the BIP's performance on

the measures to the City Council annually, such as through EDD's annual report. The OCA's request for EDD's written monitoring process for evaluating and reporting the BIP's performance has not been fulfilled, due to the extenuating circumstances caused by the COVID-19 outbreak. Additionally, the OCA was not able to find recent performance updates on the EDD website or performance updates sent to City Council. We are, therefore, unable to mark this recommendation as implemented until the additional supporting documentation has been received and reviewed by OCA. We will continue to follow up during the next reporting cycle.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	January 16, 2018	July 2019	July 2019

Fleet Operations Department

19-007 PERFORMANCE AUDIT OF THE FLEET OPERATIONS' VEHICLE ACQUISITION PROCESS

(JP)

#1 The Fleet Operations Department should set performance goals for acquisition time including up-fitting time based on vehicle class.

In Process This recommendation is in process. Fleet Operations provided evidence that it has evaluated its acquisition process and determined performance goals for the portions of the vehicle acquisition process under Fleet's direct control. Additionally, Fleet Operations provided evidence that it is currently monitoring acquisition timelines under its control. Although this evidence indicates that the recommendation is being followed in practice, Fleet Operations has not yet established these goals in their policies and procedures. Fleet stated that it is documenting these goals and processes in policies and procedures in conjunction with Recommendation 6.

Fleet Operations determined it would not set performance goals for the whole acquisition process, as fleet-industry variable affect the timeline from order placed to vehicle delivery. Fleet Operations stated that it maintains communication with dealers during this stage, but that even dealers may not know the estimated timelines. Fleet stated that it informs departments of timelines and delays at regular meetings with customer departments. This should be established in policies and procedures as well.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	September 27, 2018	June 2019	June 2019

Human Resources

**18-013 FRAUD HOTLINE INVESTIGATION REPORT OF WASTE IN THE
TRANSPORTATION ALTERNATIVES PROGRAM**

(AH)

#7 We recommend that TAP management work in coordination with the Human Resources Department to revise the current discount-pricing structure for Regional and Premium passes sold to members of the Municipal Employees Association. The revised discount should be applied consistently to all passes and included in future agreements with the Municipal Employees Association.

In Process No change in status since last reporting period. In December 2017, the pricing structure and the different MEA subsidy rates were discussed with the Human Resources Department. In March 2018, HR stated that they would bring TAP pricing and subsidy rate changes forward during the next MOU negotiations with the unions. The current MOUs with the labor unions expire on June 30, 2020.

Priority	Issue Date:	Original Target Date:	Current Target Date:
3	December 22, 2017	August 2018	August 2018 July 2020

19-015 PERFORMANCE AUDIT OF PAY EQUITY

(NO)

#6 In preparation for upcoming labor renegotiations, HR should request from each union a set of written ideas and suggestions for how earnings gaps may be addressed.

These suggestions should be incorporated into the City's pay equity action plan if/as appropriate.

In Process Per a memo issued by the COO to the City Council on August 8, 2019, it states:

...On August 1, 2019, HR requested the City's six recognized employee organizations provide ideas and suggestions on how to address earning gaps, by Friday, August 16, 2019.

No additional updates have been provided since the issuance of the memo.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	April 8, 2019	September 2019	September 2019

Office of Boards and Commissions

17-020 PERFORMANCE AUDIT OF THE CITY'S MANAGEMENT OF ITS ADVISORY BOARDS

(AH) (DN)

#5

The Mayor's Office, in consultation with the Office of the Council President, should revise Council Policy 000-13, "Procedure for Mayor and Council Appointments," to formally document required steps in the vetting process for Advisory Board candidates, including establishing responsibilities for completing each step as well as timelines for completion. The revised policy should address differences, if any, between the vetting processes for candidates to be appointed by the Mayor versus candidates to be appointed by the City Council.

In Process

This recommendation is In Process. The Mayor's Office has consulted with the Office of the Council President on this recommendation and considered a proposal to revise Council Policy 000-13. The Mayor's Office drafted a new AR for the Administration of City Advisory Boards and Commissions, which formally documents required steps in the vetting process. The implementation of the AR has been delayed as the City responds to COVID-19. In addition, the Office of the Council President is moving forward with proposed Municipal Code and Council Policy 000-13 changes related to the appointment process for the City's Advisory Boards and is consulting with the City Attorney's Office to determine how to best address differences between the vetting process for candidates to be appointed by the Mayor versus candidates to be appointed by the City Council. These proposed Municipal Code and Council Policy 000-13 changes were originally expected to be presented to the full City Council in April 2020; however, this has been delayed as the City responds to COVID-19.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	June 1, 2017	January 2018	January 2018 June 2018 June 2019 December 2020

Parks and Recreation Department

**17-021 HOTLINE INVESTIGATION OF RECREATION ACTIVITY PERMIT
CALCULATION ERRORS AND ABUSE**

(AH)

- #4 We recommend that the Parks and Recreation Department:
- Improve software configuration to reduce permit processing errors and ensure compliance with the existing Fee Schedule and Departmental policies.

In Process The department is in the process of pilot testing automated fee calculation enhancements to the permit-processing software. We will review the final status once the software implementation is complete.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	June 12, 2017	July 2018	July 2018 July 2019 October 2019 January 2020

Planning Department

19-013 PERFORMANCE AUDIT OF COMMUNITY PLANNING GROUPS

(CK) (JP)

- #1 To help ensure Community Planning Group (CPG) transparency, compliance, diverse community representation, and performance, we recommend that the Planning Department develop a proposal for City Council to consider revisions to Council Policy 600-24 and the Administrative Guidelines to Council Policy 600-24 to include, but not be limited to:

- a) Requiring annual training for all CPG members, not just new members;
- b) Expanding the components for the annual report to include a member summary (number of members, turnover, elections), overall summary of project review with voting results, the number of times the applicant presented to the group per project and any major modifications to the project proposed by the group (also see Finding 2);
- c) Including election results in the record retention requirements;
- d) Defining CPG representation to include a distinct category for renters and consider setting a minimum number of seats for that category;
- e) Making Membership Applications mandatory and subject to record retention requirements;
- f) Identifying deadlines for CPGs to provide the Planning Department with rosters, minutes, and annual reports, so that the Planning Department can post them online to ensure this information is available to the public in a centralized location; and
- g) Ensuring that the CPG rosters, annual reports, and meeting minutes contain all the required elements as described in Council Policy 600-24 through proactive monitoring of those documents.

In Process

The development of a proposal by the Planning Department for City Council to consider revisions to Council Policy 600-24 has been delayed due to the formation of a City Council Taskforce for Community Planning Group reform. An eleven-member taskforce was established to review and compile recommendations for revisions to Council Policy 600-24. The purpose was to find recommendations that are supported by diverse stakeholders in land use and transportation issues. The Taskforce convened to review existing recommendations that were proposed in the City Audit, the Grand Jury report, and the Democracy in Planning report produced by Circulate San Diego. The Taskforce also considered additional recommendations proposed by its members. The findings were presented to the Land Use & Housing Committee (LU&H) on December 5th, 2019. LU&H voted to recommend specific revisions to Council Policy 600-24 to the City Council. At the same meeting the City Attorney provided a

preliminary legal analysis of Council Policy 600-24 related to Community Planning Groups. This preliminary legal analysis will inform any proposed future changes. Also in December 2019, the Planning Department issued a memo seeking Council input on community planning group operations and reform, along with an online survey seeking input from the public regarding community planning groups. Thus far, the survey yielded 886 responses. The Planning Department will monitor the City Council actions related to the Council Policy 600-24, work with the City Attorney, and consider ideas from the community survey to inform the development of a proposal to revise Council Policy 600-24.

Priority 2	Issue Date:	Original Target Date:	Current Target Date:
	December 13, 2018	December 2019	December 2019 December 2020

#2

To help ensure Community Planning Group (CPG) transparency, compliance, and performance, we recommend that the Planning Department develop a proposal for City Council to consider revisions to Council Policy 600-24 and the Administrative Guidelines to Council Policy 600-24 to include, but not be limited to:

- Developing a formal mechanism for recording and posting CPG project review recommendations, either using a revised annual report that includes all project recommendations or using the Bulletin 620 Distribution Form revised to include the number of times the applicant presented to the group per project and any major modifications to the project proposed by the group.
- Establishing a due date for receipt of CPG recommendations by Development Services Department Project Managers.

In Process

The development of a proposal by the Planning Department for City Council to consider revisions to Council Policy 600-24 has been delayed due to the formation of a City Council Taskforce for Community Planning Group reform. An eleven-member taskforce was established to review and compile recommendations for revisions to Council Policy 600-24. The purpose was to find recommendations that are supported by diverse stakeholders in land use and transportation issues. The Taskforce convened to review existing recommendations that were proposed in the City Audit, the Grand Jury report, and the Democracy in Planning report produced by Circulate San Diego. The Taskforce also considered additional recommendations proposed by its members. The findings were presented

to the Land Use & Housing Committee (LU&H) on December 5th, 2019. LU&H voted to recommend specific revisions to Council Policy 600-24 to the City Council. At the same meeting the City Attorney provided a preliminary legal analysis of Council Policy 600-24 related to Community Planning Groups. This preliminary legal analysis will inform any proposed future changes. Also in December 2019, the Planning Department issued a memo seeking Council input on community planning group operations and reform, along with an online survey seeking input from the public regarding community planning groups.

Thus far, the survey yielded 886 responses. The Planning Department will monitor the City Council actions related to the Council Policy 600-24, work with the City Attorney, and consider ideas from the community survey to inform the development of a proposal to revise Council Policy 600-24.

Priority 2	Issue Date:	Original Target Date:	Current Target Date:
	December 13, 2018	December 2019	December 2019 December 2020

#3

To ensure the City and other stakeholders have sufficient information to analyze Community Planning Group (CPG) performance and influence, we recommend the following:

The Planning Department, in conjunction with the Development Services Department, should improve its documentation of CPG recommendations and post all CPG documents, including project review recommendations, on the City's website.

In Process

The Planning Department met with the Development Services Department in January 2020 and developed a plan of action to create electronic tools for community planning groups to submit recommendations in a manner that is easily accessible to the public. This will include electronic forms accessible on the City's website for community planning group chairs to download, complete, then submit to both the Planning Department and the Development Services Department. These forms would then be posted on the City's website for public viewing. The Planning Department will be meeting with the City's Information Technology department to implement these measures.

Priority 3	Issue Date:	Original Target Date:	Current Target Date:
	December 13, 2018	December 2019	December 2019 December 2020

#4 To ensure that applicants fully understand the role of Community Planning Groups (CPGs) and their impact on the project review process, we recommend the following:

The Planning Department should coordinate with the Development Services Department to communicate a consistent message to project applicants on the role of CPGs in the project review process.

In Process

The Planning Department reported this recommendation as implemented. And they have coordinated with Development Services staff to update the standard comments in the Project Tracking System to provide a consistent message regarding the role of the Community Planning Groups and their impact on the project review process. The Assessment Letter has also been revised with the standard comments. However, these changes have just been incorporated and there has not been enough time to ensure that applicants understand the role of the CPGs and their impact on the project review process. This recommendation will be “in process” until we have further evidence of implementation.

Priority	Issue Date:	Original Target Date:	Current Target Date:
3	December 13, 2018	February 2019	February 2019 September 2019

Public Utilities Department

14-002 PERFORMANCE AUDIT OF THE INDUSTRIAL WASTEWATER CONTROL PROGRAM

(SM) (AH)

#1 The Public Utilities Department establish policies and procedures to track all billable IWCP related costs so that fee levels and appropriate cost recovery rates can be determined effectively.

In Process

PUD has established procedures to track IWCP-related costs and will ensure fee levels are reviewed going forward. IWCP-related costs are accounted for in an IWCP cost center that allows PUD to isolate IWCP program expenses from other department expenses. Upon completion of the upcoming Cost of Service Study (COSS) and consideration of any necessary fee changes by the

City Council, we will consider the consultant's findings and recommendations and formally document the associated policies and procedures as necessary. PUD will also work with the City Attorney's office to determine how or if fees can be adjusted during periods between COSS processes.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	August 5, 2013	January 2014	January 2014
			October 2014
			December 2015
			July 2018
			November 2018
			January 2020
			January 2021

#2 The Public Utilities Department establish policies and procedures to periodically review fee levels and present fee proposals to the City Council. These reviews and fee studies should include calculation of the rate of cost recovery achieved by current fees. Reviews should be conducted on an annual basis, and detailed fee studies should be conducted not less than every three years, in accordance with Council Policy 100-05 and Administrative Regulation 95.25.

In Process PUD has established procedures to track IWCP-related costs and will ensure fee levels are reviewed going forward. IWCP-related costs are accounted for in an IWCP cost center that allows PUD to isolate IWCP program expenses from other department expenses. Detailed fee studies will be completed as a part of each COSS completed in the future. Information from the COSS will be used to develop appropriate policies and procedures.

The target implementation date for this recommendation has been extended to accomplish the COSS which will identify the proposed fees necessary for appropriate cost recovery. The COSS is anticipated to be completed by March 2020. The Pretreatment Information Management System will be replaced by the end of 2020 and will feed into the development of the policies and procedures, which will be developed by January 2021, following City Council consideration of fee changes. PUD apologizes for the inappropriate delay in addressing this recommendation and is fully committed to moving this forward.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	August 5, 2013	January 2014	January 2014
			October 2014
			December 2015
			July 2018
			November 2018
			January 2020
			January 2021

#3 The Public Utilities Department perform a fee study to determine fee levels that achieve full cost recovery for all IWCP activities, including all labor and materials required for application review and permitting, inspections, monitoring, and sample analysis, as well as overhead and on-personnel expenses. The Public Utilities Department should work with the Office of the City Attorney to ensure that methodologies used to calculate fees are adequately documented and meet all applicable legal requirements, including those established by Proposition 26.

In Process As part of its review of rates and fees, PUD has requested its rate consultant Raftelis to prepare an IWCP fee model that details the costs associated with different IWCP functions. This fee model includes personnel and non-personnel expenses that are tracked in the IWCP cost center, and apportions out various IWCP expenses to specific tasks. As of December 31, 2019, this model is nearing completion. The model will be used to determine the adjustments necessary to individual IWCP fees to make the IWCP program cost recoverable. PUD will also work with the City Attorney's office to determine how or if fees can be adjusted during periods between COSS processes. The target implementation date to complete this recommendation is based on the completion of the fee study. The fee model will be complete as part of the overall COSS in March 2020. The City Council will then have the opportunity to consider fee changes, which is expected to occur by the end of October 2020. PUD apologizes for the inappropriate delay in addressing this recommendation and is fully committed to moving this forward.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	August 5, 2013	January 2014	January 2014 October 2014 December 2015 July 2018 November 2018 January 2020 March 2020 October 2020

#4 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. The revised agreements should include mechanisms to adjust fees in response to changes in the cost of service.

In Process

PUD is currently updating the Regional Wastewater Disposal Agreement, known as the Metro Agreement (MA). During this process, PUD will work with the Participating Agencies to analyze and revise, as necessary, the individual agreements, and will determine any allocation to be added to the MA.

The target implementation date is being revised to allow completion of the COSS and fee study in March 2020. Providing adequate information to the signatories of the Metro Agreement so they can support the fee revision, as well as consideration by the City Council, will extend this deadline until at least January 2021. PUD apologizes for the inappropriate delay in addressing this recommendation and is fully committed to moving this forward.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	August 5, 2013	January 2014	January 2014 October 2014 December 2015 July 2018 November 2018 January 2020 January 2021

#5 Upon completion of the fee study, we recommend the Public Utilities Department, in consultation with the City Attorney's Office, should develop a proposal for consideration by the City Council to update fees for Industrial Users within the City of San Diego. This proposal should include fees that achieve appropriate cost recovery under the guidelines of Council Policy 100-05 and Administrative Regulation 95.25. The revised fee schedules should include mechanisms to adjust fees in response to changes in the cost of service.

In Process PUD plans to bring a proposal to update IWCP fees alongside its next COSS for consideration by the City Council. The IWCP fees have been used to fund the program since its establishment in March 1984. However, during last year's budget process and hearings, there were discussions with City Council that PUD would be working on a new COSS.

With the COSS expected to be complete in March 2020, and with Council consideration likely by October 2020 following required outreach activities, the new implementation date is January 2021, contingent upon implementation of new PIMS system.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	August 5, 2013	January 2014	January 2014
			October 2014
			December 2015
			July 2018
			November 2018
			January 2020
			January 2021

#7 The Public Utilities Department should establish a centralized billing process and standardized billing policies and procedures for all IWCP fees and charges. These policies and procedures should be documented in a process narrative, and should:

- a. Establish responsibilities and timelines for generating and sending invoices for all IWCP fees and charges;
- b. Establish responsibilities and timelines for performing a periodic;
- c. reconciliation of all IWCP revenue accounts;
- d. Establish guidelines and procedures for recording labor time, if necessary to determine invoice amounts;

- e. Establish guidelines and procedures for calculating invoice amounts; and
- f. Ensure that appropriate Separation of Duties controls are enforced.

In Process

Upon completion of the COSS, PUD will fully develop an SOP to document the billing process, procedures and timelines associated with the IWCP. IWCP is pursuing a new comprehensive data system in 2020 which, once implemented, will help ensure accurate and timely billing. This process will include a comprehensive review of pertinent data system settings and invoice-calculating features. Further, the SOP will incorporate verification of timely and accurate revenue collection by the Revenue Analyst and Interagency Agreement Supervisor.

The target implementation date has been extended. The COSS will be completed in March 2020. The new data system will be identified by July 2020, with implementation by January 2021. The policies and procedures will be developed by 2021. PUD apologizes for the inappropriate delay in addressing this recommendation and is fully committed to moving this forward.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	August 5, 2013	January 2014	January 2014
			October 2014
			December 2015
			July 2018
			November 2018
			January 2020
			July 2021

#8

The Public Utilities Department should perform a comprehensive review of all PIMS settings and invoice calculating features to ensure that accurate invoices are automatically generated by PIMS and sent in a timely manner.

In Process

PUD is implementing a new PIMS system in January 2021. The new system will have correct settings and invoice calculating features, and will automatically generate accurate invoices. PUD will review and provide verification over the next six months.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	August 5, 2013	January 2014	January 2014 October 2014 December 2015 July 2018 November 2018 January 2020 July 2022

19-003 PERFORMANCE AUDIT OF THE PUBLIC UTILITIES DEPARTMENT’S WATER BILLING OPERATION

(SG) (JP)

#2

The Public Utilities Department (PUD) should periodically assess the strength and effectiveness of their billing control environment. Specifically, to determine the effectiveness of current controls at a macro level, PUD should at least twice a year evaluate the number of implausible readings created and changed, in addition to the number of customers rebilled and the number of customer complaints. PUD could then assess if these numbers are high, identify causes, and adjust controls to address root causes, such as poor meter reader performance. Additionally, PUD should:

- a) Post these metrics and the results of its assessment on its public website as soon as they become available, along with any actions taken to improve the control environment;
- b) Add key performance indicators relating to billing accuracy to its annual budget; and
- c) Report the results of this assessment and billing accuracy performance in its annual budget and to relevant committees and oversight bodies.

In Process

The PUD Customer Support Division has completed the structural reorganization reported on in the Auditor Recommendation Follow Up Report for the period through June 2019. The positions were included in the Fiscal Year 2020 budget and personnel has classified the positions. The new positions have all been recruited and all but two of the positions have been filled. The last two remaining positions were in the hiring process as of December 31, 2019. PUD hired a new Deputy Director of IT (DDIT) in November 2019. The addition of the new supervisory positions and the new

DDIT is now allowing the division to dive into the possibilities and limitations of the billing software.

The number of customers rebilled are available and are trending below 1% of the total customers.

The next steps to complete this recommendation are:

- Identify the possibilities and limits of the billing software
- Work with IT to set up software processes to allow access to complete and accurate data
- Finalize the approach to creating metrics on implausible readings
- Develop approach to include metrics on website

Once the next steps are complete, the PUD will have key performance metrics and indicators that will be able provide information on billing accuracy, which can be provided in our annual budget and to relevant oversight bodies.

Timing: The initial target implementation date was set prior to understanding the extent of necessary reorganization and software implementation issues. The target implementation date has been revised based on information currently available.

It is anticipated the Department should be able to have comprehensive information related to customers who have incurred implausible and delayed billings by the end of February 2020. Policies on addressing the customers on the list will be identified by the end of March 2020. The Department will begin working with customers to clear the outstanding bills with the intent to set up the situation where we are only dealing with new implausible bill reads and other issues that arise. We anticipate the initiation of this implementation of the developed policies will occur in April of 2020. We are including a target implementation date, but anticipate this date could be revised depending on the possibilities and limits of the billing system.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	July 26, 2018	April 2019	April 2019 June 2019 April 2020 July 2020

#3

The Public Utilities Department (PUD) should develop, track, and analyze employee performance metrics to increase the effectiveness of the meter reading program and reduce potential billing errors before they impact customers. Specifically, PUD should annually:

- a) Develop performance metrics based on the time taken to complete each route and the average number of errors and estimations for that route;
- b) Identify methods to reduce the number of errors and skipped readings per route;
- c) Track specific meter reader performance against route averages and incorporate this into annual performance evaluations;
- d) Define acceptable boundaries of performance for each route and adjust them as necessary;
- e) Track metrics for each route over time, such as route difficulty, ease of meter access, which routes take longer, why they take longer, etc. and adjust as necessary for maximum efficiency.

In Process

The Public Utilities Department (PUD) implemented a new Standard Operating Procedure (SOP) titled "Tracking and Analysis of Meter Reading Performance Metrics" to address this recommendation.

This SOP addresses the five recommendations listed above. The one-year pilot program discussed in the June 2019 status report was initiated in July 2019, with a final completion date of July 2020. Staff is currently preparing reports on the data collected from July 2019 through December 2019. Data will be used to further enhance routes, establish average route time and other metrics to improve the analysis of Meter Reading performance.

PUD and the recognized employee organization (San Diego Municipal Employees Association) have agreed to discuss the information gathered during the pilot program, and to meet and confer, as necessary, on any revisions to the SOP. Once the pilot program is completed and results for the entire year are analyzed, PUD will determine if the meet and confer process is necessary.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	July 26, 2018	January 2019	January 2019 July 2019 July 2021

#6 The Public Utilities Department's Customer Support Division should identify all skip codes that require a trouble code entry and those that require immediate supervisory attention (such as locating meter). To that end, meter readers should enter a trouble code for every skip code that requires it. Also, PUD should update their Process Narrative (PN-0326) to align with revisions.

In Process

The Public Utilities Department (PUD) has substantially implemented this recommendation, and is now in the phase of showing consistent adherence to the process. PUD has updated their PN-0326 to align with the revisions made to the existing process.

PUD has analyzed and identified skip codes requiring trouble code entry. Process Narrative PN- 0326 titled "Reading Water Meters" was updated to reflect that if a meter cannot be read a skip code and an appropriate trouble code, if applicable, are entered into the handheld device. We are continuing to meet with staff to re-evaluate the number of trouble codes used and eliminate any duplicative codes. This is expected to simplify the number for codes that need to be entered, which should result in a higher accuracy rate.

Staff also reviewed the "Can't Locate to Read" skip code for a full 60-day billing cycle to update location notes and to identify meters needing to be removed or needing further assistance locating. Staff has updated location notes in SAP wherever required.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	July 26, 2018	September 2018	September 2018 June 2019 July 2021

#7 The Public Utilities Department should facilitate stronger coordination between the Customer Support Division and the Meter Shop to prioritize repairs and reduce the backlog of unrepaired meters that impact accurate and timely customer billing. Additionally, the Customer Support Division should communicate high priority trouble code entries to the Meter Shop to expedite critical maintenance.

In Process

As noted in the responses for recommendations 6 and 8, PUD continues to meet with staff to re-evaluate the number of trouble codes used and eliminate any duplicative code. This is expected to simplify the number for codes that need to be entered, which should result in a higher accuracy rate. These codes will create service notifications for work orders to correct the affected meters. The process and prioritization has been developed.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	July 26, 2018	August 2018	August 2018 June 2019 January 2020

#8 The Public Utilities Department's Customer Support Division (CSD) should strengthen its supervisory review of meter reader accuracy. Specifically, to facilitate a determination about whether skipping the meters was appropriate, and to facilitate remedial action for affected meters, CSD should revise the supervisor review form to include trouble code information in addition to skip code information.

In Process

The Public Utilities Department (PUD) completed the task of strengthening its supervisory review of meter reader accuracy as recommended.

With the completion of the Process Narrative PN- 0326 titled "Reading Water Meters" and the review of the "Can't Locate to Read" skip codes, the PUD was able to implement a new Standard Operating Procedure titled "Use of Skip Codes and Trouble Codes in Handheld Devices and Supervisory Review" which describes the expectation for supervisory review of skip and trouble codes. The Supervisor Route Review form was enhanced to include trouble and skip code information. Staff has been trained on these new directives.

Supervisors conduct field spot checks of entered skip and trouble codes to determine if the skips were appropriate and to facilitate resolution of meter issues. Supervisors are addressing meter issues with staff through the utilization of their Supervisor Route Review Form.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	July 26, 2018	September 2018	September 2018 June 2019 July 2021

#10 To improve customer satisfaction, the Public Utilities Department should communicate with customers in advance of anticipated bill-impacting activities. Specifically, PUD should:

- a) Notify a customer when their meter reading is under review for a prolonged period that may impact their billing schedule or result in receiving multiple bills at the same time.

- b) Inform customers of forthcoming changes or bill-impacting activities, such as rate increases or prolonged billing periods, with sufficient notice to prepare for the additional expenses.

In Process

As previously reported, PUD successfully implemented and followed a standard operating procedure to inform customers of forthcoming changes or bill-impacting activities related to rate changes. Procedures to informing customers of other bill impacting activities are still being developed. For the meter readings under review and related billing issue, as of December 31, 2019, PUD was in the final stages of hiring the Workforce & Resource Development Team Program Manager. That individual is critical to addressing this recommendation with the support of the Department of IT. PUD continues to work with the Department of IT on bill generation fixes that, when resolved, will allow team members to proactively alert customers to accounts under review. The timeline for addressing IT-related billing software issues is unclear. The PUD department hired a new Deputy Director of IT (DDIT) in November 2019. The addition of the new supervisory positions and the new DDIT is now allowing the division to dive into the possibilities and limitations of the billing software.

The target implementation date has been set to coincide with the completion of recommendation 2. We are including a target implementation date, but anticipate this date could be revised depending on the possibilities and limits of the billing system.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	July 26, 2018	September 2018	September 2018
			June 2019
			January 2020
			July 2020

19-005 PERFORMANCE AUDIT OF THE PUBLIC UTILITIES DEPARTMENT'S WATER METER COVER REPLACEMENT PROGRAM

(AH) (LB)

#4 To hold employees accountable for delivering expected performance, PUD should include the results of the reports from Recommendation 3 in the normal process of evaluating employees' performance. If management finds employees are deficient, PUD should use formal performance plans and discipline methods as appropriate.

In Process To hold employees accountable for delivering expected performance, Public Utilities Department management now measures individual employee performance against the average group performance via the monthly Box and Lids Report. Staff is identifying the best way to provide documentation to the auditor, as performance plans and discipline is confidential.

Priority 1	Issue Date:	Original Target Date:	Current Target Date:
	August 31, 2018	March 2019	March 2019 June 2020

#10 PUD should develop a more efficient routing procedure for box/lid replacements. For example, every work day, the box/lid supervisor could group service requests in one specific area of the City and assign crews to complete replacement work there that day. To ensure work is completed throughout the City, the crews could have a rotation of work areas that would take them to a different area every day. One application of this approach might be to group service requests within the same Council District and work in a different Council District every day.

In Process PUD has developed a more efficient routing procedure using the new scheduler position recently filled. Although the most efficient approach is not to have all crews in the same location in the city at one time, due to need for timely emergency response, additional staff and scheduling has allowed an increase in efficiency in our routing process.

The following positions were added and filled in Fiscal Year 2020 to help support the Box and Lids Section:

- One (1) Water System District Manager
- One (1) EAM Program Coordinator

- One (1) Plant Maintenance Coordinator (Planner/Scheduler)
- One (1) Water Systems Technician Supervisor

Along with the additional planning and oversight support functions provided by the additions above, 15 additional Water Systems Technician III positions were added to the FY20 budget to support all functions across the Water Construction and Maintenance Division including the Box and Lids section. Some of these WST III positions will be added to the Box and Lids crew as needed following the analysis and calculation of the teams group size in Recommendation 11.

Priority 2	Issue Date:	Original Target Date:	Current Target Date:
	August 31, 2018	February 2019	February 2019 June 2020

#11

To ensure the Box and Lid Group has the necessary staffing capacity to meet service demand and performance targets, PUD should reevaluate the size of the Box and Lid Group. This assessment should include a consideration of time that employees spend on activities other than regular work duties, such as vacation, industrial leave, restricted duty assignments, training, and any other activities that take employees away from work. When conducting this assessment, PUD should also re-evaluate the Box and Lid Group's current six-month performance goal, given the potential for public liability and the City's emphasis on customer service. Lastly, PUD should also evaluate alternate means of completing box/lid replacement work, which may include outsourcing these activities to an outside contractor.

In Process

The potential outsourcing of the box and lids repair backlog is being considered in conjunction with the AMI project. The AMI project is on hold to allow meet and confer on the project approach. The staffing of the large backlog of work is being considered separately from the ongoing maintenance required on meter boxes and lids. Staff has filled the additional positions included in the update for recommendation 10, and the new staff is now charged with assisting with identifying the correct number of staff for the ongoing work.

Because the City must meet and confer with the Recognized Employee Organizations before moving forward with the AMI installation, the timeline for determining a direction to address the backlog has been delayed. The number of staff needed to address the ongoing maintenance of the box and lids can be determined by the current target date of June 2020.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	August 31, 2018	April 2019	April 2019 June 2020

19-019 PERFORMANCE AUDIT OF THE PUBLIC UTILITIES DEPARTMENT CUSTOMER SUPPORT DIVISION CUSTOMER SERVICE OFFICE (CALL CENTER)

(MG)

#3 To improve internal operations and provide best-in-class customer service, the Public Utilities Department’s (PUD) Customer Support Division (CSD) should develop key performance indicators to establish baseline performance and compare them with industry best practice. To that end, if metrics include the use of customer satisfaction surveys, the surveys should be automated and offered in appropriate languages. Additionally, CSD should continually reassess these key performance indicators based on the Customer Service Office (Call Center) capacity (e.g., staffing, etc.) and desired goals. Lastly, CSD should establish and communicate individual and overall Call Center expectations to staff.

In Process The implementation of this recommendation is dependent on the completion of recommendation 1, implementation of a new call center system. Two Program Managers, responsible for overseeing the call center (Customer Success Team) and billing team (Key Customer Advocacy Team), respectively were hired. The hiring process for the Workforce & Resource Development Team Program Manager and Program Coordinator was nearing completion as of December 31, 2019. These team members will develop key performance indicators to establish baseline performance and compare them with industry best practice. The performance indicators will be reassessed regularly based on capacity and desired goals. Staff will be trained on new expectations.

The target implementation date for the new call center system is June 2020. The key performance indicators will be developed concurrently.

This will allow collection of data on key performance indicators to begin by July 2020. The target implementation date was revised to reflect the revised schedule of the new call center system.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	June 4, 2019	December 2019	December 2019 July 2020

#5 To enhance training and improve internal communication, the Public Utilities Department's (PUD) Customer Support Division (CSD) should develop a training program or provide staff access to trainings specific to the technical and soft skill needs of the Call Center staff, including training on properly entering system codes. PUD should develop written guidance on how long it should take for each transaction type to be approved, entered in Customer Care Services/SAP system, and communicated to CSD staff and customers. This guidance should also include the level of detail for system notes regarding the status of customer transactions.

In Process To change authorizations within SAP and ensure operational effectiveness, extensive training is required. One team of five Customer Service Representatives is currently in the training process and will have appropriate authorizations in SAP upon completion. This is anticipated to be complete by July 2020. Assuming this method of training is successful, additional teams will go through the training process over the course of the next two years. For this completion to occur and for adequate documentation to be provided for the Office of the City Auditor, the target implementation date is July 2022.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	June 4, 2019	December 2019	December 2019 July 2022

Purchasing and Contracting

15-012 THE CITY NEEDS TO ADDRESS THE LACK OF CONTRACT ADMINISTRATION AND MONITORING ON CITYWIDE GOODS AND SERVICES CONTRACTS

(SG)

#1 The Purchasing & Contracting Director should take immediate action to ensure contract administration responsibilities are assigned to appropriate personnel for all Citywide contracts and provide those individuals with the tools to properly monitor each contract. This should include but is not limited to providing a copy of contract with all terms and conditions listed, pricing agreements, and the responsibilities involved with contract administration.

In Process According to P&C staff this recommendation was completed in February 2020, 10 months ahead of the current target date. OCA has not been able to confirm implementation but will follow up during the next reporting period.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	January 16, 2015	April 2015	November 2016 July 2017 June 2022 April 2019 December 2020

#2 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.

In Process According to P&C staff this recommendation was completed in February 2020, 10 months ahead of the current target date. OCA has not been able to confirm implementation but will follow up during the next reporting period.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	January 16, 2015	N/A	January 2017 June 2017 June 2022 April 2019 December 2020

15-016 PERFORMANCE AUDIT OF CITYWIDE CONTRACT OVERSIGHT

(SG) (MG)

#1

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;

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

- c) Value, and Contract Validity Dates; and
- d) 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.

In Process

Purchasing & Contracting staff have been working to input City contracts into Ariba and are projecting that all outstanding contracts will be entered by the end of February 2020, 10 months ahead of the current target date. At that time, P&C will consider this recommendation implemented.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	April 25, 2015	TBD January 2017	January 2017 June 2017 June 2022 December 2020

#3 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.

In Process Purchasing & Contracting staff have been working to input City contracts into Ariba and are projecting that all outstanding contracts will be entered by the end of February 2020, 10 months ahead of the current target date. At that time, P&C will consider this recommendation implemented.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	April 25, 2015	November 2015	November 2016 June 2017 December 2020

#7 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.

In Process

Purchasing & Contracting staff have been working to input City contracts into Ariba and are projecting that all outstanding contracts will be entered by the end of February 2020, 10 months ahead of the current target date. At that time, P&C will consider this recommendation implemented.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	April 25, 2015	N/A November 2016	November 2016 June 2017 January 2019 December 2020

#8

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.

In Process

Purchasing & Contracting filled a few vacancies in January 2020 and have scheduled a training on the City's debarment process for all PCOs on Feb. 26 2020. As PCO vacancies are filled, new staff will also receive training.

Priority	Issue Date:	Original Target Date: N/A	Current Target Date:
2	April 25, 2015	January 2017	January 2017 June 2017 April 2018 May 2018 April 2019 January 2020 February 2020

16-016

PERFORMANCE AUDIT OF SELECTED CONTRACTS

(SM) (KC)

#1

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.

In Process

P&C has finalized and published the digital procurement manual. P&C states that the Ariba system has automated features to ensure that purchase requisitions are properly created and linked to contracts.

P&C also reports that any purchase requisitions that are created outside of Ariba and that are not linked to a contract, a review by a Procurement Contracting Officers is required.

However, City Management has not provided sufficient evidence of a monitoring program.

Priority	Issue Date:	Original Target Date:	Current Target Date:
3	April 21, 2016	November 2016	January 2017 June 2017 June 2022

#2 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.

In Process Purchasing & Contracting staff have been working to input City contracts into Ariba and are projecting that all outstanding contracts will be entered by the end of February 2020, 10 months ahead of the current target date. At that time, P&C will consider this recommendation implemented.

Priority	Issue Date:	Original Target Date:	Current Target Date:
3	April 21, 2016	November 2016	January 2017 June 2017 June 2022 December 2020

Real Estate Assets

13-009 PERFORMANCE AUDIT OF THE REAL ESTATE ASSETS DEPARTMENT

(SP)

#4 The Real Estate Assets Department (READ) should work with the City Administration and the City Council to draft a policy on rent subsidies to nonprofit organizations that establishes eligibility criteria for recipients, recovers the City's facilities maintenance and upkeep costs for the subsidized space, and fee to recover the costs of preparing, processing, and monitoring leases.

In Process According to the department, several high profile and time consuming projects such as negotiations with SDSU for sale of the stadium and 101 Ash Street have resulted in the update to 700-10 to be pushed to March of 2020 to allow for proper review of the policies.

Priority	Issue Date:	Original Target Date:	Current Target Date:
3	December 20, 2012	June 2013	March 2017 April 2017 June 2018 December 2018 June 2019 December 2019 March 2020

14-019 PERFORMANCE AUDIT OF REAL ESTATE ASSETS DEPARTMENT

(NO)

#1 The Mayor’s Office should work with the Park and Recreation Department and the Real Estate Assets Department to develop a comprehensive plan, including a timeline and funding appropriation, to remove residential use from Sunset Cliffs Natural Park, ensure compliance with the 2005 Master Plan, and to resolve the apparent conflict between the private tenancies at Sunset Cliffs and the restriction on dedicated parks for public park use in Charter Section 55.

In Process READ indicated that based on information from Parks and Recreation and Public Works the project is still on track for the update time frame of late FY20 or early FY21.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	May 7, 2014	June 2017	Fiscal Year 2018 June 2018 July 2020 July 2021

19-002 PERFORMANCE AUDIT OF THE REAL ESTATE ASSETS DEPARTMENT’S PORTFOLIO MANAGEMENT PRACTICES

(SM) (KC)

#2 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.).

In Process READ reported that due to high profile and time sensitive projects such as negotiations with SDSU for the sale of the stadium and 101 Ash Street it is anticipated that the Portfolio Management Plan will be presented to Council Committee in February and City Council in March 2020.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	July 23, 2018	June 2019	June 2019 December 2019 March 2020

#4 Throughout the process of updating Council Policy 700-10, READ, in consultation with the City Attorney's Office and City Council, should determine the most appropriate channel of presenting the Portfolio Management Plan, and clarify expectations and language, to ensure consistent expectations and guidelines.

In Process READ reported that due to high profile and time sensitive projects such as negotiations with SDSU for the sale of the stadium and 101 Ash Street it is anticipated that the Portfolio Management Plan will be presented to Council Committee in February and City Council in March 2020.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	July 23, 2018	January 2019	January 2019 June 2019 November 2019 March 2020

San Diego Police Department

14-006 PERFORMANCE AUDIT OF THE POLICE PATROL OPERATIONS

(NO)

#1 The San Diego Police Department should analyze dispatch data to identify potential improvements to operations. It should use the results of these analyses to refine its staffing model and to evaluate patrol response to various types of incidents.

In Process According to the department, the database and reporting analyst has been hired. The database accuracy has been verified and standard reports are in the process of being developed. Additional analytical products and techniques are being evaluated to improve operations, refine the staffing model, and evaluate patrol response to various types of incidents.

Now that the database has been verified, SDPD is working with Performance and Analytics (Panda) regarding staffing models. Panda's Data Scientist recently assisted the Paramedics with their staffing models, so SDPD is very excited about the prospects. SDPD is working diligently to meet the June 30th deadline.

Priority	Issue Date:	Original Target Date:	Current Target Date:
3	September 23, 2013	June 2017	June 2017 October 2017 June 2018 June 2020

Transportation & Storm Water - Streets Division

17-009 PERFORMANCE AUDIT OF STREET LIGHT REPAIR

(LRC)

#6 To ensure the City has accurate asset data used for street light repairs, the Street Division Deputy Director should: prioritize hiring of asset management positions; update street light asset information to include fixture and pole data needed to make street light repairs more efficient; and develop operational guidelines for updating street light asset data when the City makes modifications to assets, and if asset additions and removals occur.

In Process

No change in status since the last reporting period. Street Division indicated that DoIT/ERP is finalizing the update to the Streetlight Asset Inventory Layer with anticipated completion by November 2019.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	December 1, 2016	December 2018	December 2018 June 2019 November 2019

Transportation & Storm Water

17-006 PERFORMANCE AUDIT OF THE CITY'S PROGRAMS RESPONSIBLE FOR IMPROVING PEDESTRIAN SAFETY

(AH) (DN)

#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 goals on at least an annual basis.

In Process

No change in status since the last reporting period. The Traffic Division has implemented its portion of this recommendation. The remainder of the recommendation will be implemented by the Transportation and Storm Water Department by December 2020 when it updates the City's Vision Zero Strategic Plan to formally include SDPD's measurable goal of increasing enforcement (time spent focusing on pedestrian safety) of the most likely violations, in the most common locations, contributing to pedestrian and bicycle accidents by 10%. This includes a minimum of two Traffic Division grant funded enforcement/educational details per month in the identified areas. Additionally, proactive enforcement, on the part of patrol officers assigned to the identified areas, augments the Traffic Division's efforts and assists with increasing awareness through education and enforcement. According to the

Traffic Division, data is being utilized and the public is being educated prior to and during enforcement details.

The Traffic Division has analyzed data to determine which violations are most likely to cause harm to pedestrians, and has issued an email to the Captains of the various SDPD divisions providing maps detailing locations in each division with high rates of pedestrian collisions, as well as certain pedestrian and driver violations that should be enforced at those locations. The email instructs Captains to have officers incorporate enforcement of violations committed by or against pedestrians at the mapped locations into their daily activities "to the greatest extent possible." In addition, in July 2018, Patrol Captains were informed to direct their officers to include enforcement and education specifically related to Vision Zero as part of their community engagement efforts. Specifically, this is to be done three days per week during first to second watch, and second to third watch overlap for one-half hour, as time is permitted, with the understanding that lower staffing, higher priority radio calls, necessary pro-active part one and part two crime enforcement might affect these efforts at times.

Regarding public outreach, a link to the City of San Diego Vision Zero webpage has been placed on SDPD's webpage. An SDPD PSA has been posted on the Vision Zero website to inform the public of SDPD's focus on pedestrian safety. The Traffic Division has also been issuing press releases for its targeted pedestrian safety enforcements. In addition to planned media press conferences and releases, citation data from calendar years 2017 and 2018 have been posted on the Vision Zero website's Resources page. The citation data is broken down by division and year. According to the Traffic Division, this data includes citations issued at locations identified as having three or more injury crashes, and includes citations issued at those locations during all time periods, not just during the Traffic Division's targeted pedestrian safety enforcement events.

The one outstanding portion of this recommendation, the measurable goal being added to the Vision Zero Strategic Plan, is not under the control of the Traffic Division. We therefore have transferred that portion of the recommendation to the Transportation and Storm Water Department, as that department is involved in the Mobility Board and the Vision Zero website.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	September 15, 2016	January 2017	March 2017 December 2017 June 2018 January 2019 June 2019 December 2020

18-023 PERFORMANCE AUDIT OF THE STORM WATER DIVISION

(AH) (MG) (DN)

#1

To more quickly and efficiently replace the City’s aging corrugated metal pipes, the Transportation and Storm Water Department Storm Water Division (SWD) should continue with its plans to determine the optimal size of its in-house pipe repair crew (crew) and equipment needs, and continue to request funding for the additional staff, as needed. Specifically, SWD should conduct the following analysis to justify the funding request:

- Review all projects on its Capital Improvement Program Needs List and determine which projects the crew can complete; and
- Project future repair and replacement needs based on the City’s aging storm water pipes and condition assessment data to help determine the optimal size of the crew.

If SWD is not granted funding for additional FTEs to optimize the size of the crew (based on the results of the analysis above), SWD should develop and implement an annual process to analyze its funding and determine whether funds can be reallocated to fund additional repairs by the crew.

In Process

The Storm Water Division (SWD) has partially implemented this recommendation. As of January 30, 2019, a consultant completed a review of 32.2 miles of corrugated metal pipe (CMP) and assessed the repair options for individual pipe segments. The consultant recommended a phased doubling of in-house staff over FY20 and FY21. In keeping with the recommended phased increase of in-house staff, SWD requested funding for an additional 12 FTEs in its FY20 budget request, but the request was subsequently not funded. In keeping with the consultant’s recommendation, SWD plans to request the funding for the entire in-house crew in FY21. OCA will continue to follow-up on this recommendation until either the additional in-house crew positions are funded, or SWD develops and implements an annual process to analyze its funding and determine whether funds can be reallocated to fund additional repairs by the crew.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	June 14, 2018	January 2019	January 2019 June 2020 January 2021

19-018 PERFORMANCE AUDIT OF THE CITY'S RIGHT-OF-WAY TREE TRIMMING MAINTENANCE PROGRAM

(CK)

#1 We recommend that the Transportation & Storm Water Department's Urban Forestry Program develop and implement a Contract Compliance Plan for the tree trimming contract that includes, but is not limited to, the following criteria:

- Deliverables/Tasks;
- Performance Standards;
- Acceptable Level/Quality;
- Method and Frequency of inspections/evaluations; and
- Narratives and Ratings.

In Process The Transportation and Storm Water Department's Urban Forestry Program developed a contract compliance plan for the tree trimming contract that includes all recommended components. However, the recommendation is still in process as the Department has not completed implementation of the compliance plan.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	May 31, 2019	December 2019	December 2019

December 2019

ATTACHMENT D

**Recommendations Deemed As In
Process
And Not Due**

Sorted by Department

This schedule includes all recommendations as of December 31, 2019 that are not due but are In **Process** of implementation based on the status information provided.

**ATTACHMENT D
RECOMMENDATIONS DEEMED AS IN PROCESS – NOT DUE**

Assistant Chief Operating Officer

20-007 HOTLINE REPORT OF PUBLIC RECORDS ACT RESPONSES

(AH)

#1 We recommend that the Assistant Chief Operating Officer coordinate citywide training regarding the obligation to search for and produce responses to requests for public records on personal devices and accounts, and other aspects of the PRA.

In Process This is a new recommendation that was issued within the last three months of the current reporting period but is expected to be implemented.

Priority	Issue Date:	Original Target Date:	Current Target Date:
3	December 13, 2019	June 2020	June 2020

#2 We recommend that the Assistant Chief Operating Officer, in consultation with the City Attorney's Office, revise Administrative Regulation 95.21, titled "Responding to California Public Records Act Requests" to:

- a) clarify that the three actions the City is required to take to assist requesters, according to the PRA, includes the phrase "shall do all of the following, to the extent reasonable under the circumstances"
- b) include the four factors City staff should consider regarding writings kept in personal accounts: the content, purpose, audience, and whether the writing was within the scope of his or her employment
- c) clarify the requirement that PRA denials, in whole or in part, include the names and titles or positions of "each person" responsible for the denial
- d) specifically address whether City employees who are asked to search for responsive records must determine whether they have responsive "public records" residing on their personal devices and accounts only when the request specifically includes references to private devices and accounts, or whether the requirement is presumed for all requests (whether or not the personal devices and accounts are specifically referenced in the request)

In Process This is a new recommendation that was issued within the last three months of the current reporting period but is expected to be implemented.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	December 13, 2019	December 2020	December 2020

#3 We recommend that the Assistant Chief Operating Officer, in consultation with the City Attorney's Office, review the contents, legal implications, and necessity of the confidentiality agreement referenced in Administrative Regulation 95.21, titled "Responding to California Public Records Act Requests."

In Process This is a new recommendation that was issued within the last three months of the current reporting period but is expected to be implemented.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	December 13, 2019	December 2020	December 2020

#6 We recommend that the Assistant Chief Operating Officer, in consultation with the City Attorney's Office, and the Purchasing and Contracting Department, consider corrective action regarding the vendor's apparent violation of the City's Product Endorsement Policy.

In Process This is a new recommendation that was issued within the last three months of the current reporting period but is expected to be implemented.

Priority	Issue Date:	Original Target Date:	Current Target Date:
3	December 13, 2019	June 2020	June 2020

Chief Operating Officer

19-015 PERFORMANCE AUDIT OF PAY EQUITY

(NO)

#4 The City Administration should utilize qualified City staff or a consultant to investigate and identify the root causes of the existing adjusted earnings gaps among the employee groups identified in the audit, and consult with the Office of the City Attorney, HR, and Personnel to develop a plan of action to mitigate the gaps, if/as appropriate. Specific issues that should be investigated include, but are not limited to:

- a) Whether opportunities for overtime are equally accessible across employee groups, particularly for Water Systems Technicians, Fire Fighters, and Police Officers;
- b) Whether promotional opportunities and pay increases are awarded fairly;
- c) Any other potential causes, as appropriate.

The study should be based in part on a survey of employees in groups that had adjusted pay gaps, in order to solicit employee opinions on whether overtime and promotional opportunities are fairly awarded, and suggestions on how these gaps could be mitigated.

The review above may provide for independent departments, such as the Office of the City Attorney, to conduct their own pay equity analyses, provided that these reviews are consistent with the parameters outlined above.

The results of the review above, including any mitigation measures as necessary, should be presented to the City Council in a public meeting.

In Process

Per a memo issued by the COO to the City Council on August 8, 2019, it states:

In response to further recommendations in the audit, the City's Human Resources (HR) Department is creating an action plan to mitigate unadjusted earnings gaps. Pending any implementation requirements - such as meet and confer with recognized employee organizations - required by the Meyers-Milius-Brown Act and Council Policy 300- 06, the action plan will be finalized and executed after the conclusion of the citywide pay equity study. Additionally, on August 1, 2019, HR requested the City's six recognized employee organizations provide ideas and suggestions on how to address earning gaps, by Friday, August 16, 2019.

No additional updates have been provided since the issuance of the memo.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	April 8, 2019	April 2020	April 2020

20-001 HOTLINE REPORT OF IMPROPER FREE TRASH COLLECTION AT SHORT-TERM RESIDENTIAL OCCUPANCY UNITS

(AH)

#1 Because the City Attorney’s Office determined that free trash collection for short term residential occupancy (STROs) is “very likely” prohibited by the People’s Ordinance, and the City continues to provide trash service to STROs at no cost, we recommend that the Chief Operating Officer implement one or more of the following solutions (Priority 1):

a) identify and remove free trash service for City households generating “nonresidential refuse;”

b) recommend that the Council submit an initiative proposing a repeal of the People’s Ordinance; and/or

c) recommend that the Council submit an initiative proposing to amend the People’s Ordinance to allow “nonresidential refuse” collection from STROs, which could include cost recovery.

In Process No update was provided by the department.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	July 10, 2019	December 2020	December 2020

20-003 HOTLINE REPORT OF ABUSE RELATED TO THE UNFAIR AWARD OF A MULTI-MILLION-DOLLAR CONTRACT

(AH)

#1 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.

In Process This is a new recommendation that was issued within the last three months of the current reporting period but is expected to be implemented.

Priority Issue Date: Original Target Date: Current Target Date:
2 September 11, 2019 February 2020 February 2020

#2 We recommend that the Chief Operating Officer review the details from our Confidential report, conduct an independent investigation, and take the appropriate corrective action with respect to any identified City employees.

In Process This is a new recommendation that was issued within the last three months of the current reporting period but is expected to be implemented.

Priority Issue Date: Original Target Date: Current Target Date:
1 September 11, 2019 February 2020 February 2020

#3 We recommend that the Chief Operating Officer ensure that the Human Resources Department reviews the HR Contracting Out Form related to the identified contract to determine if City policy or agreements with recognized employee organizations were violated, and take the appropriate corrective action.

In Process This is a new recommendation that was issued within the last three months of the current reporting period but is expected to be implemented.

Priority Issue Date: Original Target Date: Current Target Date:
1 September 11, 2019 April 2020 April 2020

#5 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.

In Process This is a new recommendation that was issued within the last three months of the current reporting period but is expected to be implemented.

Priority Issue Date: Original Target Date: Current Target Date:
3 September 11, 2019 May 2020 May 2020

#6 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.

In Process

This is a new recommendation that was issued within the last three months of the current reporting period but is expected to be implemented.

Priority	Issue Date:	Original Target Date:	Current Target Date:
3	September 11, 2019	February 2020	February 2020

#7

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.

In Process

This is a new recommendation that was issued within the last three months of the current reporting period but is expected to be implemented.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	September 11, 2019	February 2020	February 2020

Communications Department

20-007

HOTLINE REPORT OF PUBLIC RECORDS ACT RESPONSES

(AH)

#4

We recommend that the Communications Department Director develop PRA Program policies and procedures to ensure that City staff processes PRA requests in a manner consistent with the Public Records Act and City policy. Specifically, the document should include, but not be limited to:

- a) a definition of terms
- b) procedure steps related to the use of the PRA Program’s software
- c) whether requests from the media or any other group will be handled differently from public requests
- d) a policy regarding embargoing responses
- e) whether all responsive documents will be posted online or not
- f) details regarding the information that is required to be provided to requesters within the statutory timeframes

- g) escalation procedures if City staff are not providing timely responses
- h) the information required to be provided to requesters in order to justify an extension of time for a response
- i) operational definitions of the compliance metric(s) used to evaluate the effectiveness of the PRA Program
- j) a policy regarding the electronic format used to provide email messages

In Process This is a new recommendation that was issued within the last three months of the current reporting period but is expected to be implemented.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	December 13, 2019	June 2020	June 2020

#5 We recommend that the Communications Department Director develop procedures to ensure that any performance metrics used related to PRA compliance are applied accurately and consistently, and are described in such a way as to communicate the correct interpretation of the measure’s meaning.

In Process This is a new recommendation that was issued within the last three months of the current reporting period but is expected to be implemented.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	December 13, 2019	June 2020	June 2020

Fleet Operations Department

19-007 PERFORMANCE AUDIT OF THE FLEET OPERATIONS’ VEHICLE ACQUISITION PROCESS

(JP)

#2 The Fleet Operations Department (Fleet Operations) should track and monitor total acquisition time including up-fitting time (Vehicle Delivery to In-Service), for all vehicles and equipment. At a minimum, Fleet Operations should establish policies and procedures to collect data needed to measure total acquisition time, including up-fitting time. These policies and

procedures should include steps that would require investigating when performance goals are not met. In order to evaluate the timeliness of these processes, Fleet Operations should collect (at a minimum) the following data:

- Start Vehicle Purchase Process Date;
- Order Placed Date;
- Estimated Delivery Date;
- Vehicle Delivery Date (and any updated delivery dates);
- Initial Inspection Date; and
- In-Service Date.

In Process This recommendation is in process. Fleet Operations provided evidence that it is tracking key dates in the vehicle acquisition process, using a dashboard to monitor vehicles in the acquisition process and receiving an automated report on the vehicles currently in upfitting. This allows Fleet to monitor acquisitions, keep departments informed, and investigate any potential missed targets.

However, the recommendation requires that these processes be documented in policies and procedures. Fleet stated that they are preparing these policies and procedures during the implementation of Recommendation 6. Therefore, while Fleet Operations is acting according to the recommendation, this recommendation will be implemented once these policies and procedures are established.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	September 27, 2018	June 2020	June 2020

#3 The Fleet Operations Department should establish Service Level Agreements or a City Administrative Regulation to define roles and responsibilities for City departments involved in the vehicle acquisition process.

In Process As January 6, 2020, the Department has been focusing its efforts on Priority 2 audit recommendations (audit recommendations 1, 2 and 5) which they have reported as being implemented; however, OCA has determined only #5 is implemented.

The department reported that by creating and filling the position identified in the audit (recommendation #5) in June of 2019 the Department can now focus on remaining recommendations and make adjustment to recommendations #1 and #2.

This position will be responsible for developing an Administrative Regulation surrounding roles and responsibilities for both Fleet Operations and client departments related to service levels surrounding the acquisition process.

Priority	Issue Date:	Original Target Date:	Current Target Date:
3	September 27, 2018	June 2020	June 2020

#4 Fleet Operations Department (Fleet Operations) should evaluate and implement solutions for project tracking, customer communications, and acquisition planning by utilizing FleetFocus EAM to the greatest extent possible. As part of the implementation, Fleet Operations should collect more specific data so that it can be used to evaluate acquisition process operations. Fleet Operations should ensure that key steps of the acquisition process are entered into FleetFocus EAM in a standardized way so that it can monitor acquisition and up-fitting timelines.

In Process As January 6, 2020, the Department has been focusing its efforts on Priority 2 audit recommendations (audit recommendations 1, 2 and 5) which they have reported as being implemented; however, OCA has determined only #5 is implemented.

The department reported that by creating and filling the position identified in the audit (recommendation #5) in June of 2019 the Department can now focus on remaining recommendations and make adjustment to recommendations #1 and #2. This position will be responsible for developing an Administrative Regulation surrounding roles and responsibilities for both Fleet Operations and client departments related to service levels surrounding the acquisition process.

Priority	Issue Date:	Original Target Date:	Current Target Date:
3	September 27, 2018	June 2020	June 2020

#6 The Fleet Operations Department should develop policies and procedures for FleetFocus EAM data collection to ensure data accuracy, completeness, validity, and timely entry. The policies should include a data monitoring component.

In Process As January 6, 2020, the Department has been focusing its efforts on Priority 2 audit recommendations (audit recommendations 1, 2 and 5) which they have reported as being implemented; however, OCA has determined only #5 is implemented.

The department reported that by creating and filling the position identified in the audit (recommendation #5) in June of 2019 the Department can now focus on remaining recommendations and make adjustment to recommendations #1 and #2. This position will be responsible for developing an Administrative Regulation surrounding roles and responsibilities for both Fleet Operations and client departments related to service levels surrounding the acquisition process.

Priority	Issue Date:	Original Target Date:	Current Target Date:
3	September 27, 2018	June 2020	June 2020

Human Resources Department

19-015 Performance Audit of Pay Equity

(NO)

#2

Human Resources, working collaboratively with Personnel, and the City Attorney's office, should develop and execute an action plan for things the City may be able to do to mitigate its unadjusted earnings gaps if/as appropriate. Strategies may include:

- a) Considering how to increase part-time arrangements for a larger number of City positions;
- b) Expanding other flexible work policies such as position-sharing or telecommuting as appropriate;
- c) Building on past work and exploring additional policies such as expanded parental leave, onsite child care, and flexible work arrangements where appropriate;
- d) Ensuring leadership opportunities such as Citywide Supervisors Academy, OpEx Academy, and other departmental efforts are being offered to a diverse audience;
- e) Reducing reliance on overtime to meet staffing requirements, especially within Fire-Rescue; and
- f) A particular focus on these or other operationally-appropriate efforts within public-safety departments.

In Process Per a memo issued by the COO to the City Council on August 8, 2019, it states:

In response to further recommendations in the audit, the City's Human Resources (HR) Department is creating an action plan to mitigate unadjusted earnings gaps. Pending any implementation requirements - such as meet and confer with recognized employee organizations - required by the Meyers-Milias-Brown Act and Council Policy 300- 06, the action plan will be finalized and executed after the conclusion of the citywide pay equity study. Additionally, on August 1, 2019, HR requested the City's six recognized employee organizations provide ideas and suggestions on how to address earning gaps, by Friday, August 16, 2019.

No additional updates have been provided since the issuance of the memo.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	April 8, 2019	December 2021	December 2021

Parks and Recreation Department

19-016 Performance Audit of the City's Administration of Joint Use Agreements with San Diego Unified School District

(CK)

#1 We recommend that the Parks and Recreation Department revise the MOU to reflect the vision and the shared goals of the City and the District.

During the revision process, the Parks and Recreation Department should work with the City Attorney's Office to determine an acceptable solution for any potential maintenance amounts that may be the District's responsibility per the requirements set forth in the existing MOU.

If an updated MOU is adopted, the Parks and Recreation Department should develop a contract template for the Joint Use Agreements.

In Process The department reported that the recommendation related to *Establish Contract Template for Joint Use Agreements* is developed and the template was used for the Joint Use Agreements for Standley Middle School and Spreckels Elementary School Joint Use Facilities which was docketed for the February 10-11, 2020 City Council meeting. The department considers this action closes out a portion of the Recommendation #1. The department is still working on the remaining piece and is on target for July 2020 date. OCA will review all supporting documentation upon completion.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	April 9, 2019	July 2020	July 2020

#2 We recommend that the Parks and Recreation Department implement a tracking system for the Joint Use agreements for each site to include, but not be limited to: land, development, and maintenance cost; park location; acres; agreement start date; agreement expiration date; and, if applicable, parity calculations.

In Process The department reported that it is still working on the recommendation and is on target for July 2020 date. OCA will review all supporting documentation upon completion.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	April 9, 2019	July 2020	July 2020

#3 We recommend the Parks and Recreation Department develop policies and procedures with a process narrative describing the Parks and Recreation Department, Planning Department, and other applicable City departments' responsibilities for the data inputs into the tracking system as described in Recommendation 2.

In Process The department reported that it is still working on the recommendation and is on target for July 2020 date. OCA will review all supporting documentation upon completion.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	April 9, 2019	July 2020	July 2020

#4 We recommend the Parks and Recreation Department, with the assistance of the Planning Department and the City Attorney's Office, develop a proposal for City Council to consider revisions to Council Policy 700-35 to include, but not be limited to:

- Strategic vision for the joint use program;
- Joint use program objectives;
- City department responsibilities; and
- Annual reporting requirements for reports to City Council or Council Committee to include:
 - Report Due Date;
 - Number and Description of joint use sites approved by Council during previous fiscal year;
 - Total number and description of joint use sites opened during previous fiscal year;

Prior fiscal year financial contributions by the City; and o Total financial contributions by the City.

In Process The department reported that it is still working on the recommendation and is on target for July 2020 date. OCA will review all supporting documentation upon completion.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	April 9, 2019	July 2020	July 2020

Personnel Department

19-015 PERFORMANCE AUDIT OF PAY EQUITY

(NO)

#3 As part of the development of the action plan recommended above, the Personnel Department, in collaboration with Human Resources, should work with departments – particularly within public safety - to evaluate strategies for increasing diversity in higher-paying positions if/as appropriate. Such strategies may include:

- a) Maintaining support for programs such as Fire-Rescue’s Girls Empowerment Camp and Cadet Program, and SDPD’s STAR/PAL program, while reevaluating if they are sufficient to meet the City’s workforce diversity goals;
- b) Evaluating if additional measures besides above are needed to increase diversity, such as job description requirements, middle-of-the-night on-call requirements etc.;

- c) Job advertisements in media which the City has not previously used, and that targets underrepresented groups; and
- d) Recruiting materials reflective of a diverse workforce.

In Process No update provided by the department. OCA will continue to follow up during the next reporting cycle.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	April 8, 2019	December 2020	December 2020

#5 The Personnel department, working collaboratively with HR and the City Administration, should collaborate as appropriate and consider entering employee education levels into SAP in order to facilitate more robust earnings gap analysis and improve the City's overall strategic human capital management. This could include simply tracking the minimum years of education requirements for each position, or could include more robust tracking such as years of education for each employee.

Similarly, but separately, Personnel, working collaboratively with HR and the City Administration, should consider identifying a way for employees to update their identified gender and race/ethnicity, if desired - for example, through the employee information update capabilities currently within SAP.

In Process The Personnel Department is working with the Office of the City Attorney and the Information Technology Department to evaluate the feasibility of allowing employees to request changing their gender via SAP.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	April 8, 2019	December 2020	December 2020

Public Utilities Department

**19-019 PERFORMANCE AUDIT OF THE PUBLIC UTILITIES DEPARTMENT
CUSTOMER SUPPORT DIVISION CUSTOMER SERVICE OFFICE (CALL CENTER)**

(MG)

#1 To maximize its call system investment and provide enhanced customer service, the Public Utilities Department's (PUD) Customer Support Division (CSD), should assess its Call Center data and system needs and, within its chosen call center system, develop a plan that includes, but is not limited to:

- Acquisition of a dedicated subject matter expert (SME) to provide technical and operational support for the call system; and
- Determination of data necessary for management and Supervisors to assess customer service goals.

In Process

PUD has almost completed the first recommendation of acquisition of a dedicated subject matter expert to provide technical and operational support of the call system. The Program Coordinator (Data Manager) position was approved by both the Civil Service Commission and the City Council, and the selection of a final candidate is in process.

The Department of Information Technology identified a preferred call center system.

The target implementation date has been extended to accommodate the IT schedule for implementation of the new call center system city wide. The current estimate from the Department of IT for installation and implementation for PUD is by June 2020.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	June 4, 2019	January 2020	January 2020 June 2020

#2

To facilitate knowledge transfer for future users of the call management system, the Public Utilities Department's (PUD) Customer Support Division (CSD) should develop policies and procedures on how to use the system, including the system's reporting capabilities. CSD should also develop a training plan to educate staff, at least annually, on the use of the Call Center system's features.

In Process

A new call center system has been selected and the Department of IT is getting ready to implement. During the call center system implementation, initial training will be conducted. Once the call center system has been implemented and is operational, PUD will be developing policies and procedures on how to use the system, including reporting capabilities. Training will be conducted as part of the new employee training and as needed after that.

The target implementation date for the implementation of the call center system is June 2020. The completion of the policies and procedures would need to follow that date, so are scheduled for January 2021.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	June 4, 2019	January 2020	January 2020 January 2021

#4 To ensure that Customer Service Representatives (CSRs) consistently enter the correct reasons for customer calls into the Call Center system, the Public Utilities Department's Customer Support Division (CSD) should develop written guidance that standardizes the types of call activities that should be categorized under each call reason type.

In Process The Public Utilities Department developed and executed a new Standard Operating Procedure which standardized the types of call activities that should be categorized under each call reason type. The new Customer Success Team Program Manager was hired and will be responsible for assuring the Customer Service Representatives (CSRs) enter the correct reasons for calls.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	June 4, 2019	January 2020	January 2020

#6 To ensure that Customer Service Representatives (CSRs) have the proper authority to efficiently respond to customer inquiries, the Public Utilities Department's Customer Support Division (CSD) should review authorization levels for its Customer Services Office's (Call Center) CSRs and determine which additional authorizations/customer requests CSRs should be able to process/approve without the intervention of a Call Center Senior CSR or a Supervisor.

In Process A robust training program was designed and implemented. Most Customer Service Representatives have completed their soft-skills and technical training with the final training session completing in January 2020. The implementation of the new call center system will include technical training on the new system. The target implementation date for the current training will complete this recommendation in January 2020. Training will be an ongoing activity in the department.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	June 4, 2019	January 2020	January 2020

20-002 PERFORMANCE AUDIT OF PUD’S ADVANCED METERING INFRASTRUCTURE IMPLEMENTATION

(LB) (JP)

#3 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.

In Process Public Utilities Department has developed a draft Citywide Advanced Metering Infrastructure (AMI) Deployment Project Charter that includes all elements mentioned in the Audit’s recommendation, including augmenting city staff with a third-party meter installation provider. Due to concerns raised by the affected recognized employee organizations on this approach, a Meet and Confer process will occur, which will ultimately determine the approach that will be used to complete this project. Deadlines cannot be determined until the approach to be used on the project is determined.

The target implementation date for this recommendation is being revised to July 2021, but is dependent on the completion of the Meet and Confer process.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	July 11, 2019	January 2020	January 2020 July 2021

#4 The Executive Steering Committee should meet regularly to review performance against project goals and timelines and adjust the deployment plan as needed.

In Process The Executive Steering Committee has been meeting quarterly to review progress and provide direction, as needed. The ability to finalize the Project Charter and move forward with the Citywide AMI deployment strategy is delayed pending the outcomes of the Meet and Confer process discussed in Recommendation 3.

The target implementation date has been revised to reflect the new target date in Recommendation 3, but is dependent on the schedule for completion of the Meet and Confer process.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	July 11, 2019	January 2020	January 2020 July 2021

#6 The Public Utilities Department (PUD) should develop a staffing management plan for meter replacements to enable the department to complete the Citywide AMI implementation on a schedule, as determined by PUD. As part of this plan, PUD should consider: A dedicated work group with experienced and stable staff to complete meter replacements; and Augmenting City forces with a third-party meter installation provider.

In Process

PUD has developed a staffing management plan which identifies necessary City forces and functional roles required to achieve the Citywide AMI implementation goals. PUD desires to augment City forces performing field installation work via a third-party contract but this process has been put on hold to come to agreement through the Meet and Confer process with the affected recognized employee organizations. Once the project approach has been updated to include the outcomes from the Meet and Confer process, staff will identify the necessary next steps to complete this recommendation.

The target implementation date has been revised to reflect the new target date in Recommendation 3, but is dependent on the schedule for completion of the Meet and Confer process.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	July 11, 2019	January 2020	January 2020 July 2021

#7 The Public Utilities Department (PUD) should evaluate the impacts and causes of turnover and vacancies in the meter replacement group, working with the Personnel Department (Personnel) to address any identified causes, as needed. This should include, but not be limited to, evaluating the impact of job classification requirements and pay competitiveness on employee recruitment and retention. If PUD determines pay competitiveness is a significant driver of turnover and vacancies, PUD management should submit a Special Salary Adjustment to Personnel for Water Systems Technician, Laborer, and any other affected classifications.

Similarly, if PUD determines current job classifications are preventing PUD from hiring and retaining employees, PUD should work with Personnel to modify or create new classifications that are better suited to the tasks associated with the AMI implementation and other PUD business needs.

In Process

PUD is reviewing and recommending revisions to existing classifications and the creation of new classifications to increase the success of the recruiting process.

It should be noted that a discussion of internal and external workforces for the overall installation of AMI meters has been determined to require Meet and Confer with the City's recognized employee organizations. The timeline for that discussion and resolution is currently unclear. For that reason, the timeline for implementation of this recommendation has been extended to January 2021.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	July 11, 2019	July 2020	July 2020 January 2021

#8

The Public Utilities Department (PUD) should develop a staffing management plan for endpoint installation and programming to enable the department to complete the Citywide AMI implementation on a schedule, as determined by PUD. As part of this plan, PUD should consider: A dedicated work group with experienced and stable staff to complete endpoint installation and programming; and Augmenting City forces with a third-party endpoint installation and programming provider.

In Process

It should be noted that a discussion of internal and external workforces for the overall installation of AMI meters has been determined to require Meet and Confer with the City's recognized employee organizations. The timeline for that discussion and resolution is currently unclear.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	July 11, 2019	July 2020	July 2020 January 2021

#9

To capture labor costs more accurately, Public Utilities management should provide timekeeping instructions to all employees working on the AMI project that specify how and when to charge their working time to the project. These instructions should be provided to employees in all business units working on the project, including (but not limited to) field crews that

complete meter and endpoint installation, programming, and troubleshooting and office staff performing related administrative duties. These timekeeping instructions should also include guidance on supervisory responsibilities for those employees who approve others' time entries and guidance on which WBS sub-element(s) is (are) appropriate to use.

In Process

PUD has provided employees instructions on how to charge their time to the AMI project. Public Utilities Management is actively engaged in assessing the effectiveness of timekeeping instructions, policies and procedures which specify how and when City Forces charge working time to the AMI Project. Continued monitoring activities are in process to ensure compliance.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	July 11, 2019	January 2020	January 2020 July 2020

#10

The AMI project manager or an appropriate designee should be assigned to continuously monitor time entries and/or labor charges to the project for reasonableness; if issues are identified as part of this review, the project manager should coordinate appropriate corrective actions across the organization as necessary.

In Process

The AMI Project Manager has been working with the business units and actively engaged to monitor time entries and/or labor charges for reasonableness and to coordinate appropriate corrective actions, if needed. EAM functionality provided via the Work Order Completeness Reports and Labor Detail Summary Reports are used to monitor time entries and labor charged to the AMI CIP budget.

The target implementation date has been changed to allow time for management to assess the efficiency of the process and evaluate if any revisions are necessary.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	July 11, 2019	January 2020	January 2020 July 2020

#11 The Public Utilities Department (PUD) and the Department of Information Technology (DoIT) should work together to evaluate the EAM Work Manager control environment and ensure the new Work Manager development meets PUD’s needs for complete, accurate, and timely data entry for meter replacements. Specifically, these should include controls at the device level that prevent incomplete and inaccurate data from entering the meter replacement workflow. Additionally, this evaluation should include maintaining an awareness of business processes and associated activities, and comprehensive testing of EAM Work Manager for the meter replacement process.

In Process

The Public Utilities Department recently hired a new Deputy Director of IT (DDIT) whose responsibilities include working with the Department of IT to identify any revisions necessary to the EAM Work Manager to ensure accurate and timely data entry for meter replacements.

The target implementation date has been changed to January 2021 to allow the new DDIT time to complete this recommendation.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	July 11, 2019	February 2020	February 2020 January 2021

#12 The Public Utilities Department (PUD) and Department of Information Technology (DoIT) should work together to evaluate the control environment of any application to be used for endpoint installations—such as EAM—and ensure that it meets PUD’s needs for complete, accurate, and timely data entry for endpoint installations. Specifically, these should include controls at the device level that prevent incomplete and inaccurate data from entering the meter replacement workflow. Additionally, this evaluation should include maintaining an awareness of business processes and associated activities, and comprehensive testing of any application to be used for endpoint installation—such as EAM—for the endpoint installation process.

In Process

PUD continues to work with the Department of IT on EAM Work Manager use. Collaboration with the Department of IT on integration requirements for installation of endpoints will also continue as implementation of the overall AMI program moves forward.

The target implementation date has been revised to correspond to the outcome from the meet and confer process as well as allow implementation time for the new Deputy Director of IT.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	July 11, 2019	June 2020	June 2020 July 2021

#13 The Public Utilities Department should track the causes, resolution, and duration of all exceptions cases resulting from AMI meter replacements, including but not limited to EMMA and the SAP Workflow Inbox, and review the data to perform trending and root cause analyses.

In Process

This recommendation requires the Citywide AMI implementation project to be in process in accordance with the deployment plan which is subject to Meet and Confer with affected recognized employee organizations. Once the deployment plan is in process the review of data can occur to perform trending and root cause analyses of all exception cases.

The target implementation date is being revised to accommodate the change to schedules related to the Meet and Confer process and overall implementation of the AMI process.

Priority	Issue Date:	Original Target Date:	Current Target Date:
3	July 11, 2019	July 2020	July 2020 July 2022

Transportation & Storm Water

18-023 PERFORMANCE AUDIT OF THE STORM WATER DIVISION

(AH) (MG) (DN)

#5 To ensure that the City meets its municipal permit requirements, minimizes the risk of noncompliance, appropriately maintains the storm drain system, and avoids additional deferred maintenance costs, the Transportation and Storm Water Department Storm Water Division (SWD) should initiate the development of a long-term funding strategy to meet its present and future capital and operational needs identified in the Watershed Asset Management Plan (WAMP) and Jurisdictional Runoff Management Plan (JRMP). The funding strategy should be finalized and publicly documented once the WAMP and JRMP have been updated to reflect future compliance

costs, to be determined upon completion of SWD's current negotiations with the San Diego Regional Water Quality Control Board regarding SWD's request to utilize the Integrated Planning Framework program. SWD should work with the City of San Diego's Independent Budget Analyst to review long-term funding options, such as: continued / increased reliance on the General Fund, general obligation bonds, a general tax measure, increasing the storm water fee, and any other options that may significantly contribute to closing the existing funding gap. Additionally, SWD should consult with the Office of the City Attorney to ensure that the selected funding mechanism(s) meet legal requirements. When developing its funding strategy, SWD should:

- Identify stakeholders' preferences, priorities, and satisfaction levels. Such efforts should occur before a decision has been made, or to test various ideas and approaches. To elicit public input, SWD may use (but is not limited to) the following mechanisms:
 - 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.

Present the funding strategy to the City Council upon completion. The funding strategy should include a plan to pursue the desired funding mechanism(s) based on consideration of information obtained from stakeholders, expert knowledge, objective data, and using the success factors identified by other municipalities in our report.

In Process

The Storm Water Division (SWD) development of a long-term storm water funding strategy as identified in Recommendation Number 5 is in process. In addition, SWD provided an informational update at the December 11, 2019 Audit Committee meeting to provide an overview of the project's schedule and key components that are currently in development. The staff report and presentation are included with this update for reference.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	June 14, 2018	January 2021	January 2021

#6

If the selected funding mechanism(s) requires voter approval, then the Transportation and Storm Water Department Storm Water Division (SWD) should ensure that it hires a consultant to conduct an unbiased, statistically reliable survey of potential voters to estimate voter support for a variety of funding options deemed viable by the long-term funding strategy recommended above. When conducting the survey, the consultant should educate stakeholders on specific storm water issues, including: flood prevention, the storm water funding gap, the deferred capital backlog, ongoing operational costs, and water quality regulations. The consultant should then solicit voter opinions and include analysis regarding:

- Importance of water quality and flood reduction to residents and businesses;
- Whether, and how much residents or property owners are willing to pay for water quality measures, storm water infrastructure, and other SWD activities;
- Funding mechanism structure options, such as tiered fee rates, fee rates that adjust annually by inflation, a sales tax measure, general obligation bonds, etc.;
- Identify objections and strategies to overcome them; and
- Whether the funding mechanism can be obtained by a simple majority or a two-thirds supermajority

Based on the survey results, SWD should modify the plan to pursue the selected funding mechanism(s) as needed, and execute the plan.

In Process

This recommendation is based on the results of the Storm Water long term funding strategy that is being developed as part of Recommendation Number 5. If the selected funding mechanism requires voter approval, the Storm Water Division will hire a consultant to conduct an unbiased, statistically reliable survey of potential voters to estimate voter support for a variety of funding options deemed viable by the long-term funding strategy.

Priority	Issue Date:	Original Target Date:	Current Target Date:
1	June 14, 2018	January 2022	January 2022

#9

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.

In Process As a part of the scoping of the workflow and processes that would be needed to implement a cost-recovery program for storm water re-inspections, the Storm Water Division identified the need for additional resources to administer the program. A budget request was submitted by the Transportation & Storm Water Department (Department) as part of the FY 20 budget request. However, the request was prioritized against other budgetary needs and was not selected for funding. The Department will continue to prioritize this request as part of future budget processes.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	June 14, 2018	January 2020	January 2020

19-014 PERFORMANCE AUDIT OF THE CITY’S CURB PAINTING PROCESS

(CK) (CN)

#3 To establish roles and responsibilities and develop better communication among City departments and outside agencies to help operations perform more efficiently and effectively, we recommend the Director of the Transportation and Storm Water Department require Transportation Engineering Operations Division to develop and coordinate written agreements with Economic Development Department, Development Services Department, and the San Diego Metropolitan Transit System to share more information and ensure that City records accurately reflect curb painting approved by those organizations.

In Process No update was provided for this report.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	February 11, 2019	June 2020	June 2020

19-018 PERFORMANCE AUDIT OF THE CITY’S RIGHT-OF-WAY TREE TRIMMING MAINTENANCE PROGRAM

(CK)

#3 We recommend that the Transportation & Storm Water Department Urban Forestry Program should develop a process to track and monitor key performance indicators related to service notifications. Program management should identify relevant key performance indicators that will address the program’s workload and resource capacity. Specific

performance measures to be tracked should include, but not be limited to, the following:

- a) Total service notifications received and closed during each fiscal year, broken down by priority; and
- b) Average response time for service notifications received and responded to during each fiscal year, broken down by priority.

In Process

No update was provided for this report.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	May 31, 2019	March 2020	March 2020

#4

We recommend that the Transportation & Storm Water Department Urban Forestry Program should develop a mechanism for reporting service notification performance measures to City leadership and the public. The key performance indicators should be reported in a formal document, such as the City's Annual Budget and/or an annual report to relevant City boards and committees. At a minimum, the total number of service notifications received, closed, and average response time should be reported in the City's Annual Budget along with other Transportation & Storm Water Department key performance indicators.

In Process

No update for this reporting period.

Priority	Issue Date:	Original Target Date:	Current Target Date:
2	May 31, 2019	April 2020	April 2020