



City of San Diego

MARK KERSEY

CITY COUNCILMAN, FIFTH DISTRICT

MEMORANDUM

DATE: January 22, 2013

TO: Honorable Members of the Infrastructure Committee

FROM: Councilman Mark Kersey, Chair, Infrastructure Committee

RE: Report from City Auditor on Outstanding Infrastructure Audit Recommendations

Attached please find documentation provided by the City Auditor regarding outstanding audit recommendations related to the City's infrastructure management and delivery processes. Since many of these recommendations suggest process improvements regarding project implementation, which this new committee is now responsible for overseeing, I have requested that the City Auditor's Office present the outstanding recommendations to the Infrastructure Committee so that we can be informed about the City's progress in implementing them.

11-009 **STREET MAINTENANCE: CITY NEEDS TO IMPROVE PLANNING, COORDINATION, AND OVERSIGHT TO EFFECTIVELY MANAGE TRANSPORTATION ASSETS**
(SM)

#3 Begin to take steps to implement transportation asset management, including:
a. setting well-defined policies and goals; b. establishing and reporting on performance measures; c. developing short- and long-term plans for transportation assets where the City lacks plans—such as for resurfacing, clarifying and enhancing existing plans, integrating all transportation-related plans, and making these available to the public, for example via the Department’s website; d. annually reporting the City’s various investments in transportation, including capital projects and maintenance.

Not Implemented No change in status from the previous reporting cycle. The administration has provided a targeted implementation date of December 31, 2012. We will continue to follow up on the recommendation during our next reporting cycle.

Target Date: 12/31/2012

#4 Develop a 24-month Citywide excavation plan for all maintenance work and share this plan with other departments and relevant private entities to prevent and/or resolve to the extent possible conflicts involving planned projects.

Not Implemented No change in status from previous reporting cycle. The department provided an implementation target date of July 1, 2012. This target date is outside this reporting period, so we will continue to follow up on the recommendation during our next reporting cycle.

Target Date: 7/1/2012

#5 Develop and implement a documented process for ensuring that City departments and private entities comply with trench cut requirements and identify conflicts in a more timely manner, including establishing policies and procedures and internal controls.

Not Implemented No change in status from previous reporting cycle. The department provided an implementation target date of July 1, 2012. This target date is outside this reporting period, so we will continue to follow up on the recommendation during our next reporting cycle.

Target Date: 7/1/2012

#6 Develop suggested changes to the San Diego Municipal Code for holding nonlinear cuts into pavement or the use of trenchless technologies to the same requirements as linear trench cuts during the moratorium period.

Not Implemented No change in status from previous reporting cycle. The department provided an implementation target date of July 1, 2012. This target date is outside this reporting period, so we will continue to follow up on the recommendation during our next reporting cycle.

Target Date: 7/1/2012

#9 Revise City standards for trench restoration to establish more stringent requirements and ensure that public and private entities restore streets to an acceptable level, such as resurfacing curb to curb.

Not Implemented No change in status from previous reporting cycle. The department provided an implementation target date of July 1, 2012. This target date is outside this reporting period, so we will continue to follow up on the recommendation during our next reporting cycle.

Target Date: 7/1/2012

#10 Enforce the formal, specific trench repair requirements and establish stringent penalties for unpermitted work, which: fully cover the cost of current and future degradation, are based on current costs and updated annually, incentivize public and private entities to coordinate street excavations.

Not Implemented No change in status from previous reporting cycle. The department provided an implementation target date of July 1, 2012. This target date is outside this reporting period, so we will continue to follow up on the recommendation during our next reporting cycle.

Target Date: 7/1/2012

#12 Reconcile right-of-way permits issued with excavation fees collected for fiscal years 2007 through 2010 and identify an effective method of reporting this information to the new Transportation and StormWater Department in future years.

Not Implemented No change in status from previous reporting cycle. We will continue to follow up on the recommendation.

Target Date: 1/1/2012

11-027 PERFORMANCE AUDIT OF CAPITAL IMPROVEMENT PROGRAM

(TT)

#1 Develop an effective methodology for identifying the City's deferred maintenance and capital needs.

Not Implemented No change in status from previous reporting cycle.

Target Date: N/A

#7 Establish a policy for implementing a Citywide asset management program to include a schedule and significant milestones, and potentially linking the Enterprise Asset Management program with the capital planning office.

Not Implemented No change in status from previous reporting cycle.

Target Date: 12/31/2011

#8 Complete the development of standard criteria and processes for collecting asset information and assessing the condition of assets, including moving toward the use of a standard database for a Citywide inventory.

Not Implemented No change in status from previous reporting cycle. The department provided an implementation target date of December 31, 2012. This target date is outside this reporting period; therefore, we will continue to follow up on this recommendation during our next reporting cycle.

Target Date: 12/31/2012

#9 Require that all client departments evaluate alternatives to appropriate projects based on desired outcomes, such as including conducting risk/criticality assessments and lifecycle cost analysis and assessing maintenance/ rehabilitation and non-construction options.

Not Implemented No change in status from previous reporting cycle.

Target Date: N/A

#12 Assess the current priority scoring process, including obtaining input from service and client departments and other stakeholders, and develop suggested changes, if needed, to City Council Policy 800-14. Require that officials with relevant experience, such as

planning and redevelopment staff, be consulted as appropriate when client departments develop priority scores for projects.

**Not
Implemented**

No change in status from previous reporting cycle.

Target Date: 12/31/2011

#14

Develop updated agreements with all client departments to establish project implementation expectations and requirements.

**Not
Implemented**

No change in status from previous reporting cycle.

Target Date: N/A

#20

Conduct project-level post-construction reviews to identify lessons learned and develop recommendations on how to improve future performance. Include the frequency of reviews for non-repetitive projects in existing policy on conducting post-construction reviews.

**Not
Implemented**

No change in status from previous reporting cycle.

Target Date: 3/31/2012

12-001

**PERFORMANCE AUDIT OF PUBLIC UTILITIES CAPITAL
IMPROVEMENT PROGRAM**

(TT)

#1

Work with Public Works/Engineering and Development Services to develop a documented process that ensures all information and documents on completed projects are provided to Public Utilities in a timely manner and include this in service level agreements with these departments.

- The process should include a control for Public Utilities to ascertain that Public Works/Engineering and Development Services are providing all information within the agreed upon timeframe.

**Not
Implemented**

No change in status from previous reporting cycle. The department stated recommendation implementation is on track for June 30, 2012 completion; however, at the time of this report no documentation was submitted to indicate implementation of the recommendation.

Target Date: 6/30/2012

#2

Determine the frequency of which the condition of appropriate assets should be assessed and establish a schedule for these assessments, particularly for water transmission mains.

- Reassess the most cost effective approach for assessing the condition of and prioritizing water distribution pipes as the Department develops its replacement program for asbestos cement pipes, such as the use of predictive software to forecast asset condition.

**Not
Implemented**

No change in status from previous reporting cycle. The targeted implementation date was revised for July 31, 2012. This target date is outside this reporting period; therefore, we will continue to follow up during our next reporting cycle.

Target Date: 7/31/2012

#3

Develop a schedule for implementation of SAP Enterprise Asset Management (EAM) and provide updates on progress to Independent Rates Oversight Committee (IROC) and other stakeholders.

- To ensure that all City departments, including Public Utilities, derive benefits from the Departments SAP EAM implementation, coordinate with the Enterprise Resource Planning Department's efforts to merge with the existing EAM system, which the Transportation and Storm Water Department currently uses.

Not Implemented

No change in status from previous reporting cycle. The department stated recommendation implementation is on track for September 30, 2012 completion. This target date is outside this reporting period, so we will continue to follow up during our next reporting cycle.

Target Date: 9/30/2012

#7

Develop a comprehensive Wastewater Master Plan based on a full assessment of the wastewater system's needs and best practices when it updates this plan in three to five years.

- Provide links to other plans or documents when best practice elements are excluded from master plans.

Not Implemented

No change in status from previous reporting cycle. The department stated recommendation implementation is on track for August 31, 2012 completion.

Target Date: 8/31/2012

#8

Conduct regular updates to master, Capital Improvement Projects (CIP), and financing plans.

- Update water and wastewater master plans every three to five years.

Not Implemented

No change in status from previous reporting cycle. The department stated recommendation implementation is on track for August 31, 2012 completion.

Target Date: 8/31/2012

#11

Revise the service level agreement with the Public Utilities Department to describe specific requirements to monitor and report project delivery costs.

Not Implemented

No change in status from previous reporting cycle. The department stated recommendation implementation is on track for August 31, 2012 completion.

Target Date: 8/31/2012