

Office of the City Auditor City of San Diego

Performance Audit of the Community Parking District Program

THE CITY COULD IMPROVE MANAGEMENT OF THE
COMMUNITY PARKING DISTRICT PROGRAM

Presentation to the Audit Committee

November 20, 2014



Audit Objectives

- Determine whether the CPDs and the City have guidance in place to ensure they are adhering to Council Policy;
- Determine the extent to which the current program structure enables the City to monitor the CPD program's efforts to achieve goals established by Council Policy; and
- Evaluate whether CPD program revenues and expenditures are being measured and analyzed.

Background

- CPDs were established by Council Policy 100-18 to provide impacted communities with a way to develop and implement parking management solutions.
- Parking meter revenues are collected within parking meter districts and split 55%/45% with the City and CPDs respectively.
- Six designated CPDs, but only three have parking meters within parking districts.

Background – Parking Meter Revenue Allocations

Parking Meter Revenue Allocations

Fiscal Year	Total City Allocations	Total CPD Allocations	Total City Administrative Costs	Total Parking Meter Revenues
FY 2011	\$2,334,047	\$2,826,000	\$2,541,912	\$7,701,959
FY 2012	\$2,786,794	\$2,869,000	\$2,701,121	\$8,356,915
FY 2013	\$3,220,027	\$2,612,402	\$2,776,385	\$8,608,814
FY 2014	\$3,356,377	\$2,728,909	\$3,051,229	\$9,136,515
Totals	\$11,697,245	\$11,036,311	\$11,070,647	\$33,804,203
% of Total Revenues	34.6%	32.6%	32.7%	

Note: According to Economic Development staff, CPD revenue allocations have been adjusted over the scope period to reflect the difference between the amounts budgeted at the start of the fiscal year to the meter revenue and expenditure reconciliation performed at year-end.

Source: OCA analysis of unaudited data provided by Economic Development.

Background: FY 2015 Developments

- **Implementation of smart meters**
 - ◆ Simplifies payment process
 - ◆ Improves data collection
- **Establish dedicated fund for parking revenue and expenditures**
 - ◆ Increases transparency
 - ◆ Separate internal orders for each CPD

Finding 1

The City could enhance its management of the CPD Program by establishing a documented process to sustain program efforts and outcomes.

- ♦ **Review of CPD plans are in accordance with Council Policy**
- ♦ **Administrative process is undocumented and not fully developed**

Finding 2

Program administration could be improved by adopting formal performance measures and reporting performance results to key stakeholders.

- ♦ **Parking revenues and expenditures are tracked, monitored, and CPDs are accomplishing projects**
- ♦ **No requirement to measure, analyze, or report performance**
- ♦ **Performance measures are needed to assess service efforts, costs, and accomplishments**

Finding 3

The processes used to account for program funds and the implementation of parking-related projects could be enhanced by adopting formal monitoring procedures to more effectively control program outcomes.

- ♦ **There are informal processes to facilitate activities**
- ♦ **No formal management and oversight procedures to ensure CPD funds are accounted for and projects are completed in a timely and consistent manner**

Recommendations

- Development of formal guidance to detail processes used to account for CPD funds and implementation of projects;
- Adoption of performance measures to support monitoring needs of program stakeholders, and to periodically report performance; and
- Strengthened monitoring procedures over City-implemented projects and quality assurance procedures.

Management agreed to implement all recommendations.

Requested Committee Action

We ask the Audit Committee to accept and forward the audit report (OCA-15-009) to the City Council.