




Office of the City Manager

INFORMATION CALENDAR

December 12, 2006

To: Honorable Mayor and
Members of the City Council

From:  Phil Kamlarz, City Manager

Submitted by: Douglas Hambleton, Chief of Police

Subject: Implementation Status of Parking Enforcement Operations Audit
Recommendations Update

SUMMARY

On March 7, 2006, Staff provided Council with an update to the City Auditor's audit report of the Parking Enforcement Operations, dated March 8, 2005. Staff was aware of needed improvements and began to implement them prior to the audit going before Council. There were 13 findings and 20 recommendations; all recommendations have been implemented.

The complete Parking Enforcement Operations Audit can be found on the City's website at:
<http://www.cityofberkeley.info/auditor/currentaudits.htm>.

This information item summarizes the status of the most recent implemented recommendations.

Finding 1: Number of citations per PEO decreased

Auditor's Recommendation 1.3: We recommend that the Budget Office and the Police Department use estimates of revenue generated from citation information to examine the cost vs. benefit of hiring additional PEOs or supervisors to manage and report on PEO activities, either on a permanent or temporary basis. The non-financial benefits of the parking enforcement function should also be addressed. Even though the number of citations issued per PEO declined, it appears that the revenue generated may exceed the cost of the additional hire, depending on the non-personnel cost (marginal direct and indirect costs) involved in supporting the function.

City Manager's Response: Implemented. Council agreed in its April 12, 2005 meeting to create a third Parking Enforcement Supervisor position (hired August 2005) and increase staffing by hiring an additional three Parking Enforcement Officers. Due to other vacancies in PEO staffing, the Police Department has hired an additional four employees (hired March 2006) for a total of seven PEO positions. The new PEOs were fully functional in a solo capacity April 2006.

Finding 2: Monthly reports on PEO activity and results were not verified or reconciled to the available data and appeared insufficient for decision-making purposes.

Auditor’s Recommendation 2.2: Hiring a Public Safety Business Manager could help the Police Department to assign and train appropriate staff to give financial and accounting issues the proper review and also provide for adequate budgetary and performance measure reporting.

City Manager’s Response: Implemented. As reported to Council on June 14, 2005, the Police Department eliminated a lieutenant position to restructure several management positions and fund a non-sworn Business Manager and a non-sworn Crime Analyst position. The Crime Analyst was hired July 31, 2006; the Business Manager has been hired and will start on January 7, 2007.

Finding 3: Allocations of revenues and expenses to the Parking Fund resulted in deficits.

Auditor’s Recommendation 3.1: We recommend that the City Manager reconsider realigning the revenues generated by the PEOs and the Police with the expenses incurred by the parking enforcement unit so that there is a true corresponding relationship between the cost and benefit of work performed by parking enforcement operations. This change could increase the transparency of the costs and revenues related to the parking enforcement function.

City Manager’s Response: Implemented. The Budget Office agrees with the finding and recommendation. Staff plans to continue review and implement any necessary realignment effective FY 2008 (July 1, 2007). The Budget Office will provide an update to Council during the FY 2008 budget process.

Finding 4: Parking Enforcement goals of the city appear inconsistent.

Auditor’s Recommendation 4.1: We recommend that the City Manager draft and submit to Council for approval a mission statement and policy directive regarding parking enforcement. While alluded to in the General Plan, the main goals of parking enforcement are not explicitly, publicly, and clearly stated. By stating the reasons for enforcement, goals can be established and the Department’s performance in reaching those goals can be measured using appropriate performance measures. This policy should clearly define to the Police Department and the Office of Transportation, as well as to residents, the City’s goals and objectives for parking enforcement and how to meet them.

City Manager’s Response: Implemented. Council approved the language in the mission and policy statement at its November 28, 2006 meeting.

Finding 5: Parking Enforcement beats are not reassigned when staff are absent.

Auditor’s Recommendation 5.1: We recommend that the Police Department consider the possibility of reassigning beats in case of absences, taking into account traffic enforcement needs, revenue generation, and employee safety and injury prevention concerns. Note: This

analysis can be based on data prepared in order to implement recommendation 1, that the City Manager and the Police Department examine the cost vs. benefit of hiring additional PEOs and/or supervisors so management of traffic circulation and parking as well as revenue generation are maximized.

City Manager’s Response: Implemented. With the hiring of three new PEOs and the replacement of four previously vacant positions, staff started the beat analysis March 2006. In the midst of the analysis, staff realigned the beats to include an Alta Bates Hospital Residential Parking Permit (RPP) beat. While being cognizant of employee safety, injury prevention, revenue generation and traffic enforcement needs, the beat alignment remained relatively the same with the exception of the added Alta Bates RPP beat. Having realigned the beats based on the new staffing, Parking Enforcement Supervisors are able to assign a PEO to each beat, under normal conditions. When PEOs are absent an alternate beat alignment is usually used to insure there is a PEO assigned to each beat. In rare circumstances PEOs are assigned to cover one full beat and part of a nearby beat, ensuring that all areas of the City are being enforced.

Finding 8: The PEOs are having some problems enforcing parking laws.

Auditor’s Recommendation 8.1: We recommend that the City continue with its plans to update or replace the meters as soon as possible. We further recommend that the City Manager consider reallocating resources to accelerate routine parking enforcement maintenance such as curb painting to return the City back to a basic level of marking.

City Manager’s Response: Implemented. The parking meter operation has recently been improved since the introduction of software enhancements by the manufacturer of the single space meters. Curb painting is performed on a regular basis. When complaints are received regarding faded curb markings, the response time for correction is within seven days. Furthermore, the City Manager will consider further expansion of the Pay & Display program in the context of future budget projections in FY 2008.

Finding 11: Lack of accountability over the canisters containing the meter coins

Auditor’s Recommendation 11.2: We recommend that the Office of Transportation consider moving the collection operation to the Corporation Yard.

City Manager’s Response: Implemented. The coin collection operation was fully implemented at the Corporation Yard effective May 2006.

Finding 12: Limited supervisory oversight over coin collectors

Auditor’s Recommendation 12.1: We recommend that the Office of Transportation consider moving its coin collection operations to the Corporation Yard so there is better oversight of the staff during working hours.

City Manager’s Response: Implemented. See response for 11.2; fully implemented May 2006.

Finding 13: Physical safeguarding of assets is not adequate

Auditor’s Recommendation 13.1: We recommend that the Office of Transportation ensure that physical security over assets is improved.

City Manager’s Response: Implemented. Completed with the move of the coin operation to the Corporation Yard; effective May 2006.

Auditor’s Recommendation 13.2: We recommend that the Office of Transportation consider moving the collections operation to the Corporation Yard.

City Manager’s Response: Implemented. See response for 11.2; fully implemented May 2006.

POSSIBLE FUTURE ACTION

The Police Department and Department of Public Works will continue to review and improve its management of the parking enforcement and maintenance operations. The Budget Office will provide an update to Council during the budget process in FY 2008.

FISCAL IMPACTS OF POSSIBLE FUTURE ACTION

The remaining cost impact of the audit relates to increasing the Pay & Display system in other parts of the city. The additional funding impacts related to the Department of Public Works, Office of Transportation, are unknown at this time. No other costs are identified with responding to the audit recommendations; however, if the recommendations become action items that Council concurs with, there will be fiscal impacts outlined in the Council Reports to follow. The cost-benefit analysis performed by staff in response to Recommendation 1.3 demonstrated that the additional revenue resulting from implementation of the recommendation would exceed the costs.

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