

- Parking Authority of the City and County of San Francisco, CA
San Francisco, CA

Assessment of Parking Authority Business Practices

BACKGROUND

The Parking Authority Commission of the City and County of San Francisco retained CHANCE Management Advisors, Inc. to lead a consulting team to perform an assessment of the business practices, policies, and procedures of the Parking Authority (PA). The Parking Authority is an independent organization formed under state law, similar to parking authorities created in most other states. The Commission desired to compare the PA business practices to best practices in the parking industry, with the goals of improving garage revenues and operational efficiencies. Not only were these goals associated with the PA, but they also relate to the Municipal Transportation Authority (MTA), since a high proportion of net revenue from the PA is used to support public transit in San Francisco.

The consulting team reviewed a wide range of documents from within the Authority, from parking operators hired by the PA to manage individual garages, and from the Commission. Site visits were held to interview PA staff, operator personnel, and others within the City and County of San Francisco who are involved with the budget, operations, and contracts for the garages.

SCOPE OF SERVICES

In its request for proposals, the Parking Authority had listed a series of questions for which it wanted answers from the selected consulting team. The topics covered in these questions included:

- improvements needed in revenue and expense reporting;
- best practices to protect against misappropriation of revenues and resources;
- improved revenue planning and expense budgeting;
- capital project planning and budgeting;
- development of parking rates;
- evaluation of existing staff and staff complement needed;
- process for selecting garage management companies;
- adequacy of garage management contracts; and
- division of responsibilities between the Authority and the garage management companies.

RESULTS

The consulting team presented the results of the project to the Parking Authority Commission. Actions taken by the Commission subsequent to the project include: replacing PA personnel, hiring new personnel, creating a new organizational structure for the PA, starting the process to specify a new Parking Access and Revenue Control System (PARCS), beginning the process to develop a new contract to solicit proposals from parking management companies to operate facilities, and auditing major garages.



Assessment of Business Practices

Review of Financial Oversight and Planning

Analysis of Management Contracts and Practices

