



UPTOWN COMMUNITY  
PARKING DISTRICT

---

ANNUAL CPD REPORT | FY 2006-07

APPROVED THE BOARD OF DIRECTORS OF UPTOWN PARTNERSHIP, INC.

DECEMBER 6, 2007



## UPTOWN COMMUNITY PARKING DISTRICT ANNUAL CPD REPORT – FY 2006-07

### BACKGROUND

Council Policy 100-18 establishes Community Parking Districts (CPDs) to help communities with high parking demands meet them with funds from parking meter revenues collected locally. Each CPD has an Advisory Board and a management plan. Uptown Partnership, Inc. is the nonprofit corporation that manages the Uptown CPD under contract with the City of San Diego.

The Uptown CPD has approximately 1,500 parking meters concentrated in commercial areas. The City allocates 45% of the annual revenues collected from these meters to the Uptown CPD. For FY 2006-07, the City set aside \$595,487 from parking meter revenues collected in the previous fiscal year. When the City reconciled its accounts at the end of FY 2004-05, it also added \$265,494 that was owed to the Uptown CPD.

Uptown Partnership is a 501(c)(3) corporation governed by a nine-member Board of Directors. Board members are volunteers with strong community ties. They hold 10 public meetings per year and one meeting is committed to strategic planning.

The Partnership submits this annual report in fulfillment of the City's contractual requirement. Detailed, task-by-task descriptions are appended.

### STRATEGIC DIRECTION

The mission of Uptown Partnership is to develop a vibrant Uptown community through creative collaborations that enhance the vitality of its businesses, sustain the health of its residential community, and promote a cohesive neighborhood. To achieve its mission, the Partnership focuses its work on improving parking access, traffic circulation, and pedestrian mobility.

In October 2006, the Board of Directors made a strategic decision to refocus its attention and funds on **multiple projects throughout Uptown**. Since 1997, the focus had been on building a capital reserve to pay for a parking structure in the heavily parking-impacted central area of Hillcrest while funding small projects elsewhere. The reasoning behind the Board's strategic shift reflects the realities of both the private market and public funding.

- *Real estate.* Neither the City nor the Uptown CPD owns property for a parking structure in Uptown. Uptown Partnership's efforts to purchase or lease property over the years have been frustrated by City constraints and market forces, and the City is not inclined to use eminent domain for this purpose.
- *Costs.* In 2005, the estimated cost to purchase a suitable parking structure site was \$7 million. Construction of a 350-space parking structure would cost another \$7 million for a total of \$14 million, which far exceeds the funds available.
- *Financing.* Bond financing through the City of San Diego is not available, and the City is unable to provide a revenue guarantee to repay a loan

obtained from another source. Nor are redevelopment funds available to Uptown as they are in North Park and Downtown.

Leveraging the funds saved since 1997 to finance a multi-million dollar project is not feasible under current conditions, and the amount accrued is insufficient to construct a parking structure of any sort. Therefore, the Board has opted to fund multiple projects throughout Uptown.

The budget for FY 2007-08 is the first one to reflect this strategic decision. Please note that this annual report is for FY 2006-07, prior to the Partnership's intentional redirection of funding.

## KEY PROJECTS

In FY 2006-07, the ***Five Points Parking and Traffic Study*** succeeded on several levels.

- ***Added parking.*** The Partnership published a report for the first phase of work in June 2007, which features the addition of 25 new parking spaces along San Diego Avenue.
- ***Neighborhood involvement.*** Staff involved the neighborhood in two well-attended workshops and worked with a representative advisory committee in a series of meetings to identify issues and problem areas.
- ***City partnership.*** In collaboration with City Traffic Engineering, the Partnership and advisory committee developed a list of improvements that the City is in the process of implementing.

The Partnership is an active participant in the ongoing ***Hillcrest Corridor Mobility Plan***, funded by Caltrans and conducted by the City and SANDAG.

- ***Expertise.*** Since early 2007, staff members have contributed their expertise in urban planning to monthly meetings of the consultant's technical team.
- ***Public involvement.*** Staff members are assisting the consultant with a citizens' working group and three public workshops. The first two workshops were in April and June 2007; a third workshop is scheduled for November 2007.
- ***Future projects.*** The project consultant will present a report in early 2008, which will outline potential projects to improve parking availability, traffic circulation, pedestrian and bicycle mobility, and transit access. Uptown Partnership will incorporate suitable projects into its work plan, starting in FY 2008-09.

## WORK IN PROGRESS

Two projects for which the Partnership allocated over \$150,000 each in previous fiscal years – ***Normal Street Median Reconstruction and Washington-Goldfinch Intersection Improvements*** – continued to process government approvals in FY 2006-07. The City and Partnership expect both projects to be constructed in 2008.

- ***Added parking.*** The Normal Street project will add 15 parking spaces with multi-space metering, landscaping and trees in the median, and a safer pedestrian crossing at Normal and University Streets.

- *Traffic and pedestrian improvements.* The Washington-Goldfinch project will improve traffic circulation and pedestrian crossings at an intersection located at the heart of the Mission Hills business community.

**COMMUNITY RELATIONS**

As a public service, Uptown Partnership sells City parking meter cards to the public at cost. **Parking card sales** to the public in FY 2006-07 were \$168,651, significantly higher than any other parking card outlet in the City. Neighborhood parking card resellers in Uptown began to buy directly from the City rather than obtain them on consignment from the Partnership in FY 2006-07. Therefore, their sales, which run about \$30,000 per year, no longer count in the Partnership’s total.

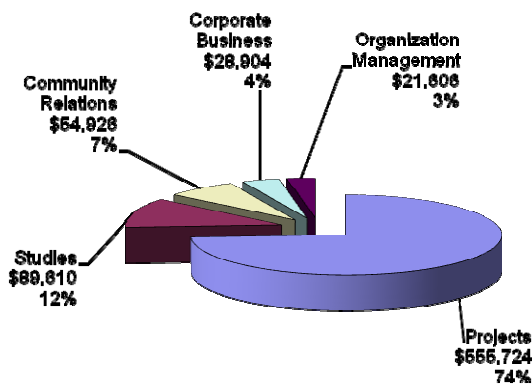
In FY 2006-07, Uptown Partnership completed a significant **website upgrade**, providing easy online access for purchasing parking meter cards, obtaining City parking information, and learning about Uptown Partnership’s people, projects, and public meetings. The web address is [www.uptownpartnership.org](http://www.uptownpartnership.org).

Liaison with **community organizations** is a vital element of the Partnership’s community relations efforts – usually requiring four to six meetings or presentations by staff each month. In FY 2006-07, Uptown Partnership’s Executive Director also presented a case study to the American Planning Association’s Parking Symposium in San Diego.

**FISCAL SUMMARY**

At the beginning of FY 2006-07, the City allocated \$595,487 in new funding to the accumulated Uptown CPD fund amount of \$1,983,655, for a total of \$2,579,142. Uptown Partnership’s operations budget for FY 2006-07 totaled \$750,770; the chart below shows the budgeted allocations.

**FY 2006-07 Budgeted Expenditures**



## APPENDIX A: TASK-BY-TASK DESCRIPTIONS

### OVERVIEW OF THE TABLES IN THIS DOCUMENT

The tables summarize two types of information: the scope of work descriptions provided to the City in Uptown Partnership's contract for FY 2006-07 and accomplishments for each item.

The tables are divided into three categories of effort: projects and studies; community relations; and fiduciary duties.

SCOPE OF WORK – DESCRIPTION	ACCOMPLISHMENTS
<b>Hillcrest Parking Garage</b>	
Work with private broker to purchase real estate in central Hillcrest for proposed CIP to construct a public parking garage; Est. land cost \$7 million; Includes \$25K for consulting (see also Contingency Proposals below).	Because the broker found no “willing sellers” for the selected parcels, the Board re-examined the project’s financial context and concluded that, without City bonding and a revenue guarantee, this project is financially infeasible. Therefore, the Board opted to redirect its efforts to smaller capital projects dispersed throughout Uptown. This policy shift is reflected in the Partnership’s budget for FY 2007-08.
<b>Hillcrest Parking Redevelopment</b>	
Invest funds in bridge loans to selected developers in Uptown with the condition that the development project will provide additional public parking; Includes \$25K for consulting (see also Contingency Proposals below).	Discussion with the Council Districts and key City staff produced a consensus to <i>invest</i> rather than <i>loan</i> parking meter revenues to development projects. Initial steps to identify viable financial investment tools in cooperation with the City are underway in FY 2007-08.
<b>Normal Street Median Reconstruction</b>	
CIP to reconstruct median strip between Blaine and University; Net 15-17 additional parking spaces; Install 4-way stop at Blaine; \$132K (DIF) also committed for construction.	Before the City Council approved the CIP for this project in June 2007, the Board set up a \$25K job order for City Engineering staff to bill against so that work could continue. However; City Engineering has experienced delays in preparing the construction documents that will push construction into early 2008.
<b>4th &amp; Quince Pedestrian Improvements</b>	
CIP to install a pedestrian crossing and appropriate caution signage for oncoming traffic; Includes \$25K for pedestrian safety features; City is seeking grant of \$260K.	For the second year, the City’s grant proposal to SANDAG failed to get funding; therefore, the City has put this project on hold. The Partnership continued this project in its budget for FY 2007-08 and is proposing to spend the funds as planned for crosswalk improvements.
<b>Washington-Goldfinch Improvements</b>	
CIP to construct traffic calming and sidewalk improvements; No net gain of parking spaces; \$178K already committed for capital costs (until April 2008).	In FY 2005-06, the City added federal funding to this project, triggering a year-long review process. Construction is expected to begin in early 2008.
<b>SR163 Traffic Diversion Signs</b>	
Install additional signs to divert freeway-bound traffic away from central Hillcrest; Includes \$2K for sign production by City sign shop.	Deferred in order to select locations consistent with the Hillcrest Corridor Mobility Plan (HCMP) due to be completed in February 2008 (see below). The HCMP will recommend means of improving parking, traffic circulation, and pedestrian mobility

APPENDIX A: TASK-BY-TASK DESCRIPTIONS

SCOPE OF WORK – DESCRIPTION		ACCOMPLISHMENTS
<b>Five Points Traffic &amp; Parking</b>		
Assist community to prepare a written plan for improving parking and circulation in the Five Points area, including a ranked list of projects, potential funding, and construction phasing; Includes \$20K for consulting.	Neighborhood plan completed and approved, with input from two neighborhood workshops, an advisory group that met eight times, WalkSanDiego, and City Traffic Engineering staff. Results include installation of 25+ added parking spaces, upgraded signs and curb painting, and a V-calm electronic speed sign.	
<b>Hillcrest Mobility Plan</b>		
City-SANDAG study to recommend improvements to traffic and transit in this corridor; Follow up to Partnership's 2004 traffic calming study; Partnership is liaison among agencies and will assist with public participation.	Two Partnership staff members are participating as members of the technical team and citizen advisory group for this study, both of which meet monthly. The Partnership office houses the public information center for the project, and staff members are assisting the consultant in convening three public workshops in April, June, and November 2007.	
<b>Meter Areas, Rates &amp; Hours</b>		
Assess areas in Uptown with and without meters, productivity of existing meters, and impact of adjusting time limits; Recommend pilot program incorporating information from Downtown Parking District pilot programs.	The UCSD Planning intern hired for this study quit just after starting, and the Partnership had no staff resources to pick up this study. To move this study forward, the Partnership budgeted for a comprehensive parking and meter use study to be conducted by a consultant in FY 2007-08.	
<b>Mission Hills-Hillcrest Library Parking Design</b>		
CIP plans include the potential to add 90 public parking spaces; Staff is participating in community plan review sessions; Includes \$5K for consulting.	This work depends on the City's progress in planning the new library. No new information became publicly available in FY 2006-07. The City's funding coordinator currently is recommending that the City postpone public review of the library design for at least another year. The Partnership will continue to monitor this project and to participate actively in community reviews when they occur.	
<b>Hospital Complex Development &amp; Residential Parking</b>		
Evaluate parking and circulation in the Hospital complex area, and monitor Parking Advisory Board, which identified residential parking permits as a priority. Scripps-Mercy plans to construct a new parking garage.	Partnership staff met and conferred with the hospital facilities manager and legal counsel concerning hospital's general plan update and construction of new parking garage to accommodate employees. The new garage, which is likely to be constructed in FY 2008-09, will relieve pressure on unregulated parking spaces in neighborhood.	
<b>Central Hillcrest East-West Traffic</b>		
Document current conditions and develop potential solutions for congestion on the east-west streets in central Hillcrest; Hillcrest mobility plan (above) will produce some data.	City submitted a Caltrans application for grant funding prepared in cooperation with Partnership staff and a community volunteer in October 2006. On Sept. 28, 2007 (after the end of FY 2006-07), Caltrans announced its grant selections, which DID NOT include this project – an unexpected response given that it met their criteria and that they funded a similar project two years ago. Until Caltrans provides the reason for its decision, the Partnership will defer action on this study.	
<b>Washington Intersections @ 4th &amp; 5th</b>		
Design facilities to improve pedestrian access across Washington from the Medical Center; Identified in Partnership's evaluation of pedestrian safety and the traffic calming study; Includes \$20K for consulting.	Deferred. Assuming that Caltrans will approve the grant application for the Uptown Corridor Mobility Study (submitted in October 2006), this project will be incorporated into the recommendations from that study.	

APPENDIX A: TASK-BY-TASK DESCRIPTIONS

---

SCOPE OF WORK – DESCRIPTION	ACCOMPLISHMENTS
<b>Construction Mitigation – Private Projects</b>	
Draft a report/proposal that formalizes methods and experiences used with recent City projects for use with private developments (potential future revenue source).	Deferred. This study had a lower priority than those supporting capital projects and improving operations in the public right-of-way, and staff work loads were maximized without it.
<b>CONTINGENCY PROPOSAL: Hillcrest Parking Projects</b>	
Progress on the two Hillcrest parking projects (above) will determine how Partnership engages consultants to develop proposed parking garage and conduct analyses needed for loan program; Includes \$50K designated for consulting plus reserve funds; Projects will draw on reserve funds as needed.	Reserve funds were untapped; see the Accomplishments for the first two parking projects at the beginning of this report.

APPENDIX A: TASK-BY-TASK DESCRIPTIONS

SCOPE OF WORK – DESCRIPTION	ACCOMPLISHMENTS
<b>Parking Card Program Sales &amp; Management</b>	
<p>Administrative Assistant sells cards and assists public with parking and meter card information; Operations Manager oversees card program &amp; vendor sales; Sales in calendar year 2005 exceeded \$200K.</p>	<p>Sales of parking cards and reload time in FY 2006-07 totaled \$168,651. The Partnership made the following program upgrades in FY 2006-07 that improved cash flow and recordkeeping.</p> <p>In July 2006, the Partnership discontinued providing parking cards to resellers on a consignment basis and began to require payment upon delivery. Several resellers stopped selling parking cards, leaving two major outlets at the Hillcrest Association and Hillcrest Ace Hardware. This policy change cleared up a serious accounting discrepancy that had occurred because of the delayed consignments payments to the Partnership by the resellers.</p> <p>In December 2006, the part-time Administrative Assistant position became the full-time Program Assistant position with responsibility for all aspects of the parking card program; consolidating these duties under one person has improved the efficiency of the program.</p> <p>In the last quarter of 2006, the Partnership installed Point of Sale software to track transactions and inventory levels, which resulted in much more precise and reliable recordkeeping.</p> <p>In February 2007, the Partnership began referring all customers with malfunctioning cards to City Parking Management. Because Parking Management has no set procedures to reimburse for the cost of refunds and exchanges, the Partnership was carrying more than \$1,000 in reimbursable costs on its books for months at a time. Since this policy change, the Partnership has balanced this account.</p>
<b>Construction Mitigation – Public Projects</b>	
<p>Executive Director works with Council offices and BIDs to alleviate public project impacts on neighborhoods</p>	<p>In FY 2006-07, no City improvement projects in Uptown required this service. We expect to collaborate with the BIDs and Council offices to offer neighborhood mitigation meetings in 2008 for the Normal Street median project and the Washington-Goldfinch intersection project.</p>
<b>Utility Art Box Program</b>	
<p>Partnership staff coordinates efforts of volunteer artists and provides art supplies to repaint sidewalk utility boxes</p>	<p>The staff person in charge of this program left the Partnership halfway through the fiscal year. Before leaving, she oversaw the painting of several new utility boxes and contracted for the thorough washing of approximately one-half of the existing painted boxes.</p>
<b>Public Awareness</b>	
<p>Partnership staff prepares newsletter (3x/yr) for distribution to 2,200 recipients, maintains current information on website, and provides parking information to public</p>	<p>The Partnership staff prepared two newsletters in FY 2006-07, one less than anticipated because a full-time staff person left mid-way through the fiscal year and the part-time person who was hired was assigned to focus on the parking card program.</p>
<b>Community Organizations Liaison</b>	
<p>Executive Director maintains close working relationships with City staff, community leaders, and political representatives and attends numerous meetings in community</p>	<p>The Executive Director regularly attended the monthly meetings of several community organizations throughout the year – Uptown Planners, Hillcrest BID, Mission Hills BID, Hillcrest Town Council, Bankers Hill-Park West Association. The Board President attended monthly meetings of the City Parking Advisory Board.</p>

APPENDIX A: TASK-BY-TASK DESCRIPTIONS

SCOPE OF WORK – DESCRIPTION	ACCOMPLISHMENTS	COMMUNITY RELATIONS
<p><b>Uptown Transit Monitoring</b></p> <p>Staff Planner coordinates community responses to transit changes proposed by MTS three times per year</p>	<p>The Metropolitan Transit System (MTS) has implemented significant bus system changes in Uptown that include the implementation of limited-stop (semi-express bus) service in both the north-south transit corridor on 4th- and 5th Avenues and the east-west transit corridor along Washington Street and University Avenue. In addition, a shuttle service has replaced local route service, connecting north and south Mission Hills with Hillcrest and downtown.</p> <p>Uptown Partnership staff has presented these changes to the Partnership’s Program Committee and coordinated comments on these proposed changes from Uptown Planners and the Business Improvement Districts for Hillcrest and Mission Hills.</p> <p>SANDAG and MTS continue to work on implementing the priority Bus Rapid Transit (BRT) service connecting downtown with San Diego State University by way of Park Boulevard in Uptown.</p>	

## APPENDIX A: TASK-BY-TASK DESCRIPTIONS

The following objectives are not part of the contractual Scope of Work; however, they are intrinsic to accomplishing the Scope of Work.

SCOPE OF WORK – DESCRIPTION		ACCOMPLISHMENTS	FIDUCIARY DUTIES
<b>Annual Financial Audit &amp; Tax Filings</b>			
Contract requires annual audit, and Board follows Nonprofit Integrity Act guidelines for compliance.	Auditor completed “clean” audit report for FY 2005-06 and submitted it to Board of Directors, who accepted it and submitted it to the City.		
<b>Annual Planning</b>			
Board meets annually to review progress and performance and to provide strategic direction for organization and staff.	Board held a facilitated discussion of strategic planning issues met on October 28, 2006; the facilitator and Executive Director prepared and circulated a report of the Board’s findings.		
<b>Annual Reporting</b>			
Contract requires FY report submission.	Report submitted to City as part of budget and implementation plan approval process.		
<b>Annual staff evaluations</b>			
Executive Director reviews performance and prepares written report for each staff member at end of calendar year.	Executive director completed assessments for all three employees and recorded them in December 2006.		
<b>Annual budget and scope of work preparation</b>			
Contract requires submission of annual budget and scope of work prior to end of FY.	Partnership staff and Board developed work plan and budget for FY 2007-08 in Q3 of FY 2006-07 and submitted it to the City according to the City’s timetable.		
<b>Monthly Board meetings</b>			
Schedule and prepare action agendas for 10 meetings per year (monthly except January and July).	Board provided public notice (according to Brown Act) and conducted all regularly-scheduled meetings. Agendas and minutes were posted on the Partnership’s website for public access.		