



THE CITY OF SAN DIEGO
REPORT TO THE CITY COUNCIL

DATE ISSUED: Wednesday, September 28, 2011 **REPORT NO:** 11-125

ATTENTION: Committee Chair Todd Gloria and Budget and Finance Committee
Members for the agenda of **Wednesday, October 5, 2011**

SUBJECT: Performance Measures for the Fiscal Year 2013 Proposed Budget

REFERENCE:

- Report to Council 11-011: ‘Performance Measures for the Fiscal Year 2012 Proposed Budget’
- City of San Diego Strategic Plan (further information can be found using the following link: <http://www.sandiego.gov/strategicplan/>)

REQUESTED ACTION:

REVIEW AND DISCUSSION

STAFF RECOMMENDATION:

Receive update from the Assistant Chief Operating Officer (ACOO) on what performance measures will be included in the Fiscal Year 2013 Proposed Budget

SUMMARY:

Background

During the Budget and Finance Committee meeting held on January 26, 2011, the Assistant Chief Operating Officer presented Report to Council #11-011: ‘Performance Measures for the Fiscal Year 2012 Proposed Budget’. It described the performance measure development process undertaken by all mayoral departments (and some non-mayoral ones) and included the list of measures that resulted from this effort.

The purpose of this report is to provide an update on the performance measure development process for the Fiscal Year 2013 Proposed Budget. Participating departments will be asked to update their existing performance measures by providing two fiscal years worth of data – Fiscal Year 2011 actual figures and Fiscal Year 2012 estimates – for each measure. These are the measures that departments will be asked to update:

Proposed Performance Measures for Fiscal Year 2013

CITY PLANNING AND DEVELOPMENT	
Development Services	
1	Percent of plan reviews completed in two cycles or less
2	Percent of development inspections completed within next working day of request
3	Percent of Code Violation cases investigated within 180 days <ul style="list-style-type: none"> • Building/Housing/Noise • Land Development/Zoning
4	Percent of plan reviews achieved within stakeholder group-established turnaround times
5	Percent of community plans equal to or less than: <ul style="list-style-type: none"> • 5 years old • 10 years old • 15 years old
6	Percent of Community Development Block Grant reform and new Council policy completed
7	Amount of public facility improvements funded through Development Impact Fees (DIFs), Facilities Benefit Assessments (FBAs), tax increment, or other sources
8	Number of small businesses assisted
9	Percent of Public Facilities Financing Plans (PFFPs) equal to or less than: <ul style="list-style-type: none"> • 1 year old since last comprehensive update • 2 years old since last comprehensive update • 3 years old since last comprehensive update
10	Percentage of discretionary reviews resulting in sustainable elements included in the project
Redevelopment	
1	Percent of five year Implementation Plans updated
2	Number of affordable housing units completed by the Redevelopment Agency
3	Number of redevelopment project areas managed
4	Total dollar amount of tax increment managed
OFFICE OF THE MAYOR AND CHIEF OPERATING OFFICER	
Commission for Arts & Culture	
1	Customer satisfaction rating on the Commission's responsiveness of staff as very good or excellent across all programs
2	Number of recommendations in the 2004 Public Art Master Plan implemented (e.g., public art project management and collections management activities)
3	Number of technical assistance and community partnership workshops conducted across all programs
4	Customer satisfaction rating on the Commission's overall performance across all programs
5	Percentage of Organizational Support Program applications reviewed and verified by the California Cultural Data Project
6	Number of active contracts with arts and culture organizations managed by the Commission
Office of the Mayor	
	None
Economic Growth Services	
1	Number of jobs retained or created
2	Number of enterprise zone vouchers issued
3	Private investment dollars generated by economic development programs
4	Number of businesses assisted

Special Events	
1	Percentage of workflow and document management system application completed
2	Percentage of permit application system and website upgrade completed
3	Number of insurance claims paid exceeding \$1,000
4	Amount of Annual Transient Occupancy Tax (TOT) revenue generated for which Office of Special Events provided support services
5	Number of production meetings conducted with citywide team and event organizers
6	Number of special events held or assisted
OFFICE OF THE ASSISTANT CHIEF OPERATING OFFICER	
Office of the Assistant Chief Operating Officer	
1	Customer satisfaction with services provided by the Assistant Chief Operating Officer departments
2	Effectiveness in managing Assistant Chief Operating Officer department budgets (as measured by percentage of budget that is saved)
Administration	
1	Percent of Public Record Act requests completed within mandated timeline
2	Percent of EMS Compliance Monitoring Reports prepared and submitted
3	Percent of EMS compliance
4	Number of contractors certified within 10 days of receipt of complete Small Local Business Enterprise (SLBE) application package
5	Percent achievement of annual SLBE aspirational goal
6	Dollar value of awards to certified disadvantaged, minority, women, and disabled veteran enterprises
7	Percent compliance with federal, State, and local equal opportunity employment and contracting laws
Business Office	
1	Number of reengineering and efficiency studies completed
2	Results of internal customer satisfaction survey
3	Cumulative cost savings achieved from reengineering and efficiency studies and Managed Competition
4	Amount of cost savings resulting from Managed Competition
Department of Information Technology	
1	Percent increase in visits to City's public website
2	Percent of customers who believe their expectations are being met
3	Percent of detected unauthorized intrusion attempts are blocked
4	Percent of managed IT Service Level Agreement measures that are achieved
5	Percent of completed IT governance-approved projects that meet identified business priorities and IT
Enterprise Resource Planning	
1	Percent of staff with professional certifications
2	Percent of work requests completed on schedule
Human Resources	
1	Percent of complaints in which the Citizens' Review Board on Police Practices renders a decision within 60 days of assignment to Review Team
2	Number of community events and educational forums that promote understanding and inclusion which the Human Relations Commission hosted or was actively involved
3	Frequency of Labor Management Committee meetings held annually
4	Percent of Step V grievances resolved within 45 days (unless extension agreed upon by both parties)
5	Percent of training courses evaluated that receive a 4.5 (out of 5.0) or better from attendees
6	Number of training hours conducted
Library	
1	Annual circulation per capita

2	Annual attendance at adult programs
3	Annual attendance at juvenile programs
4	Number of patrons signed up to use the Internet on a Library computer
5	Percent of satisfaction with staff customer service delivery
6	Number of annual operating hours
Park and Recreation	
1	Results of customer satisfaction survey on Park & Recreation program activities
2	Results of customer survey on overall satisfaction with facilities
3	Compliance with maintenance standards (as determined by an inspection completed quarterly for a representative sample of parks)
4	Number of regulatory agency violations received for storm water violations (park personnel violations and park contractor violations)
5	Number of developed/undeveloped park acreage (includes water and joint use acreage) managed
6	Number of aquatic users
7	Number of hours of operation of recreation centers
Purchasing & Contracting	
1	Average time from bid opening to construction contract award
2	Average time from proposal receipt to vendor selection/contract award
3	Percent of customer survey above '3' scale
4	Average time to establish purchase order
5	Percent of staff attending citywide training on ethics and general Citywide codes of conduct
6	Cost savings/cost avoidance achieved via strategic purchase processes
7	Achieve savings through implementation of mechanized procurement applications and business tools for a more efficient, comprehensive procurement strategy
OFFICE OF THE CHIEF FINANCIAL OFFICER	
Office of the Chief Financial Officer	
1	Grant dollars awarded
2	Number of grants applied for (Citywide)
City Comptroller	
1	Percentage of invoices paid on-time Citywide according to the terms established with each vendor
2	The number and percentage of completed internal control Process Narrative documents and Process Flow diagrams completed and posted to the City Internal Controls Document Repository
3	The number and percentage of Citywide internal and external audit recommendations identified during the fiscal year, the number of audits issued and closed, the number of audits recommendations outstanding, the number of audit recommendations resolved, and % of audit recommendations that have been completed by the established deadlines
City Treasurer	
1	Average number of days for bank account reconciliations
2	Customer survey results of customer service satisfaction
3	The number of basis points the Core and Liquidity Investment Portfolios out-performed their benchmarks on a rolling 3-year basis. (Core Portfolio benchmark: Bank of America Merrill Lynch 1-3 year Treasury Index; Liquidity Portfolio benchmark: Bank of America Merrill Lynch 3-6 month Treasury Bill Index)
4	Completion of transient occupancy tax, lease, and franchise audits within established audit cycle departmental procedures
5	Percent of professional workforce attending trainings, conferences and continuing education programs
6	Percentage of delinquent account referrals collected

Debt Management	
1	Percent accomplishment of the professional development and training goals established by the Department to develop skilled employees and promote the highest ethical standards
2	Percent of primary offering disclosures coordinated by the Department that were reviewed by the City's Disclosure Practices Working Group (DPWG) and received a certification of the DPWG
3	Percent of debt payments made to bond trustees on time
4	Percent of the City's Investor Information Web Site updated with the latest City financial disclosures submitted to the Electronic Municipal Market Access (EMMA) System within two business days ⁽²⁾ ⁽¹⁾ Financial Disclosures include material event notices (defined by SEC Rule 15c-2-12 such as bond calls and rating changes), continuing disclosure annual reports, voluntary reports, and comprehensive annual financial reports
Financial Management	
1	Percent variance between actual General Fund expenditures and revised budget at year-end
2	Percent variance between actual General Fund revenue and revised budget at year-end
Risk Management	
1	Percent increase/decrease of workers compensation claims compared to prior year (as an indicator of safety program effectiveness)
2	Reserve balances in millions (and percentage of reserve goals) end of fiscal year for Public Liability
3	Reserve balances in millions (and percentage of reserve goals) end of fiscal year for Workers' Compensation
PUBLIC SAFETY AND HOMELAND SECURITY	
Fire-Rescue	
1	Cost/Loss Index (budget per capita + fire loss per capita)
2	Percent of effective fire force emergency response arrival within National Fire Protection Agency (NFPA) 1710 guideline of 9 minutes (by fire station district)
3	Percent of initial unit emergency response arrival within NFPA 1710 guideline of 5 minutes or less (by fire station district)
4	Percent of time EMS response time complies with Citywide standards (by service area)
5	Ratio of drownings to beach attendance at guarded beaches (U.S. Lifeguard Association standard is 1 for every 18 million)
Office of Homeland Security	
1	Percent of Emergency Operations Center (EOC) staff trained for their respective positions/roles
2	Percent of recommendations from after-action reports on exercises and/or disasters that have been addressed and/or implemented
Police	
1	Average response time to priority 1 calls
2	Average response time to priority 2 calls
3	Average response time to priority 3 calls
4	Average response time to priority 4 calls
5	Average response time to priority E calls
6	Clearance rates for violent crimes (homicide, sexual assault, robbery, aggravated assault)
7	Violent crimes per 1,000 (homicide, sexual assault, robbery, aggravated assault)
PUBLIC UTILITIES	
Public Utilities	
1	Average number of days to respond to and resolve customer-initiated service investigations
2	Miles of sewer mains replaced, repaired and rehabilitated

3	Miles of water mains replaced
4	Number of Primary Maximum Contaminant Level (MCL) violations as a result of potable water quality sampling
5	Number of sanitary sewer overflows (SSOs)
6	Number of water main breaks
PUBLIC WORKS	
Airports	
1	Percent adherence to Federal Aviation Administration (FAA) grant requirements
2	Number of days/year Airports are closed or otherwise unavailable to serve as part of the Regional and National Air Transportation System
3	Average number of working days to respond to a noise complaint
4	Percent of total revenue derived from aviation related activities
5	Percent deviation between cost of services at City airports and other similar regional airports
Engineering & Capital Projects	
1	Miles of waterline contracts awarded (NTP)
2	Miles of sewer lines replaced/rehabilitated (BO/BU)
3	Quarterly construction WIP (work-in-place based on paid invoices)
4	Total value of all projects awarded for construction (total project cost)
5	Number of construction contracts awarded (NTP)
6	Project delivery costs (design, permitting, project management, contracting) as a percentage of total construction costs
7	Percent of CIP projects designed or constructed within 10% of both their baseline schedule
8	Average number of working days to hire design consultants, design and prepare contract documents, obtain permits, and acquire property (from design initiation through 100% design)
Environmental Services	
1	Collection Services complaint rate (per 10,000 stops)
2	Diversion rate of recycled materials from disposal
3	Number of State Minimum Standard Notice of Violations (NOVs) received
4	Tons of household hazardous waste diverted from the Miramar Landfill
5	Average number of training hours per employee
6	Satisfaction rate of environmental education and outreach survey
General Services- Communications	
1	Percent of time that critical wireless infrastructure is available
2	Average number of busy seconds for voice radio access (per month)
General Services- Facilities	
1	Number of facility work orders in backlog
2	Average number of facility work orders completed per month
3	Average time to respond to an afterhours emergency facility work request
General Services- Fleet	
1	Percent of fleet that is over age and/or mileage
2	Percent of time spent performing preventive maintenance
3	Percent of change in carbon emissions of the City's fleet
4	Percent of performance expectations in services to other departments that meet or exceed vehicle availability goals
5	Percent of Non-Safety Light Duty fleet vehicles classified as Low Emissions Vehicles II
6	Percent of Non-Safety Medium/Heavy Duty fleet on-road diesel powered vehicles meeting CA Code Reg. Title 13(State Law requirement)
7	Percent reduction of carbon footprint of City's fleet (Green Fleet initiative)

General Services- Publishing	
1	Average time to complete standard printing work (business cards, memo pads, envelopes, letterhead)
2	Standard job turn-around times of approximately 80 percent within 10 days
3	Up-time for convenience copiers of 99 percent
4	Customer satisfaction rates of 98 percent ¹
	¹ Further customer satisfaction data will be collected prior to the completion of the final Statement of Work to ensure the possession of a representative sample (the standard may be adjusted accordingly)
Real Estate Assets	
1	Amount of revenue collected from leases
2	Amount of revenue received from telecommunication facilities located on City-owned property
3	Number of required appraisals completed
Transportation & Storm Water	
1	Average time to repair a pothole
2	Average time to respond to a sidewalk tripping hazard
3	Average time to repair a street light
4	Percent of streets overlaid
5	Percent of streets slurry-sealed
6	Number (and percentage) of miles of streets swept
7	Lineal feet (and percentage) of storm drain pipes cleaned
8	Percent of storm drain structures cleaned on an annual basis
9	Percent of dry weather monitoring sample follow-ups that are conducted in two working days
10	Percent of permit required watershed activities completed annually
11	Number of trainings conducted on construction and development regulations
12	Percentage of streets swept above current permit level
13	Percentage of traffic operations requests responded to within assigned 30/60/90 day turnaround timeframes

Performance Measure Selection Criteria. The performance measures were selected using the following criteria:

1. Alignment with the City's current strategic plan goals and objectives:

Goal 1: Safe, clean, and liveable city

- Protect the quality of our oceans, bays, rivers, lakes, and groundwater
- Provide effective public safety
- Provide safe and effective infrastructure
- Protect our environmental quality of our city

Goal 2: Fiscally-sound, effective city government

- Ensure long-term financial viability
- Foster public trust through an open and ethical government
- Provide cost-effective, competitive, customer-focused services

Goal 3: Sustainable growth and economic prosperity

- Plan for smart and coordinated growth
- Cultivate CleanTech and promote base and emerging sector industries including manufacturing, international trade, and tourism, as well as support the military

- Develop fiscally-sound civic projects that enhance San Diego’s quality of life
- Enhance water reliability through conservation and development of alternative sources

Goal 4: Responsive, committed, and innovative workforce

- Continue to support a diverse workforce reflective of, and responsive to, the residents, businesses, and visitors of San Diego
 - Train a skilled, professional workforce
 - Value innovation and entrepreneurship in service delivery
2. Use of existing measures, wherever possible, as to not overly burden departments;
 3. Focus on the most critical core functions, rather than attempt comprehensive measurement of all departmental activities.

These measures reflect the primary responsibilities and priorities of the departments.

Next Steps

City Strategic Plan. After the Fiscal Year 2013 Annual Budget is adopted, the City Strategic Plan will be updated to reflect current priorities and areas of focus for the next five year period. This updating is deferred until after the FY2013 budget is adopted, as we want the Strategic Plan to be financially feasible, and the Mayor has committed to presenting a structurally balanced FY2013 budget.

The City Strategic Plan charts the strategic direction of the City. It contains the City’s mission, vision, goals, and objectives. The City Strategic Plan is a product of collaboration between the Mayor’s leadership team and subject matter experts from across all departments. It defines the direction for the City and provides a strategic framework for the strategies and activities of the departments. In developing that Strategic Plan, the Mayor’s leadership team reviewed a broad array of existing Mayoral, Council, and public input which included the following: the Fiscal Year 2010 City Strategic Plan, the Mayor’s eight significant areas of concern outlined in the Fiscal Year 2010 Proposed Budget, the Five Year Financial Outlook (for Fiscal Years 2009, 2010, and 2011), the General Plan (Guiding Principles), recommendations made by the Office of the Independent Budget Analyst (IBA) in IBA Report #09-90: ‘IBA Review of the Mayor’s Proposed FY2010 and FY2011 Budget, Council budget priorities as outlined in IBA Report #08-7: ‘City Council Budget Priorities for FY2009’, recommendations from the Kroll Report, and prioritization information gathered from the public in the form of feedback from the San Diego Speaks series and suggestions from the City of San Diego Strategic Plan public input website. All of these sources were used to develop the City Strategic Plan that exists today.

Department Tactical Plans. Once the City Strategic Plan has been updated, strategic plans at the department level (called ‘tactical plans’) will be developed and properly aligned with the City Strategic Plan. This will involve reengaging all Mayoral departments (and those non-mayoral departments that would like to participate) through a three month process where each department’s mission, vision, strategic goals, objectives, initiatives, performance measures, and

targets will be developed. These tactical plans will be based on two things – departmental priorities and the citywide goals and objectives outlined in the City Strategic Plan.

The three month development process for departments would begin in November 2012 and be completed in time for the release of the Fiscal Year 2014 Proposed Budget.

Performance Measures and Sizing/Workload Data. As mentioned earlier, performance measures at both the City and department-wide level will be developed as part of the Fiscal Year 2014 budget process. Performance measures will be outcome-oriented and used to set expectations for performance against goals. To help put the performance measures into context, baseline performance information, current fiscal year performance estimates, and target performance information will be included. Baseline information (previous fiscal year actual and current fiscal year estimates) will help the budget reader understand how the department is currently performing. Target information will show what the department aspire to accomplish in the next fiscal year.

In addition to the performance measures, sizing/workload data will also be presented. This type of information helps the public understand a department's resources, as well as the scope and volume of work effort being produced.

FISCAL CONSIDERATIONS:

None

PREVIOUS COUNCIL and/or COMMITTEE ACTION:

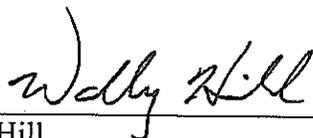
On September 15, 2010, the Budget and Finance Committee discussed the need for interim key performance measures to be provided in the Fiscal Year 2012 Proposed Budget.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:

None

KEY STAKEHOLDERS AND PROJECTED IMPACTS:

Key stakeholders in this process are City employees, City Council, and all those that read and use the City of San Diego's budget documents.



Wally Hill

Assistant Chief Operating Officer



'Performance Measures for the Fiscal Year 2013 Proposed Budget'

**Presentation to the Budget and Finance Committee
Report No. 11-125**

Wednesday, October 5, 2011

Agenda

- Background
- Overview of Performance Measures for Fiscal Year 2013
- How Performance Measures were Developed – Selection Criteria
- About the City Strategic Plan
- City Strategic Plan – Goals and Objectives
- Department Tactical Plans
- Performance Measures
- How Measures Link to the City Strategic Plan
- Next Steps



Background

- Report to Council #11-011: 'Performance Measures for the Fiscal Year 2012 Proposed Budget' (1/26/11)
 - The Assistant Chief Operating Officer described the performance measure development process for FY2012 and presented the resulting list of measures to the Budget and Finance Committee
- Report to Council 11-125: 'Performance Measures for the Fiscal Year 2013 Proposed Budget' (10/5/11)
 - Describes the performance measure development process for the FY2013 Proposed Budget
 - Departments will update their existing performance measures (using FY2011 actual figures and FY2012 estimates)



Overview of Performance Measures

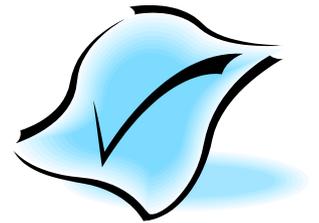
- A total of **167** performance measures were provided by **34** departments and divisions
- Departments will provide FY2011 actual figures and FY2012 estimates as agreed to by the Mayor and the IBA
- These are **interim** performance measures
 - Future strategic plans will include new performance measures, as well as strategic goals, objectives, and initiatives



Selection Criteria

Performance measures were selected using the following criteria:

1. Alignment with the City's current strategic plan goals and objectives
2. Use of existing measures, wherever possible, as to not overly burden departments
3. Focus on the most critical core functions



About the City Strategic Plan

The City Strategic Plan was developed by Mayor's leadership team and subject matter experts from across all departments. It was formed using the following sources:

1. FY2010 City Strategic Plan
2. Mayor's eight significant areas of concern (outlined in FY2010 Proposed Budget)
3. Five Year Financial Outlook (for FY2009, 2010 and 2011)
4. Council budget priorities
5. Recommendations made by the Independent Budget Analyst (IBA)
6. Kroll Report recommendations
7. General Plan ('Guiding Principles')
8. Feedback from 'San Diego Speaks'
9. Suggestions from City of San Diego Strategic Plan public input website



City Strategic Plan - Goals

The City Strategic Plan centers on four main goals:

Goal 1: Safe, clean, and liveable city

Goal 2: Fiscally-sound, effective city government

Goal 3: Sustainable growth and economic prosperity

Goal 4: Responsive, committed, and innovative workforce



City Strategic Plan - Objectives

Each goal is supported by its underlying objectives:

Goal 1: Safe, clean, and liveable city

1. Protect the quality of our oceans, bays, rivers, lakes, and groundwater
2. Provide effective public safety
3. Provide safe and effective infrastructure
4. Protect our environmental quality of our city



City of San Diego



Strategic Objectives (continued)

Goal 2: Fiscally-sound, effective city government

1. Ensure long-term financial viability
2. Foster public trust through an open and ethical government
3. Provide cost-effective, competitive, customer-focused services



Strategic Objectives (continued)

Goal 3: Sustainable growth and economic prosperity

1. Plan for smart and coordinated growth
2. Cultivate CleanTech and promote base and emerging sector industries including manufacturing, international trade, and tourism, as well as support the military
3. Develop fiscally-sound civic projects that enhance San Diego's quality of life
4. Enhance water reliability through conservation and development of alternative sources



Strategic Objectives (continued)

Goal 4: Responsive, committed, and innovative workforce

1. Continue to support a diverse workforce reflective of, and responsive to, the residents, businesses, and visitors of San Diego
2. Train a skilled, professional workforce
3. Value innovation and entrepreneurship in service delivery



Department Tactical Plans

Tactical Plans: Strategic plans at the department level which reflect department priorities. These plans will:

- Consist of the following components:
 - Mission and vision statements
 - Strategic goals
 - Objectives
 - Initiatives
 - Performance measures and targets
- Be developed once the City Strategic Plan has been updated
 - Department plans will align with the City Strategic Plan
 - All Mayoral departments will undergo a three month development process
 - Will consist of regular working meetings with department directors and their teams
 - Will begin in November 2012
 - Be completed in time for the release of the FY2014 Proposed Budget



Performance Measures

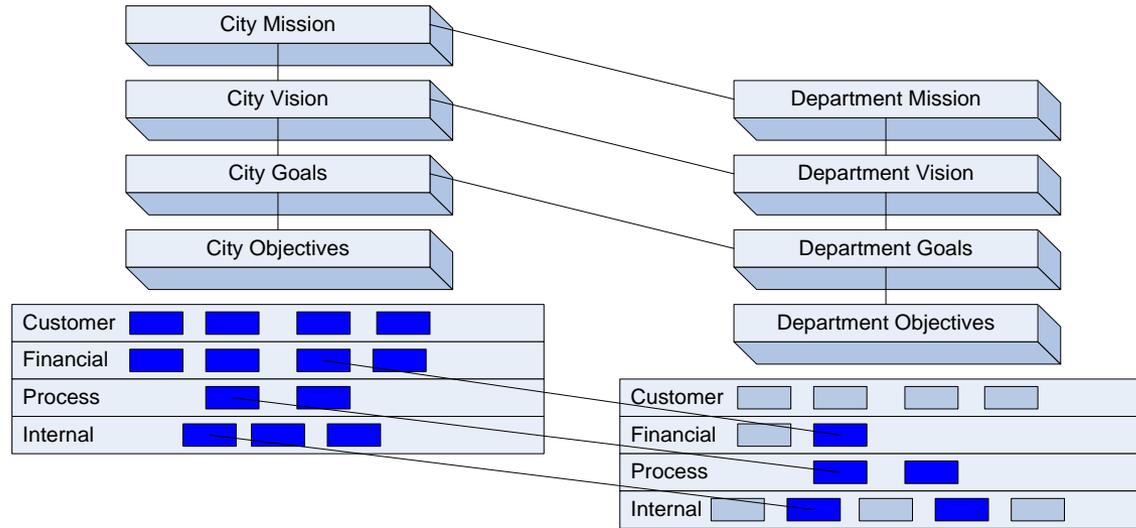
Performance Measures: Outcome-oriented indicators that show performance against expectations which:

- Help the budget reader understand how the department is currently performing
- Will be developed as part of the FY2014 budget process
 - At both the City and department-wide level
- Will include three fiscal years' worth of data:
 - Baseline performance information (previous fiscal year actuals)
 - Performance estimates (current fiscal year estimates)
 - Target performance information (next fiscal year targets)



How Measures Link to the City Strategic Plan

- A Department's strategy, although specific to the department, should support the City's overall plan

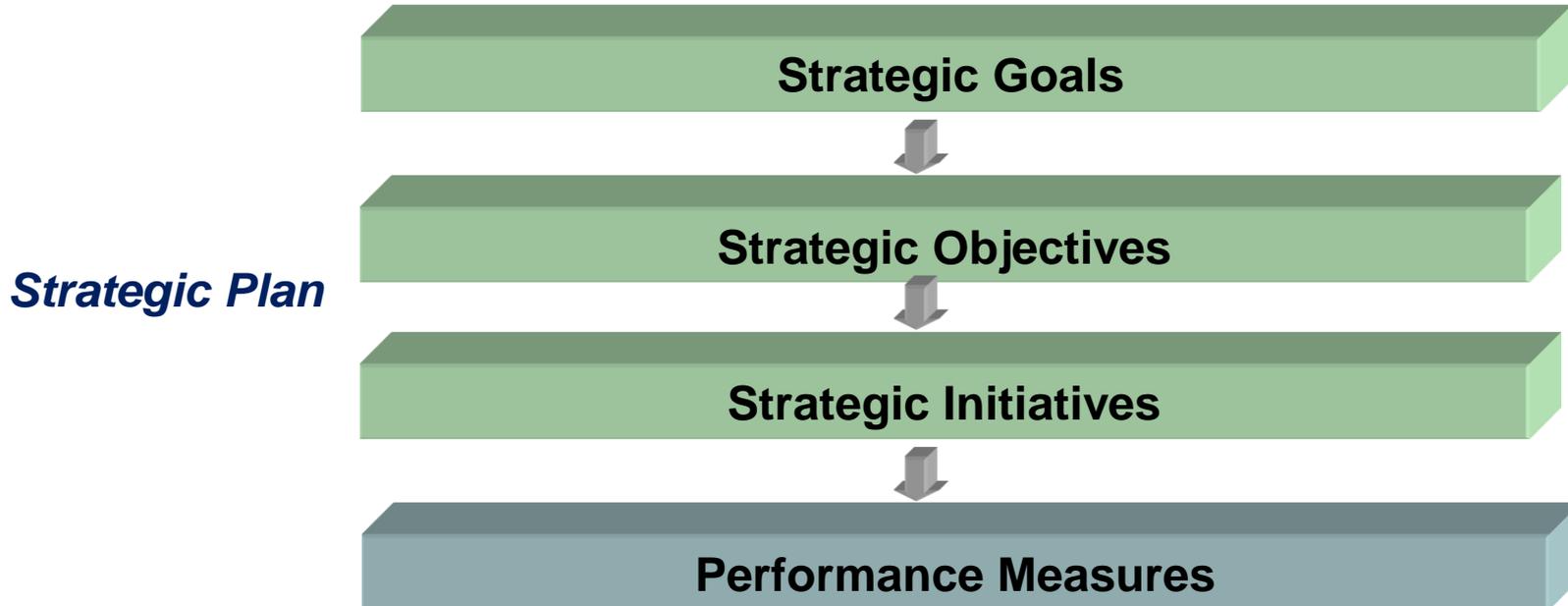


They serve as more 'detailed' plans on how the City will achieve its goals



How Measures Link to the City Strategic Plan (continued)

- Performance measures are a vital component of department-level strategic plans



They are specific indicators of how well a department is doing



Next Steps

- **Update of Performance Measures for FY2013 Proposed Budget**
 - Data call (for FY2011 actual figures and FY2012 estimates) will be issued in January 2012
- **Release of FY2013 Proposed Budget (April 2012)**
- **Update of City Strategic Plan (October 2012)**
- **Department Tactical Plan Development Process (November 2012)**
 - Will begin in November 2012 (after FY2013 Annual Budget is adopted)
 - Be completed in time for the release of the FY2014 Proposed Budget



Questions?

