



THE CITY OF SAN DIEGO

OFFICE OF THE INDEPENDENT BUDGET ANALYST REPORT

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Status of City of San Diego Performance Measures

OVERVIEW

Mayor Sanders provided departmental performance measures for the first time during his administration as part of the budget process for FY 2009 and continued them for FY 2010. Over 600 departmental measures were included in the FY 2009 and FY 2010 budget documents. Citing the substantial budget reductions that went into effect in mid FY 2010 and the difficulty of assessing their impact, in June 2010 the Mayor announced suspension of all performance measures for FY 2011 and FY 2012. After further discussions with our office, the Mayor agreed to provide "Interim Performance Measures" for FY 2012 which consisted of 190+ measures from the original list. A similar approach was used for FY 2013.

Our office consistently encouraged the Mayor's Office to provide the Council and the community with meaningful, data-driven performance measures that can be evaluated year after year and are easily accessible. While the City's performance measures have progressed, what measures are provided, how they are reported, and whether they are provided at all has largely been at the discretion of the Mayor. As the City Council's programs and priorities continue to take shape and move forward, a consistent and reliable method for tracking successes or challenges and for effectively conveying priorities to the community is needed.

In light of this, in February 2012 the IBA recommended and Council agreed it was time for the Council to identify and highlight for the public a more concise set of performance measures representative of City Council goals, programs, policies and initiatives, to be consistently maintained, evaluated and reported over time.

The intent was not to replace the Mayor's department measures but rather to focus on key measures from City operations of high interest to the community (e.g. police response times, library operating hours) or to establish new measures of strong community and Council interest. Examples include financial trends such as bond ratings, General Fund reserves percentage and

debt capacity ratio, which have typically not been included in the City's performance measurement portfolio. There was also a desire to develop a set of measures that utilized a policy and programmatic approach.

Attachment One presents the list of 66 Council-identified measures in five broad areas:

- Community Services
- Infrastructure Maintenance and Expansion
- Business and Economic Development
- Environmental and Sustainability
- Efficient and Effective Government

As part of the FY 2013 Council Budget Priorities Resolution adopted March 19, 2012, Council requested the following of Mayor Sanders:

“ To join with them (Council) in embracing these measures by consistently tracking them, along with other departmental measures, and making them highly visible to the public by publishing them in the Executive Summary of the Fiscal Year 2013 fiscal budget document, the City's website and other public areas”.

As shown in Attachment One, Mayor Sanders included roughly two-thirds of the Council measures in the FY 2013 budget document by adding them to the department(s) budget sections in Volume II. Some measures were not included if they did not fall in a specific department's area of responsibility or if data was not available. In some cases, measures were revised to capture the intent while aligning them with available data.

While considerable performance data is provided in the budget document, several original objectives have not been met including maintaining a concise set of measures focused on priority policies and programs rather than department structure; emphasizing a City-wide approach to accomplishing City goals and objectives; increasing the transparency of this information; and providing new venues to highlight this information to the public, such as greater use of the City's website.

RECENT DEVELOPMENTS RELATED TO PERFORMANCE MEASURES

Council Adoption of Ten Fundamental Principles

At the Council meeting of October 15, 2012, City Council adopted “Ten Fundamental Principles for an Effective, Cooperative and Transparent Mayor-Council Form of Government” (“Principles”) to ensure that future Mayors are committed to a governance structure guided by the overriding principles of effectiveness, cooperation and transparency and that also work within the parameters of the City's Charter. At this meeting Mayor Filner, who was a mayoral candidate at the time, pledged to honor these “Principles”.

Principle Four addressed the following:

“Publicly report performance results and future goals for core City services. This information will be published annually in the Mayor’s Proposed and Final Budget; and beginning FY 2015, annual performance reporting will be supplemented with quarterly reporting through the issuance of a stand-alone “City of San Diego Quarterly Performance Report” to the City Council, to also be made available on the City’s website.”

Council Adoption of FY 2014 Budget Process “KEY DATES” Calendar

The Council recently adopted the “KEY DATES” calendar for the FY 2014 Budget Process which calls for the Mayor to provide performance measurement data for FY 2012 and FY 2013 and targets for FY 2014, to the Budget and Finance Committee at their March 13, 2013 meeting.

City Auditor’s Office Performance Audit of the Real Estate Assets Department (READ)

On January 7, 2013, the Audit Committee reviewed a recently released performance audit of READ which included a recommendation that “READ should improve its performance goals by establishing measures, targets, outcomes and outputs for each goal” and “READ should annually report its performance and achievements to the City Administration and City Council.” During the course of the Committee discussion two new performance measures for READ were suggested by READ staff:

- Comparison of rental rates with other governmental entities for properties where the City is the lessor either a rate of return for fixed rate leases or as a comparison of percentage rates for percentage rate leases.
- Comparison of the ultimate sale price of properties with their appraised value where the City is the seller.

The Audit Committee requested the City Auditor to work with READ in developing a set of measurable objectives for inclusion in the FY 2014 budget process and referred this matter to Budget and Finance Committee for further discussion. It was agreed that the annual budget process and related budget documents are the appropriate vehicles for reporting the results of these measures to the Council and the public.

CONCLUSION

The process for developing, tracking and reporting of performance measures has evolved and will continue to do so. Opportunity exists to continue to improve this process by retaining the strengths of the existing program while addressing weaknesses as well.

It should also be noted that when the Council adopted its set of 66 measures in February 2012, the Council expressed a strong desire to arrive at a portfolio which represented both Council and

Mayoral priority performance measures. Departments would continue to track and report other measures related to more specific departmental operations.

Finally, the development of a stand-alone Quarterly Performance Report beginning in FY 2015 as required by the “Principles” will be a significant addition to the current process.

Our office looks forward to working with the new administration and the City Council on these improvements.



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Attachment: 1. City Council Policy and Program Measures

**ATTACHMENT ONE
CITY COUNCIL POLICY AND PROGRAM MEASURES**

FY 2013 BUDGET

Not Included in Measures	Included in Measures	<i>Community Services</i>
		- Average Police Response Times:
	x	Priority E Calls
	x	Priority 1 Calls
	x	Priority 2 Calls
	x	Priority 3 Calls
	x	Priority 4 Calls
	x	- Sworn Officers per 1000 Population
	x	- Violent Crimes per 1000 Population
	x	- Sworn Firefighters per 1000 Population
		- Fire Response Times:
	x	% of Time a Multi-Unit Response of at Least 17 Personnel Arrives in 10:30 Minutes / Seconds from the Time of the 911 Call Receipt in Fire Dispatch
	x	% of Time the First-Due Unit Arrives in 7:30 Minutes/Seconds from the Time of the 911 Call Receipt in Fire Dispatch)
	x	% of Time Ambulance Response Time Complies with Citywide Standards
	x	- Lifeguards per 1000 Population
	x	- Ratio of Drowning Incidents to Beach Attendance at Guarded Beaches
		- Annual Park and Recreation Program Attendance:
	x	Adult Programs
	x	Youth Programs
		- Recreation Center Hours per Week
		- Aquatics Program Hours per Week (during season)
	x	- Annual Library Circulation per 1,000 Population
		- Total Library Hours per Week:
	x	Central Library
	x	Branch Libraries
		- Annual Library Program Attendance:
	x	Adult Programs
	x	Youth Programs
		- Number of Library Patrons Signed Up to Use the Internet at Library Computers
		- Number of Homeless Individuals Assisted in Winter Shelter Program
		- Annual Creation of New Affordable Housing Units
		- Percent of Code Enforcement Cases Acted on Within 30 Days

**ATTACHMENT ONE
CITY COUNCIL POLICY AND PROGRAM MEASURES**

FY 2013 BUDGET

Not Included in Measures	Included in Measures	<i>Infrastructure Maintenance and Expansion</i>
		- Percent of Programmed Capital Improvement Projects Completed Of:
X		Total Funded Projects (Excluding Public Utilities)
X		Total Funded Deferred Capital Projects
X		Total Funded Public Utilities Projects
	X	- Percent of CIP Projects Completed On Time and Under Budget
	X	- Average Number of Days from Bid of CIP Project to Contract Award
X		- Average Number of Days from Time of Award to Start Construction
	X	- Miles of Streets Resurfaced / Slurry-Sealed
	X	- Miles of Streets Overlaid
X		- Miles of Bike Lanes Completed
	X	- Average Cycle Time to Repair / Replace A Streetlight
	X	- Percent of Potholes Repaired in 3 Days or Less
	X	- Percent of Storm Drain Structures Cleaned Annually
	X	- Number of Water Main/Pipeline Breaks
	X	- Number of Storm Drain/Pipeline Breaks
	X	- Average Cycle Time to Repair / Replace Sewer Mains
	X	- Average Cycle Time to Repair / Replace Water Mains
	X	- Sanitary Sewer Overflows/Amount of Overflow

FY 2013 BUDGET

Not Included in Measures	Included in Measures	<i>Business and Economic Development</i>
X		- Number of New Businesses Permitted
		- Number of New Jobs Created by Sector:
	X	Military
	X	Manufacturing
	X	Tourism
	X	International Trade
	X	Technology
	X	- Private Sector Investment Dollars Generated by Economic Development Programs / Jobs Created
	X	- Number of Enterprise Zone Vouchers Issued
	X	- Average Cycle Time for Completing Plans Review
	X	- Average Cycle Time for Completing Development Inspections
X		- Average Number of Days from Purchasing and Contracting RFP Issuance to Contract Award
	X	- Percent of Contracts, Based on Total Dollar Value, Awarded to SBLE's (Including Minority and Woman-Owned Businesses)
	X	- Conventions Booked and Held Annually
X		- Annual Convention Center Visitors
	X	- TOT Revenue Generated Annually
X		- Number of City Processes That Can Be Completed On-Line
X		- Number of City Forms That Can Be Completed and Submitted On- Line

**ATTACHMENT ONE
CITY COUNCIL POLICY AND PROGRAM MEASURES**

FY 2013 BUDGET

Not Included in Measures	Included in Measures	<i>Environment and Sustainability</i>
	x	- Tons of Household Hazardous Waste Diverted from Landfill
x		- Tons of Recyclable Materials Diverted from Landfill
x		- Average Waste Disposal per 1000 Population
	x	- Tons of Solid Waste Disposed at Landfill
x		- Landfill Compaction Level
	x	- Number of Acres of Parks and Open Space per 1000 Population
	x	- Percentage and Frequency of Streets Swept
x		- Average Gallons of Water Used per Day per 1000 Population
x		- Average Gallons of Recycled Water Used Annually
	x	- Number of Users of All-Electric Vehicle Car-Share Pilot Program (Car2Go)
	x	- Percent Reduction of Carbon Footprint of City's Fleet

FY 2013 BUDGET

Not Included in Measures	Included in Measures	<i>Efficient and Effective Government</i>
	x	- General Fund Lease Revenue Bond Ratings
		- Public Utility Bond Ratings:
	x	Water
	x	Wastewater
	x	- Percent of Charter 39 Reports Issued On Time In Conformance With City Charter Requirements
	x	- General Fund Reserves (as a % of Total General Fund Revenues) Compared to Goal
	x	- Public Liability Reserves Compared to Goal
	x	- Workers Compensation Reserves Compared to Goal
x		- Debt Capacity Ratio (General Fund Backed Debt Service as a % of General Fund Revenue)
	x	- Ratio of City Monetary Benefits from Audit Activities to Audit Costs
	x	- Annual Savings from Managed Competition/Outsourcing Processes
x		- Annual Savings/Cost Avoidance from City- Wide Volunteerism