



THE CITY OF SAN DIEGO
REPORT TO THE CITY COUNCIL

DATE ISSUED: Wednesday, January 19, 2011 **REPORT NO:** 11-011

ATTENTION: Committee Chair Todd Gloria and Budget and Finance Committee Members for the agenda of Wednesday, January 26, 2011

SUBJECT: Performance Measures for the Fiscal Year 2012 Proposed Budget

REFERENCE:

- IBA Report Number 10-70 'Status of City's Performance Measurement Program'
- Memo from Assistant Chief Operating Officer 'Selection of Key Performance Measures for FY2012 Proposed Budget' (dated October 18, 2010)
- 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 2012 Proposed Budget

SUMMARY:

Background

During the Budget and Finance Committee meeting held on September 15, 2010, the Independent Budget Analyst (IBA) presented IBA Report Number 10-70 entitled, 'Status of City's Performance Measurement Program' which outlined the desire for the City Council and the Independent Budget Analyst (IBA) to include performance measures in the next budget document.

The Mayor agreed to the approach described in the report and asked all department directors to identify key performance measures for inclusion in the Fiscal Year 2012 Proposed Budget.

Performance Measure Selection Criteria. The performance measures were selected with the following criteria in mind:

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.

After a preliminary list of proposed performance measures was formulated, it was shared with the Independent Budget Analyst to gain input on what was being proposed and address the concerns that were outlined in IBA Report No. 10-70 'Status of City's Performance Measurement Program'.

On December 30, 2010, the Office of the IBA provided its feedback to the Assistant Chief Operating Officer. This feedback was shared with each of the departments who, in turn, provided responses and/or revised performance measures to address the questions and concerns raised by the IBA. These responses (and a revised list of performance measures) was compiled and provided to the IBA for review.

Today's briefing shows the results of this effort. The list below contains all of the performance measures that will be featured in the Fiscal Year 2012 Proposed Budget which will be released in April 2011. These measures reflect the primary responsibilities and priorities of the departments.

Please note that only the performance measures being featured in the upcoming budget have been identified; a data call will be issued in February 2011 which will ask departments to provide two fiscal years worth of information – Fiscal Year 2010 actual figures and Fiscal Year 2011 estimates (Note: the Fiscal Year 2012 Annual Budget which will be released in September 2011 will include Fiscal Year 2011 actual figures).

Fiscal Year 2012 Performance Measures (listed by business center)

CITY PLANNING AND DEVELOPMENT	
City Planning and Community Investment	
1	Percent of community plans equal to or less than: <ul style="list-style-type: none"> • 5 years old • 10 years old • 15 years old
2	Percent of Community Development Block Grant reform and new Council policy completed
3	Amount of public facility improvements funded through Development Impact Fees (DIFs), Facilities Benefit Assessments (FBAs), tax increment, or other sources
4	Number of small businesses assisted
5	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
6	Percentage of discretionary reviews resulting in sustainable elements included in the project
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
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
COMMUNITY SERVICES	
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
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
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

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