



THE CITY OF SAN DIEGO  
**REPORT TO THE CITY COUNCIL**

**DATE ISSUED:** Wednesday, March 7, 2012 **REPORT NO:** 12-011

**ATTENTION:** Committee Chair Todd Gloria and Budget and Finance Committee Members for the agenda of **Wednesday, March 14, 2012**

**SUBJECT:** Update on Performance Measures for the Fiscal Year 2013 Proposed Budget

**REFERENCE:**

- Report to Council 11-125: ‘Performance Measures for the Fiscal Year 2013 Proposed Budget’
- IBA Report 12-01 REV: ‘Managed Competition Process Improvements’
- 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 the performance measures that will be included in the Fiscal Year 2013 Proposed Budget

**SUMMARY:**

Background

During the Budget and Finance Committee meeting held on October 5, 2011, the Assistant Chief Operating Officer presented Report to Council #11-125: ‘Performance Measures for the Fiscal Year 2013 Proposed Budget’. It described the performance measure development process undertaken by all Mayoral departments (and some non-Mayoral ones) and included a list of measures that resulted from this effort.

This report presents an updated list of the performance measures and standards that will be included in the Fiscal Year 2013 Proposed Budget.

Status

At the time of this report, the Fiscal Year 2013 Proposed Budget will include 186 performance measures from 35 different departments and divisions. In addition to these performance measures, performance standards related to the Managed Competition program will also be featured. These performance standards can be found in all of the Preliminary Statements of Work (PSOWs) that have been approved by City Council to date. These include the following: Publishing Services, Fleet Services, Street

Sweeping, Landfill, Street/Sidewalk Maintenance, and Public Utilities Customer Service Office (CSO). Between these six functions, there are a total of 93 performance standards that the Service Provider is obligated to meet. It is important to note that these performance standards will be evaluated on a monthly basis as part of the City's contract monitoring process described in the City's Managed Competition and Quality Assurance Surveillance Plan guides.

Both the performance measures and standards will be listed as part of the department budget narratives found in Volume II of the Fiscal Year 2013 Proposed Budget.

### ***Performance measure selection criteria***

Every year, all departments (Mayoral and non-Mayoral) are invited to include their performance measures as part of the City's Proposed and Adopted Budgets.

Performance measures are 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.

## Fiscal Year 2013 Performance Measures

<b>Administration</b>	
1	Percent of Public Record Act requests completed within mandated timeline
2	Number of EMS compliance monitoring reports prepared and submitted
3	Percent of EMS compliance
4	Percent of EMS Provider compliance for Priority Level 1 Calls (<=12 minute response requirement)
5	Percent of EMS Provider compliance for Priority Level 2 Calls (<=12 minute response requirement)
6	Percent of EMS Provider compliance for Priority Level 3 Calls (<=15 minute response requirement)
7	Percent of EMS Provider compliance for Priority Level 4 Calls (<=30 minute response requirement)
8	Number of contractors certified within 10 days of receipt of complete Small Local Business Enterprise (SLBE) application package
9	Percent achievement of annual SLBE aspirational goal
10	Dollar value of awards to certified disadvantaged, minority, women, and disabled veteran enterprises
11	Percent of total spend dollars awarded to certified disadvantaged, minority, women and disabled veteran owned businesses
12	Percent compliance with federal, State, and local equal opportunity employment and contracting laws
<b>Airports</b>	
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
<b>Business Office</b>	
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
<b>City Auditor</b>	
1	Percent of audit recommendations management agrees to implement
2	Percent of recommendations reported as implemented by management and subsequently verified through audit testing
3	Ratio of City's monetary benefits from audit activities to operational audit costs
4	Amount of City's measurable monetary benefits from audit activities
5	Percent of audit workplan completed during the fiscal year
6	Percent of audited departments satisfied with timeliness, reliability, and value of audit services
7	Percent of Audit Committee Members, City Council members, and high level City Management satisfied with timeliness, reliability, and value of audit services
8	Percent of hotline investigation recommendations management agrees to implement
<b>City Clerk</b>	
1	Level of public outreach achieved
2	Percent of current legislative and election-related records made viewable online within a specified timeframe
3	Percent of historical legislative and election-related records made viewable online within a fiscal year
4	Number of hours of training provided to City staff within the fiscal year
<b>City Comptroller</b>	
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
<b>City Treasurer</b>	
1	Percentage of bank reconciliations completed within 45 days of month-end
2	Percentage of satisfied customers from Treasury lobby surveys
3	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	Transient occupancy tax, lease, and franchise audits completed within the Revenue Audit Program's budgeted hours
5	Percent of professional workforce attending trainings, conferences, and continuing education programs
6	Percentage of delinquent account referrals collected
<b>Commission for Arts &amp; Culture</b>	
1	Contractor satisfaction rating as "Very Good" or "Excellent" of the Commission's overall performance
2	Contractor satisfaction rating of staff as "Very Good" or "Excellent" on the Commission's responsiveness
3	Number of technical assistance and community partnership workshops conducted across all programs
4	Percentage of Organizational Support Program applications reviewed and verified by the California Cultural Data Project
5	Number of active contracts with arts and culture organizations managed by the Commission
6	Number of recommendations in the 2004 Public Art Master Plan implemented (e.g., public art project management and collections management activities)
<b>Debt Management</b>	
1	Percent of Debt Payments made to bond trustees on time
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 accomplishment of the professional development and training goals established by the Department to develop skilled employees and promote highest ethical standards
4	Percent of the City's Investor Information Page updated with the latest City financial disclosures submitted to the Electronic Municipal Market Access (EMMA) System within two business days
5	Average number of days for the Formal Centralized Monitoring Program (FCMP) semi-annual compliance status reports to be completed (to support internal controls for the City) compared to target of 45 days
6	New City bond issuances priced similarly to the average rate achieved by other comparable credits priced in the same timeframe
<b>Department of Information Technology</b>	
1	Percent increase in visits to City's public website
2	Customer satisfaction with Helpdesk/Service Desk service (scale 0-5)
3	Percent of detected unauthorized intrusion attempts blocked
4	Number of blocked attacks on City network infrastructure and computers as measured by the City of San Diego Intrusion Prevention System
5	Percent of time that critical wireless infrastructure is available
6	Average number of busy seconds for voice radio access (per month)
7	Percent of Enterprise Resource Planning (ERP) staff with professional certifications
8	Percent of work requests completed on schedule
<b>Development Services</b>	
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 Enforcement Cases where a Code Enforcement Action is taken within 30 days of receiving the complaint
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"> <li>▪ 5 years old</li> <li>▪ 10 years old</li> <li>▪ 15 years old</li> </ul>
6	Amount of public facility improvements funded through Development Impact Fees (DIFs), Facilities Benefit Assessments (FBAs), or other sources
<b>Disability Services</b>	
1	Percent of annual ADA project list completed
2	Number of ADA complaints received
3	Percent of ADA complaints completed
4	Number of trainings/presentations planned and provided
5	Technical assistance provided on ADA
6	Customer satisfaction survey rating by departments, residents, and Mayor's Committee on Disability members
<b>Economic Development</b>	
1	Percent of Community Development Block Grant reform and new Council policy completed
2	Number of small businesses assisted
<b>Engineering &amp; Capital Projects</b>	
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
<b>Environmental Services</b>	
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
<b>Financial Management</b>	
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
<b>Fire-Rescue</b>	
1	Cost/Loss Index (budget per capita + fire loss per capita)
2	Percent of time that a multiple-unit response of at least 17 personnel arrives (within 10:30 minutes/seconds from the time of the 911 call receipt in fire dispatch) to confine fires near the room of origin, keep wildland fires to under 3 acres when noticed promptly, and to treat up to 5 medical patients at once
3	Percent of time the first-due unit arrives (within 7:30 minutes/seconds from the time of the 911 call receipt in fire dispatch) to treat medical patients and control small fires
4	Percent of time ambulance response time complies with the citywide standards
5	Percent of time First Responder response time complies with the EMS contract standard citywide
6	Ratio of drownings to beach attendance at guarded beaches (U.S. Lifeguard Association standard is 1 for every 18 million)
<b>General Services - Facilities</b>	
1	Average number of facility work orders completed per month
2	Average time to respond to an after-hours emergency facility work request

<b>General Services - Fleet</b>	
1	Percent of fleet that is over-age and/or over-mileage
2	Percent of Non-Safety Light Duty fleet vehicles classified as Low Emissions Vehicles II
3	Percent reduction of carbon footprint of City's fleet (Green Fleet initiative)
<b>General Services - Publishing</b>	
1	Average time to complete standard printing work (business cards, memo pads, envelopes, letterhead)
2	Percent of customer satisfaction rates
<b>Human Resources</b>	
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
<b>Library</b>	
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
<b>Office of Homeland Security</b>	
1	Percent of Emergency Operations Center (EOC) staff trained for their respective positions/roles
2	Percent of recommendations from afteraction reports on exercises and/or disasters that have been addressed and/or implemented
<b>Office of the Assistant COO</b>	
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)
<b>Office of the Chief Financial Officer</b>	
1	Grant dollars awarded
2	Number of grants applied for (Citywide)
<b>Office of the IBA</b>	
1	Total number of City Council docket items reviewed
2	Total number of IBA reports
3	Number of financial training sessions held for City Council that are developed and coordinated by the IBA
4	Percent of City Council who find the Financial Trainings useful and informative
<b>Office of the Mayor</b>	
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
<b>Park &amp; Recreation</b>	
1	Results of customer satisfaction survey on Park and 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
<b>Police</b>	
1	Average response time to priority E calls (in minutes)
2	Average response time to priority 1 calls (in minutes)
3	Average response time to priority 2 calls (in minutes)
4	Average response time to priority 3 calls (in minutes)
5	Average response time to priority 4 calls (in minutes)
6	Clearance rates for violent crimes (homicide, sexual assault, robbery, aggravated assault)
7	Violent crimes per 1,000 (homicide, sexual assault, robbery, aggravated assault)
<b>Public Utilities</b>	
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
<b>Purchasing &amp; Contracting</b>	
1	Percent of departmental customer survey rating scores above '3' scale on a 5 point scale
2	Cost savings/cost avoidance achieved via strategic purchase processes
3	Percent of departments that complete procurement card reconciliations on time
4	Number of central warehouse items supplied to client departments annually
5	Number of supplier education/outreach workshops conducted annually
6	Number of client department educational workshops conducted annually
7	Number of vendor reviews and conferences completed annually
<b>Real Estate Assets</b>	
1	Amount of revenue collected from leases
2	Amount of revenue received from telecommunication/antenna facilities located on City-owned property
3	Number of required appraisals completed
<b>Risk Management</b>	
1	Amount of Workers' Compensation costs
2	Number of new Workers' Compensation claims filed during the fiscal year
3	Number of Workers' Compensation claims per adjuster
4	Amount of Public Liability claim costs
5	Number of Public Liability claims filed during the fiscal year
6	Number of Public Liability claims per adjuster
7	Reserve balance in millions (and percentage of reserve goals) end of fiscal year for Public Liability
8	Reserve balances in millions (and percentage of reserve goals) end of fiscal year for Workers' Compensation
<b>Special Events</b>	
1	Amount of annual Transient Occupancy Tax (TOT) revenue generated for which the Office of Special Events provided support services
2	Number of major civic and community events that received permitting, technical, and/or promotional assistance
3	Number of attendees at major civic and community events that received support services
4	Number of production meetings conducted with citywide team and event organizers
5	Number of insurance claims paid exceeding \$1,000

<b>Transportation &amp; Storm Water</b>	
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	Miles of street swept annually
7	Lineal feet of storm drain pipes cleaned annually
8	Percent of storm drain structures cleaned annually
9	Percent of dry weather monitoring sample follow-ups that are conducted in two working days
10	Percent of storm water permit required monitoring and reporting activities completed annually
11	Percent of streets swept at permit-required levels
12	Percent of traffic operations requests responded to within assigned 30/60/90 day turnaround timeframes
13	Miles of overhead utilities relocated underground

***Inclusion of Managed Competition-related performance measures***

One of the new features of the Fiscal Year 2013 Proposed Budget will be the inclusion of Managed Competition-related performance measures in the department budget narratives found in Volume II.

These performance standards are all from the Preliminary Statements of Work (PSOWs) that have been approved by City Council to date. These include the following: Publishing Services, Fleet Services, Street Sweeping, Landfill, Street/Sidewalk Maintenance, and Public Utilities – Customer Service Office (CSO). Between these six functions, there are a total of 93 performance standards that the Service Provider is obligated to meet:

**Managed Competition – Performance Standards**

<b>Publishing Services</b>	
1	Percent of standard job turn-around times completed within 10 days (Target: 80%)
2	Customer satisfaction rate (Target: 98%)
3	Percent of non-standard job turn-around times completed within customer negotiated delivery date (Target: 80%)
<b>Fleet Services</b>	
1	Percent of performance expectations in services to other departments that meet or exceed vehicle availability goals (Target: 99%)
2	Percent of respondents satisfied with Fleet Services (Target: 95%)
3	Percent of Non-Safety Light Duty fleet vehicles classified as Low Emissions Vehicles II (Green Fleet initiative to help reduce carbon footprint below (Target: 61%/661 vehicles)
4	Percent of Non-Safety Medium/Heavy Duty fleet on-road diesel powered vehicles meeting CA Code Reg. Title 13. (State Law requirement) (Target: 58%/325 vehicles)
5	Percent reduction of carbon footprint of City’s fleet (Green Fleet initiative) (Target: +3.5%/49.9KG)
6	Number of “A” PMs completed within one day
7	Percentage of scheduled PMs completed (Target: 95%)
8	Percentage of PMs past due at (Target: 5% or less)
9	Turn-around average for repairs within one day (Target: 75%)
10	Vehicle availability rate for customer fleets overall (Target: 92.5%)
11	Vehicle availability rate for Priority 1 vehicles (if not depreciated) (Target: 90%)
12	Vehicle availability rate for Priority 2 vehicles (if not depreciated) (Target: 95%)
13	Vehicle availability rate for Priority 1 vehicles that have depreciated (Target: 85%)



14	Vehicle availability rate for Priority 2 vehicles that have depreciated (Target: 90%)
15	Percentage of calls that are responded to within thirty minutes for in-house duty-hour services (Target: 75%)
16	Percentage of calls that are responded to within one hour within the City's geographic boundaries (Target: 95%)
17	Percentage of time spent on preventive maintenance as opposed to unscheduled repair (Target: >54.5%)
18	Number and dollar value of possible violations & fines during Air Pollution Control District annual inspections for non-compliance to Title 13 Diesel emission standards (Target: 0/\$0)
19	Percentage of the total fleet that is over age and/or mileage (Target: <12%)
20	Percentage of master technicians Automotive Service Excellence (ASE)/Welder-certified (Target: >38%)
21	Number of shops Automotive Service Excellence (ASE) certified (Target: >2)
<b>Street Sweeping</b>	
1	Streets will be swept to a "good" standard (a "good" standard is defined as the absence of litter, leaves, dirt, sand, debris in the streets and gutters upon the completion of the sweeping operation)
2	Respond within one (1) business day when notified by the City to re-sweep unsatisfactory areas
3	Emergency "on-call" status shall be maintained 24-hours per day
4	In normal circumstances, emergency "on-call" response shall result in a sweeper arriving on scene within one (1) hour of receiving request during business hours and two (2) hours during off-duty hours
5	Response to phone or email inquiries shall be within two (2) business days
6	Any City department can request street sweeping services be done
7	Maintain and replenish City-owned equipment and supplies
8	Respond, as needed, to any disaster or emergency that may require performing work outside of the scope of the contract (i.e. Qualcomm Stadium as evacuation center)
9	Develop new routes and plans for posting of new schedules in the community along with education efforts and sign placement, as needed
10	Receive complaints and service requests and communicate to appropriate personnel
11	Allow for new pilot programs to be explored as an option to address new regulations and new technology
12	Immediate containment and subsequent cleaning of sweeper fluid leaks
13	Operate sweepers in a safe, defensive, and courteous manner
14	Provide sweeping for any other public entity as ordered by the City (i.e. emergency responses to Port Authority and Airport Authority incidents in the past)
15	Staff educational booths about storm drain pollution at community events
16	Conduct fact-findings of accident claims
17	Report areas where cars are not obeying posted sweeping schedules to supervisors
18	Monitor critical drains to the storm drain system during storm events
19	Ensure that disposal containers are not easily accessible for non-City-related use, including placement of containers in secured locations
<b>Landfill</b>	
1	Airspace utilization factor/Landfill Operations (Target: 0.55)
2	Tons of waste disposed/ Landfill Operations (Target: 909,484)
3	Ton of material processed/Greenery Operations (Target: 103,203)
4	Total commodity sales/Greenery Operations (Target: \$450,071)
5	Number of violations received/Miramar Landfill and Greenery Operations (Target: 1)
6	Number of State Minimum Standard Notice of Violations (NOVs) received/Inactive Landfill sites and burn sites (Target: 1)
7	Tons of hazardous waste diverted from the Miramar Landfill/Hazmat Load Check (Target: 19.1)
8	Number of solid waste inspections conducted/Hazmat Load Check (Target: 6,600)
9	Number of customers served at fee booth/Fee Booth (Target: 350,305)
10	Number of customers served per fee booth employee/Fee Booth (Target: 21,894)
11	Total revenue collected/Fee Booth (approximately \$31M)

12	Percent of extraction wells sampled annually/Landfill maintenance and monitoring (LMM) (Target: 100%)
13	Percent of surfacewater sampling and reporting for National Pollutant Discharge Elimination System (NPDES) permits complete (Target: 100%)
14	Percent of landfill gas emission and monitoring performed quarterly/Landfill maintenance and monitoring (LMM) (Target: 100%)
15	Percent of groundwater well sampling and reporting completed as required under Regional Water Quality Control Board (RWQCB) Order 97-11/LMM (Target: 100%)
<b>Street and Sidewalk Maintenance</b>	
1	Percentage of sidewalk tripping hazards responded to and repaired within 40 hours (Target: 67%)
2	Percentage of sidewalk tripping hazards responded to and repaired within 48 hours (Target: 100%)
3	Percentage of emergency tree trimming requests responded to and repaired within 12 hours (Target: 84%)
4	Percentage of emergency tree trimming requests responded to and repaired within 48 hours (Target: 100%)
5	Percentage of pothole repairs performed within three days (Target: 33%)
6	Percentage of pothole repairs performed within six days (Target: 49%)
7	Average time for all pothole repairs to be completed (Target: 8.0 days)
8	Percentage of minor asphalt repairs completed within three days (Target: 26%)
9	Percentage of minor asphalt repairs completed within six days (Target: 39%)
10	Average time for all minor asphalt repairs to be completed (Target: 17.0 days)
11	Percentage of weed abatement services completed within four days of request (Target: 81%)
12	Percentage of weed abatement services completed within two weeks of request (Target: 100%)
13	Perform existing lane-line re-striping every six months for major streets
14	Average turnaround time for signs to be manufactured (Target: 5.0 days)
15	Percentage of requests from Risk Management's Public Liability division responded to within five to 10 working days of receipt (Target: 100%)
16	Percent of emergency situations in which personnel and equipment is provided to other City departments within 2.0 hours as part of the City's Search & Rescue Team (Target: 100%)
17	Percentage of graffiti removal requests completed within four days (Target: 86%)
18	Percentage of all graffiti removal requests completed within six days (Target: 100%)
19	Average time to respond to curb repainting requests (Target: 5.0 days)
<b>Public Utilities Customer Services Office</b>	
1	Average number of days to complete customer-requested investigations (including notification back to the customer) (Target: 8)
2	Percentage of time that Call Center and Water Repair staff are available (Target: 85%)
3	Percentage of incoming US-mailed remittance processed within the same business day (Target: 96%)
4	Percentage of customer complaints resolved in ≤ 13 business days (Target: 92%)
5	Percentage of bills issued within 3 business days of receipt of actual read (Target: 100%)
6	Percentage of customer payments that are processed and deposited with the City's bank within the same business day of receipt (Target: 70%)
7	Percentage of electronic copies made of checks and payment stubs received from customers and retained for 3 years (Target: 100%)
8	Percentage of water repair and emergency phone calls responded to within 30 seconds of receipt during business hours (Target: 85%)
9	Percentage of customer information calls answered within 60 seconds of receipt (Target: 75%)
10	Percentage of payments collected on outstanding bills within 2 years of billing (Target: 98%)
11	Percentage of value of service billed collected within 12 months (Target: 96%)
12	Percentage of Business & Rental Unit Business Tax and SAP AR invoice remittances processed within one (1) business day of receipt (Target: 100%)
13	Percent of customer satisfaction as measured by the Customer Service Office (CSO) Post-Call Survey (Target: 100%)

14	Percentage of average amount collected in 30 days (Target: 89%)
15	Percentage of average amount collected in 60 days (Target: 97.8%)
16	Percentage of average amount collected in 90 days (Target: 98.8%)

It is important to note that these performance standards will be evaluated on a monthly basis as part of the City's contract monitoring process described in the City's Managed Competition and Quality Assurance Surveillance Plan guides.

In addition, the Business Office will provide three years of historical budget and performance data for all functions involved in the managed competition. Specifically, staff will provide the following:

1. A three-year history, as reasonably available, for all performance measures specified in the PSOW's.
2. A three-year budget history, as reasonably available, for the managed competition function under consideration.

This is in response to City Council action approving the Independent Budget Analyst's recommendation on February 28, 2012.

Please note that budget information related to managed competitions will be provided on a confidential basis to the IBA until competitions and associated negotiations and protests are concluded, as it is procurement-sensitive information that could provide an unfair advantage to independent contractors bidding against the employee proposal team.

### ***Council Committee Feedback***

At the October 5, 2011 Budget & Finance Committee meeting, Committee members provided feedback in the following areas:

***New and existing performance measures.*** There were suggestions made for both additional performance measures, as well as revisions of some existing performance measures for the following departments: Development Services, Library, Purchasing & Contracting, Risk Management, and Transportation & Storm Water. This feedback was provided to the appropriate department for consideration. As a result, the following measures were added and/or modified:

#### **Development Services**

The existing performance measure, 'Percent of Code Violation cases investigated within 180 days (Building/Housing/Noise and Land Development/Zoning)', was changed to 'Percent of Code Enforcement Cases where a Code Enforcement Action is taken within 30 days of receiving the complaint' in order to show the Department's level of responsiveness and activity within a more immediate timeframe.

#### **Purchasing & Contracting**

Five measures were added to highlight the education and outreach activity being done by the Department:

1. 'Percent of departments that complete procurement card reconciliations on time'
2. 'Number of central warehouse items supplied to client departments annually'
3. 'Number of supplier education/outreach workshops conducted annually'
4. 'Number of client department educational workshops conducted annually'
5. 'Number of vendor reviews and conferences completed annually'

## **Risk Management**

Six measures were added to provide more information on claim volume and activity:

1. Amount of Workers' Compensation costs
2. Number of new Workers' Compensation claims filed during the fiscal year
3. Number of Workers' Compensation claims per adjuster
4. Amount of Public Liability claim costs
5. Number of Public Liability claims filed during the fiscal year
6. Number of Public Liability claims per adjuster

***Industry stakeholder input.*** One suggestion was to meet with external entities such as contractors, small business owners, and building industry professionals with the intent of obtaining ideas on improving City processes and service levels. Since this suggestion was made, the City has taken steps to do this as part of the streamlining efforts being done with the Capital Improvements Program. Details of these efforts were presented by Public Works and discussed at Budget & Finance on two separate occasions – November 2, 2011 and January 25, 2012 – as part of the '21<sup>st</sup> Century Capital Improvements Program: Streamlining and Transparency' item.

***Outside agency performance metrics.*** Also, all of the City's outside agencies were invited to include their performance measures in the FY2013 Proposed Budget, per the Budget & Finance Committee's request. These entities include the:

1. Centre City Development Corporation
2. Redevelopment Agency
3. San Diego City Employees' Retirement System
4. San Diego Data Processing Corporation
5. San Diego Housing Commission
6. Southeastern Economic Development Corporation

Of the six agencies, only the San Diego Housing Commission was interested. The remaining agencies chose not to participate this year for various reasons. Some are in the process of developing and finalizing their performance measures while others are undergoing considerable organizational change which has had a profound effect on their current strategic planning and performance management efforts. Because of these reasons, the Business Office plans to re-visit this for next fiscal year's budget.

## **Next Steps**

### ***City Strategic Plan***

The City Strategic Plan charts the strategic direction of the City and provides a strategic framework for the strategies and activities of all of the departments. 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. 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:

1. The Fiscal Year 2010 City Strategic Plan
2. The Mayor's eight significant areas of concern outlined in the Fiscal Year 2010 Proposed Budget
3. The Five Year Financial Outlook (for Fiscal Years 2009, 2010, and 2011)

4. The General Plan (Guiding Principles)
5. 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'
6. Council budget priorities as outlined in IBA Report #08-7: 'City Council Budget Priorities for FY2009'
7. Recommendations from the Kroll Report
8. Prioritization information given by the public through the San Diego Speaks series and 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.

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 budget is adopted since we want the City Strategic Plan to be financially feasible. The Mayor is committed to presenting a structurally balanced budget for FY2013.

### ***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) helps the budget reader understand how the department is currently performing while targets show what the department intends 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:**

During the Budget and Finance Committee meeting held on October 5, 2011, the Assistant Chief Operating Officer presented a preliminary list of performance measures that were planned for inclusion in

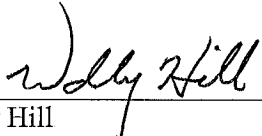
During the City Council meeting held on February 28, 2012, the City Council accepted the Independent Budget Analyst's recommendation that the Business Office provide three years of historical budget and performance data, as reasonably available, for all functions involved in Managed Competition.

**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.



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Wally Hill  
Assistant Chief Operating Officer



# **Update on Performance Measures for the Fiscal Year 2013 Proposed Budget**

**Presentation to the Budget and Finance Committee  
Report No. 12-011**

Wednesday, March 14, 2012

# Background

- 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, FY2012 estimates, and FY2013 targets





# Council Committee Feedback

At the October 5, 2011 Budget & Finance Committee meeting, Committee members provided feedback in the following areas:

1. New and existing performance measures
  - Development Services, Library, Purchasing & Contracting, Risk Management, and Transportation & Storm Water
2. Industry stakeholder input on improving City processes and service levels
  - Contractors, small business owners, and building industry professionals
3. Outside agency performance metrics
  - Centre City Development Corporation
  - Redevelopment Agency
  - San Diego City Employees' Retirement System
  - San Diego Data Processing Corporation
  - San Diego Housing Commission
  - Southeastern Economic Development Corporation



# Status

- In October 2011, we started with **167** performance measures
- Now we have **186** performance measures with an additional **93** performance standards related to Managed Competition
- Departments will provide FY2011 actual figures, FY2012 estimates, and FY2013 targets 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



# Managed Competition

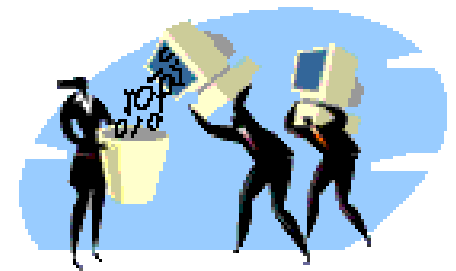
Performance measures related to Managed Competition will be included in the budget for the first time

1. There are 93 performance standards that the Service Provider is obligated to meet
2. These are taken from the Preliminary Statements of Work (PSOWs) that have been approved by City Council to date:
  1. Publishing Services
  2. Fleet Services
  3. Street Sweeping
  4. Landfill
  5. Street/Sidewalk Maintenance
  6. Public Utilities – Customer Service Office (CSO)



# Managed Competition (cont.)

1. These performance standards will be evaluated on a monthly basis as part of the City's contract monitoring process
2. The Business Office will provide three years of historical budget and performance data for all functions involved in the managed competition:
  - A three-year history, ***as reasonably available***, for all performance measures specified in the PSOW's
  - A three-year budget history, ***as reasonably available***, for the managed competition function under consideration



# Managed Competition (cont.)

Budget information related to managed competitions will be provided on a confidential basis to the IBA until competitions and associated negotiations and protests are concluded

- It is procurement-sensitive
- It could provide an unfair advantage to independent contractors bidding against the employee proposal team



# 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

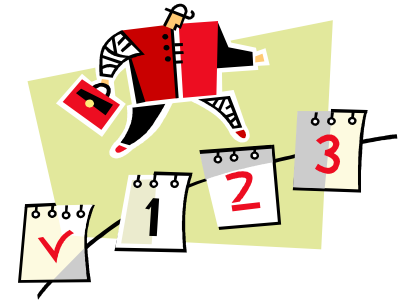
The City Strategic Plan centers on four main goals:

**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*

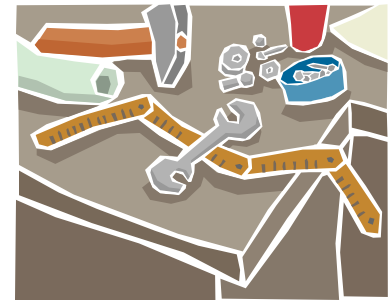
1. Ensure long-term financial viability
2. Foster public trust through an open and ethical government
3. Provide cost-effective, competitive, customer-focused services



# 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

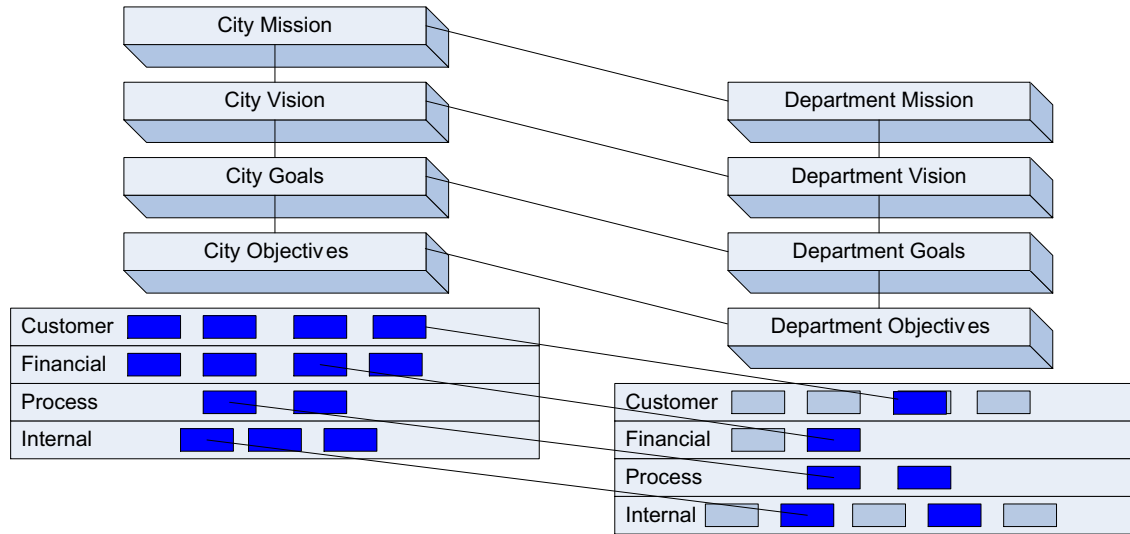
***Performance Measures: Outcome-oriented indicators that show performance against expectations which:***

- 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 – FY2011)
  - Performance estimates (current fiscal year estimates – FY2012)
  - Target performance information (next fiscal year targets – FY2013)



# 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





# Next Steps

- Release of FY2013 Proposed Budget (April 13, 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?



**City of San Diego**

