



THE CITY OF SAN DIEGO

OFFICE OF THE INDEPENDENT BUDGET ANALYST REPORT

Date Issued: February 3, 2012

IBA Report Number: 12-08

Budget Committee Docket Date: February 8, 2012

Item Number: 4

City Council Policy and Program Measures for FY 2013 and Beyond

OVERVIEW

The Mayor first provided comprehensive departmental performance measures as part of the budget process for FY 2009 and continued them through 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. It is expected that a similar approach will be used for FY 2013.

Our office has long encouraged the Mayor’s Office to provide the Council and the community with consistent, meaningful, data-driven performance measures that can be evaluated year after year. Since 2006 the City’s performance measures have evolved significantly, however, their provision has been at the discretion of the Mayor, and when provided, they have not been easily available to the public. As the City Council’s programs and priorities have continued to take shape and move forward, there has not been a consistent method for tracking successes or challenges or for effectively conveying priorities to the community.

We feel this is an opportune time for the Council to establish and highlight for the public its own set of performance measures which are representative of City Council goals, programs, policies and initiatives; and which would be consistently maintained and evaluated over time. We propose the following categories of trends for your consideration:

- Financial Trends
- Economic Development Trends
- City Service Trends
- Infrastructure Trends

Environmental Trends
Technology Trends
Human Resources Trends

This would not replace the Mayor's departmental measures but rather would supplement them by highlighting existing key City Service Trends from City operations that are of high interest to the Council and the community (e.g. Police Response Times; Library Hours of Operation). Additionally, new measures (utilizing existing data), that have not typically been viewed as measures per se, would be included. Examples of this include Financial Trends such as City Bond Ratings, General Fund Reserves Percentage and Debt Capacity Ratio; and Technology Trends such as number of City services accessible on-line and number of visits to the City's website.

The end product would be a focused list of 50-60 performance measures representative of City Council programs and policies that would be consistently measured and evaluated; would carry over from year to year; and would be highly visible to the public through the City's budget documents and website. Additional measures could be added to the list as priorities evolve over time. Attachment 1 is a very preliminary draft of what a set of "City Council Policy and Program Measures" might look like.

NEXT STEPS

If the Budget and Finance Committee is interested in pursuing this concept, the very first step would be to solicit feedback from each Council member regarding the proposed list of measures. We have prepared the attached draft document only to provide a starting point for Council review; and we welcome any and all edits, additions, deletions and comments. Following this we would refine the final set of measures for City Council review and approval. A next step for Council to consider is including this document as one element of your FY 2013 Budget Priorities Resolution to the Mayor, which the Budget and Finance Committee and City Council are scheduled to review on February 29th and March 19th respectively. Council's Budget Resolution would also include input gathered from City Council memos to the Budget and Finance Committee Chair, consistent with past processes, and any additional guidance you choose to provide to the Mayor regarding the FY 2013 budget.

As it is expected that you will have the Mayor's departmental performance measures and data available to you for the FY 2013 budget hearings in May, we envision data gathering related to the City Council Policy and Program measures for FY 2012 and FY 2013 would take place following budget adoption. This would allow sufficient time for these measures to be published in the City's FY 2013 budget documents. The COO has indicated support of this concept in preliminary discussions and a willingness to assist with data gathering, while the IBA will be maintaining and updating the list working with City Council.

In Volume 1 of the City's annual budget document, there is an introductory section entitled "City Profile" which discusses demographics and population; the City's economic diversity; major City events; and the City's transportation system. It also includes two pages of "Basic Data" which lists the number of facilities and equipment for Park and Recreation, Library, Public Safety and Public Utilities. However, this City Profile does not include any information on our

City services or programs or any indication of where the City's focus is when it comes to allocating its resources. There is no discussion of legislative priorities or programs. We think this would be a valuable addition to the budget document.

Additionally, we would work to identify locations on the City's website for conveying this information to the public as well as explore other opportunities for highlighting this information. This document could be used by the Council and Committees to guide work plans; track status, successes and challenges; and reevaluate priorities over time. It would also provide clear guidance to the Executive Branch relative to City Council priorities; and, most importantly, it would illuminate a City Council vision for our community to the public.



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Attachment: 1. City Council Policy and Program Measures