

**OCA Reports and Recommendations re: Performance Measures / Issued FY 13 ~ Current  
(2.19.2014)**

| Report #             | Link to Report  | Recommendation # (page)   | Note  |
|----------------------|---|---|---|
| 13-006<br>(Econ Dev) | <a href="http://www.sandiego.gov/auditor/reports/fy13_pdf/audit/13-006_econdev.pdf">http://www.sandiego.gov/auditor/reports/fy13_pdf/audit/13-006_econdev.pdf</a> | #2 (p. 33): The City should immediately undertake an effort to engage in an internal and external coordination process to develop a clear and comprehensive statement of economic development mission and associated goals, objectives, actions, and measures. The City should ensure that the revised strategy addresses the elements set forth in City Council policies, and General Plan guidance, including those elements described in this report. This effort can and should build upon the department-level goals and measures that the City included in its Fiscal Year 2013 Proposed Budget but should be expanded to encompass other City efforts related to economic development. This effort should include regular reporting to City Council's Economic Development and Strategies Committee. | See also discussion of performance measures at page 20. |
| 13-009<br>(READ)     | <a href="http://www.sandiego.gov/auditor/reports/fy13_pdf/audit/13-009_read.pdf">http://www.sandiego.gov/auditor/reports/fy13_pdf/audit/13-009_read.pdf</a>       | #3 (p.15): The Real Estate Assets Department (READ) should improve its performance goals by establishing measures, targets, outcomes, and outputs for each goal. READ should also annually report its performance and achievements to the City Administration and City Council.   |   |

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| 13-011<br>(PUD- Valve Maintenance) | <a href="http://www.sandiego.gov/auditor/reports/fy13_pdf/audit/13-011_valves.pdf">http://www.sandiego.gov/auditor/reports/fy13_pdf/audit/13-011_valves.pdf</a>     | #2 (p. 19): The Public Utilities Department should develop performance measurement reports to facilitate effective oversight of and accountability the valve maintenance program and ensure compliance with the five year maintenance cycle policy. Performance measures to be included in these reports should include:<br>a) The number of unique valves and hydrants that have received preventive maintenance during the current maintenance cycle.<br>b) The number and percentage of unique valves and hydrants that have been maintained in each geographic area (for example, each Field Book Page) during the reporting period. |  |
| 13-012<br>(Streets- Potholes)      | <a href="http://www.sandiego.gov/auditor/reports/fy13_pdf/audit/13-012_potholes.pdf">http://www.sandiego.gov/auditor/reports/fy13_pdf/audit/13-012_potholes.pdf</a> | #4 (p.27): The Transportation & Storm Water Department, Streets Division should change its primary performance metrics to include a measure of production efficiency. Specifically, the department should utilize the cost-per-pothole as their primary performance measure to capture the efficiency of its operations.   | See also discussion of performance measures at p. 20 |

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| 14-001<br>(Playgrounds) | <a href="http://www.sandiego.gov/auditor/reports/fy14_pdf/audit/14-001_%20PlaygroundMaintenance.pdf">http://www.sandiego.gov/auditor/reports/fy14_pdf/audit/14-001_%20PlaygroundMaintenance.pdf</a> | #2 (p.11): In order to improve assessment of its playground maintenance program, the Park and Recreation Department (PRD) should: <ul style="list-style-type: none"> <li>• Clarify performance indicators in its Park Maintenance Standards related to playground inspection and repair.</li> <li>• Specifically, PRD should:</li> <li>• Clearly define “response” and which division staff (on-site or Citywide Park Maintenance Services staff) is responsible for meeting the designated timelines.</li> <li>• Clearly define playground equipment categories for repair (i.e. “small/minor” and other categories established by the Department)</li> <li>• Develop a rubric for the types of repairs considered “emergency,” “non-emergency,” and “non-safety,” and use the rating system on all inspection forms and service requests. Additionally, communicate the rubric with staff involved in playground maintenance operations.</li> <li>• Annually evaluate Park Maintenance Standards related to playground response and repair, and report outcomes to the San Diego Park and Recreation Board.</li> </ul> |      |
| 14-006<br>(Patrol Ops)  | <a href="http://www.sandiego.gov/auditor/reports/fy14_pdf/audit/14-006_Patrol_Operations.pdf">http://www.sandiego.gov/auditor/reports/fy14_pdf/audit/14-006_Patrol_Operations.pdf</a>               | #2 (p.20): The SDPD should establish a comprehensive performance measurement system. Goals should include output targets such as timeliness of service or clearance rates for specific types of incidents and crimes, respectively.  |      |

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| 14-009<br>(PUD Customer Support) | <a href="http://www.sandiego.gov/auditor/reports/fy14_pdf/audit/14-009_PUD_CS_Billing.pdf">http://www.sandiego.gov/auditor/reports/fy14_pdf/audit/14-009_PUD_CS_Billing.pdf</a> | #3 (p.20): The Customer Support Division should update their process to capture investigation performance metrics to increase the efficiency of the operations and allow prioritization of investigations. Specifically:<br>a)The Investigation Process should include a step to enter the reportable completion date into SAP utilizing the appropriate SAP Service Notification field to reduce redundant workload and increase reporting potential.<br>b)The Division’s investigation process should complete or modify, as appropriate, the update of their investigation prioritization schedule based on impact to the customer and business where they experience a backlog of investigations. | See also p. 18 for discussion of performance metrics |