

CITY OF LONG BEACH

DEPARTMENT OF FINANCIAL MANAGEMENT

333 West Ocean Boulevard 6th Floor • Long Beach, CA 90802

December 15, 2009

HONORABLE MAYOR AND CITY COUNCIL City of Long Beach California

RECOMMENDATION:

Receive and File the Fiscal Year 2009 Year-End Operational Performance Report. (Citywide)

DISCUSSION

This report provides an update on the City's Fiscal Year 2009 (FY 09) operational performance through September 30, 2009. The year-end report covers a focused sample of key activities and services for City Manager-led departments that relate to City Council priorities and, per the City Council's request, each department's high priority (Core) services. The purpose of the report is to highlight current and annual results, identify performance trends for FY 09 and provide a discussion about operational strategy.

Summary

The City of Long Beach is committed to efficiently implementing the community's priorities while maintaining clear accountability for all areas of service delivery. An important tool to achieve this commitment is performance-based management. This report includes the highlights of operational performance through September 30, 2009, which can be found as Attachment A.

The following measures and related programs are highlighted in this report:

Department	Program	Performance Measure
City Manager	Intergovernmental Relations	Number of legislative analyses and informational items provided to the City Council
Community Development	Neighborhood Improvement	Proactive Area Code Enforcement (PACE) voluntary compliance rate
Development Services	Inspection Services	Number of inspections completed
Financial Management	Treasury	City of Long Beach's Long-Term Bond Rating

Department	Program	Performance Measure
Fire	Emergency Response Operations	Percentage of structure fires confined to room of origin
Health & Human Services	Clinical Services	Number of immunizations administered
Human Resources	Workers' Compensation	Rate of lost work hours
Library	Youth Literacy Development	Number of homework assistance sessions provided
Long Beach Airport	Airport Administration	Number of total enplanements
Long Beach Gas & Oil	Natural Gas Purchases and Sales	Average residential monthly gas bill
Parks, Recreation & Marine	Marinas	Percentage of marina slips occupied
Police	Patrol	Rate of violent crime per 1,000 residents
Public Works	Waste Diversion and Recycling	Percent of waste diversion/recycling rate
Technology Services	Technology Equipment	Number of PC and laptops installed, replaced and upgraded

Analyzing Results

The year-end Operational Performance Report grounds the discussion of priorities, strategies and results in measurable data. This actual performance data should inform discussions about current (FY 10) performance as well as expectations for next fiscal year (FY 11). As tables and graphs need an explanation and context, the report's format emphasizes multiple perspectives for each key service including:

- · Results Narrative: discussion of actual results compared to expected performance;
- Benchmark Information: comparison of services in Long Beach to other jurisdictions; and
- <u>Did You Know?</u>: additional facts and points of interest relating to the service or activity.

The information in this report, along with performance data for dozens of additional services, can also be found in the City's online business information management system,

HONORABLE MAYOR AND CITY COUNCIL December 15, 2009 Page 3

Performancesoft Views (Views), which is used by all City Manager-led departments to track, report and analyze performance information. Should the City Council desire information about any of the services delivered by City Manager-led departments, the information can be provided off-agenda and/or in the next quarterly report.

TIMING CONSIDERATIONS

City Council action on this matter is not time critical.

FISCAL IMPACT

There is no fiscal impact associated with the recommended action.

SUGGESTED ACTION:

Approve recommendation.

Respectfully submitted,

LÓRI ANN FARRELL

DIRECTOR OF FINANCIAL MANAGEMENT/CFO

LAF; DW: uc K:Budget*Performance Management*Performance Reports*FY 09 Reports*41+ Quarter*2009 Year-end Operational Performance Memo.doc

ATTACHMENT

APPROVED:

PATRICK H. WES' CITY MANAGER



Community Safety. Making Long Beach California's Safest Large City.



Neighborhoods & Housing. Removing Blight and Preserving the Unique Character of the City.



Business & Economic Assistance. Making Long Beach the Most Business Friendly City.



Culture, Education & Leisure. Increasing Access to Open Space and Learning.



Environment. Engaging the Community in Environmental Stewardship.



Health & Human Services. Increasing Health and Self-Sufficiency Through Partnerships.



Infrastructure & Transportation. Managing Assets to Improve Quality of Life.



Utilities. Investing in the Integrity of the City's Utility Infrastructure.



Leadership, Management & Support. Promoting Financial Health and a Quality Workforce.

City of Long Beach better every day

City Manager's Executive Management Team

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LONG BEACH GAS & OIL

Director Chris Garner 562.570.2001

POLICE

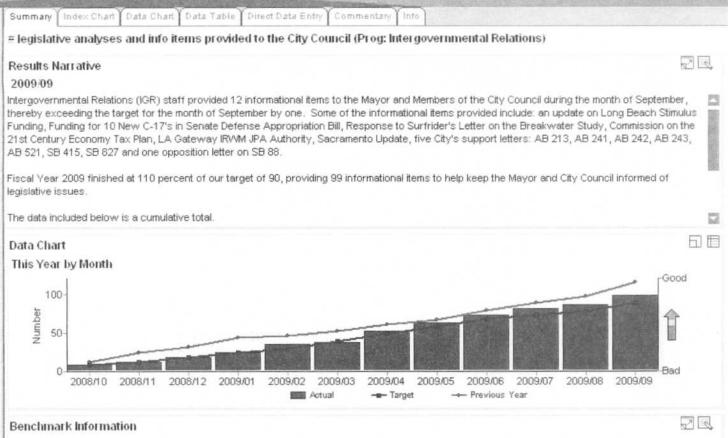
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TECHNOLOGY SERVICES

Director Curtis Tani 562.570.6234

City Manager's Office

Year-end FY 09



2009/09

v/hile many California cities do not track information regarding the number of informational items provided to their respective Mayors and City Council Members, one city was able to provide a rough estimate which can be compared to Long Beach. The City of San Jose (pop. 944,857) provides a quarterly average of 12.5 informational items to its Mayor and Council Members. While Long Beach has nearly half the number residents that San Jose does (Long Beach has a population of 491,564), it doubles the number of informational items provided, with an average of 25 items per month for FY 09.

DID YOU KNOW?

IGR staff has also been responsible for aiding City of Long Beach Departments in applying for, securing, and tracking funds from the American Reinvestment and Recovery Act (Stimulus). To date, the City has been awarded over \$70 million in Stimulus dollars with another \$19 million in awards that are pending, and is currently pursuing an additional \$440 million in further Stimulus funds.

Because the Stimulus package represents an unprecedented level of federal grant dollars, the Obama Administration is also requiring the most stringent possible level of transparency and accountability, requiring quarterly reporting. With the first round of reporting having just come to a close, IGR staff is happy to report that all Long Beach recipients submitted reports in a timely fashion without complications.

Community Development

Year end FY 09

Summary Index Chart Data Chart Data Table Direct Data Entry Commentary Info

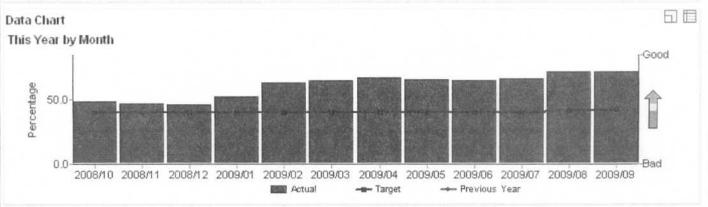
PACE voluntary compliance rate (Prog: Neighborhood Improvement)

Results Narrative

2009/09

The Proactive Area Code Enforcement (PACE) activity is conducted by Neighborhood Improvement Strategy (NIS) Coordinators within their respective NIS areas. The purpose of PACE is to reduce Code Enforcement's caseload by actively identifying and helping resolve simple to moderate property maintenance issues (trash and debris in yards, deteriorated paint, fencing, etc). The program empowers the residents and owners of the affected properties by informing them of the Neighborhood Services Bureau and other City resources that can be used to resolve the property maintenance issues and become engaged in other neighborhood improvement activities.

In FY 09, NIS coordinators mailed 964 PACE letters to property owners for properties with code enforcement deficiencies. As a result, a total of 687 properties (or 71.3 percent) were brought into compliance without the intervention of Code Enforcement staff, thereby allowing Code Enforcement staff to focus on more severe issues. If the owner does not make arrangements with the coordinator who issued their letter, their case is usually referred to Code Enforcement. This year's performance exceeded expected performance by 241 cases (or 61.3 percent), a testament to the effectiveness of the PACE approach.



Benchmark Information

2009/09

7 B

The City of Long Beach is taking a proactive approach to empowering community-based groups while increasing the involvement and awareness in their respective neighborhoods. The success of the Proactive Area Code Enforcement (PACE) program provides an excellent example of this with measured results. Currently, we are unable to track benchmark information from other jurisdictions as the existing programs offered are not similar to PACE.

DID YOU KNOW?

PACE violation notices are also used to promote other services offered by the Bureau and other City agencies. Some of the information attached to the notices include Neighborhood Clean-Up notices, Home Improvement Rebate Program Information (when eligible), hazardous waste disposal contacts, large item pick-up program contacts, and information on other Neighborhood Improvement-related activities. This is done in an effort to prevent further code violations due to lack of information/resources and to increase participation in neighborhood improvement activities.

FY 09

2 3

Summary Index Chart Data Chart Data Table Direct Data Entry Commentary Info

Inspections completed (Prog: Inspection Services)

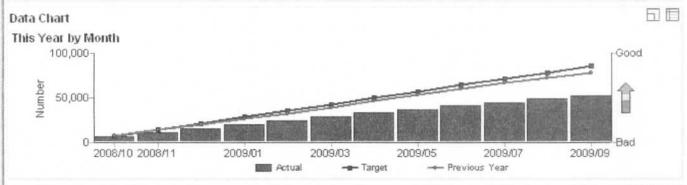
Results Narrative

2009 09

During the 4th Quarter of FY 09, 11,060 construction inspections were completed, reflecting 52 percent of the 4th Quarter's target. For FY 09, a total of 52,079 inspections were completed, reflecting a 33 percent decrease in total inspections from FY 08, and 39 percent decrease from expected inspections.

FY 09 activity reflects a downward trend in inspections due to the continued weakness in the banking and mortgage industry which has drastically reduced lending for construction projects.

The data included below is a cumulative total.



Benchmark Information

73

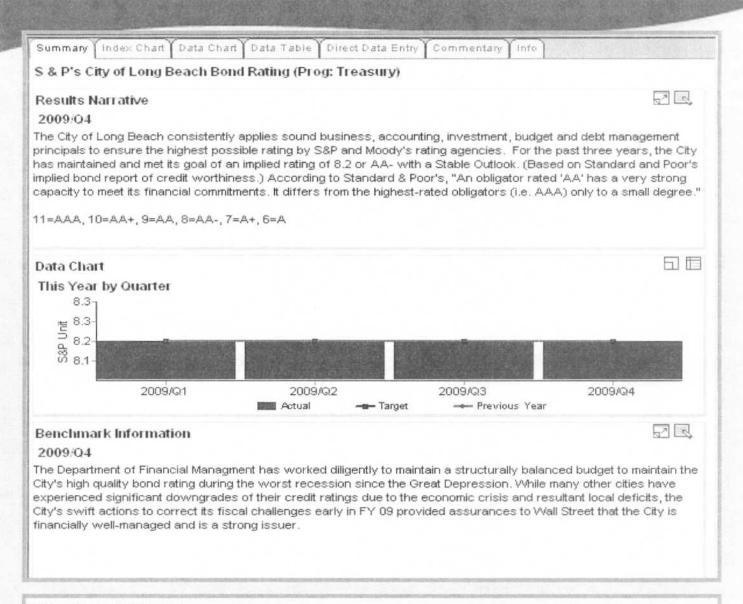
2009/09

Information gathered from informal inquiries among 89 jurisdictions in the Los Angeles Basin confirmed an average reduction in permit and inspection activity for FY 09 of 35 percent as compared to FY 08.

Inspections are a direct result of construction permit activity. Permit activity can be a reliable source for benchmarking trends either upward or downward of the overall health of the local/regional economy; however, the number of inspections alone do not accurately depict the internal productivity of an inspection department.

DID YOU KNOW?

The Development Services' Inspection Services Division implemented several customer focused service improvements during FY 09. Two noteworthy improvements were 1) a two-hour appointment window for all inspections, and 2) streamlining of all solar electric system inspections. Through the hard work and dedication of the Division's inspectors, they have successfully maintained a 99 percent+ average of performing inspections within 24 hours of the request and maintaining an on-time reliability of 90 percent for the 2-hour appointment window.



DID YOU KNOW?

The State of California has a BBB rating with a negative outlook, the worst rating of any state in the nation, behind the State of Louisiana. The City of Long Beach's rating is 5 levels above the state's rating. While the City of Long Beach has no outstanding General Obligation (G.O.) debt, the rating of AA- with a stable outlook is a high quality rating which will allow the City to offer competitive attractive bonds to the market, if and when it decides to issue G.O. or other General Fund-backed debt.

Summany Index Chart | Data Chart | Data Table | Direct Data Entry | Commentary | Info

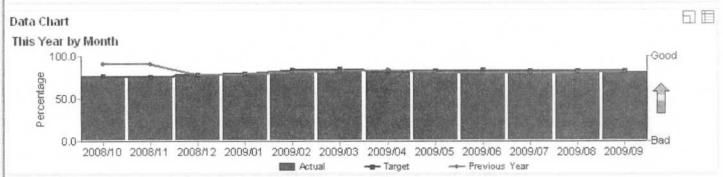
% Structure fires confined to room of origin (Prog: Emergency Response Operations)

Results Narrative

2009/09

Structure fires were confined to the room of origin 81 percent of the time for all of FY 09; this is 1 percent above its FY 09 target of 80 percent.

Impacted by fire alerting systems, this measure indicates responder effectiveness such as the skillfulness of responders in combating a fire and how soon 9-1-1 calls are dispatched. This measure is an important indicator of whether firefighters can contain fire and limit damage to persons and property. These activities contribute directly to the Community Safety Focus area, as well as the City Manager's Key Outcome to "Protect Life and Property by Maintaining Emergency Response Times and Emergency Preparedness".



Benchmark Information

FR

2009/09

The Long Beach Fire Department holds itself to the highest standards of service when selecting its benchmarks and performance targets. Protecting life and property is improved by confining fires to room of origin. The ICMA Center for Performance Measurement 2007 Report lists 63 percent of fires confined to room of origin as an average amongst surveyed municipalities. However, the Department notes that ICMA data is limited to one and two-family residential structure fire incidents only— while the Department measure applies to all structure fires.

DID YOU KNOW?

In FY 09, Long Beach Fire Department (LBFD) crews were dispatched to a total of 4,850 fire responses. This number includes reports of structure fires and non-structure fires as well as those subsequently determined to be false alarms. During this time period, LBFD responded to 192 actual structure fires.

Health & Human Services

Year-end FY 09

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Summary (Index Chart | Data Chart | Data Table | Direct Data Entry | Commentary (Info)

Immunizations provided (Prog: Clinical Services)

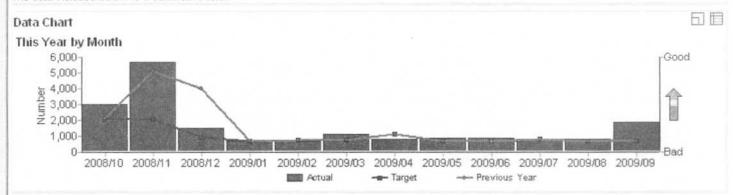
Results Narrative

2009/09

Seasonal flu clinics opened about a month early this year so that the Health Department and other vaccine providers could be ready to give H1N1 flu vaccine as soon as supplies are available. H1N1 flu vaccine is expected in late October or early November. Demand for the seasonal flu vaccine has been higher this year, as the community is more informed about the seriousness of all strains of flu. For FY 09, 18,773 total immunizations were provided, or 2.5 percent more than the 18,319 provided in FY 08. This is 6,764 (or 56.3 percent) more than anticipated.

There are approximately 35,000 deaths each year in the United States from the complications of flu disease. Typically, the flu peak season is late winter, but H1N1 flu circulated throughout the spring and summer of 2009, with the number of cases increasing as soon as children returned to school.

The data included below is a cumulative total.



Benchmark Information

2009/09

A national Healthy People 2010 objective is to have the immunization histories for 95 percent of children under age six years in a registry. Fewer than half of the records in California are in registries. Major changes are happening now that may bring a significant boost to these numbers. California recently brought 10 regional and county registries (including LINK, the one used by Long Beach providers) under one statewide registry known as CAIR (California Immunization Registry). Getting everyone on the same software is the first step in enabling the many county and regional systems to interface. Expanding the system will make it a more valuable tool to providers in Long Beach who need only a few hours of training and an internet connection to be able to access this free software. It not only confidentially tracks patients' records it also helps with inventory control and it identifies children who are not up-to-date so that they can be recalled to the office for missing doses of vaccine. This is a vital tool if we are to establish and maintain high levels of immunity.

DID YOU KNOW?

Did you know that the annual flu vaccine program involves several community partners and many volunteer hours. Clinics for seniors held at Long Beach senior centers, parks and residential sites are operated by Health Department staff and nurses from the American Red Cross. Approximately 350 hours of volunteer time are needed each year to conduct 10 community clinics. A second collaboration with St. Mary Medical Center 's Community Outreach Program provides flu vaccine annually to about 1,400 high-risk adults at churches, temples, homeless shelters, food banks and mental health clinics. These special outreach efforts have taken vaccine to people who would not otherwise have known about the need for annual flu shots or had access to more traditional sites.

Year-end Operational Performance

FY 09

7 3

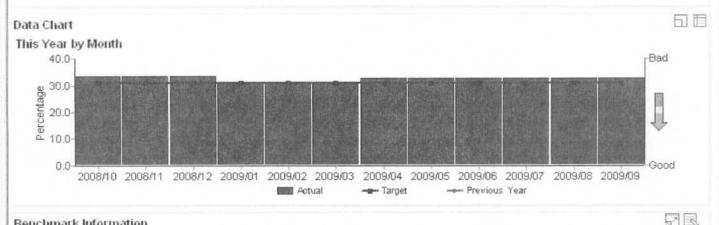
Summary | Index Chart | Data Chart | Data Table | Direct Data Entry | Commentary

% Rate (in FTEs) of lost work hours (Prog. Workers' Compensation)

Results Narrative

For FY 09, the rate of lost work hours was 32.24 FTEs. During the period of October 2008 to September 2009, the City had the equivalent of 32.24 full-time employees off work due to injury, an increase of 1 FTE compared to FY 08 (31.24 FTEs) or a 3.2 percent increase. Of the 32.24 employees off work, the equivalent of 12 police officers and 5 firefighters was lost to injury during that period.

with the Department's efforts to return employees to transitional duty positions, supported and assisted by Risk Management, this rate has continued to drastically decline over the years, allowing for increased productivity within the departments. In FY 09 however, the rate has flattened for the first time in five years.



Benchmark Information

2009/09

Since 2003, lost work hours have declined 63 percent. During 2003, the City lost the equivalent of 90 FTEs due to injury. As in Long Beach, the national rate of lost work hours is decreasing. According to 2007 data from the United States Bureau of Labor Statistics, the rate of lost hours due to injury or illness has fallen four percent from 2006. During the time period June 2004 - June 2007, the City of Long Beach has the lowest average cost per claim among our survey cities, averaging \$6,821 per claim.

DID YOU KNOW?

Lost work hours have declined 63 percent since 2003, at which time the City lost the equivalent of 90 FTEs annually due to injury.

An example of a transitional duty would assign an injured police officer to front desk, training academy or detectives/investigations support. An injured firefighter can provide Emergency Operations Center support or Headquarters support. Transitional duty allows both the employee and the City the opportunity to benefit from the employee's knowledge and experience while at the same time allowing the employee to be productive and active.

Library Services

Year-end FY 09

Summary | Index Chart | Data Chart | Data Table | Direct Data Entry | Commentary | Info

Homework assistance sessions provided (Prog. Youth Literacy Development)

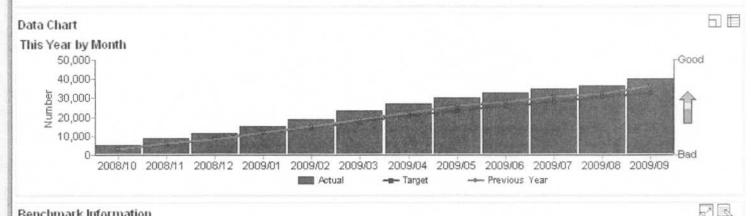
Results Narrative

2009:09



During FY 09, The Library Department exceeded its target of 32,800 homework sessions by 22.3 percent. The Department improved significantly over last year's results, which in FY 09, showed an increase of 3,819 sessions, or 10.5 percent. Despite the nearly 40 percent reduction in Homework Helper staffing, the increasing number of homework sessions indicates that the Library is providing unique and critically needed services to citizens in all areas of the community.

The data included below is a cumulative total.



Benchmark Information

2009/09

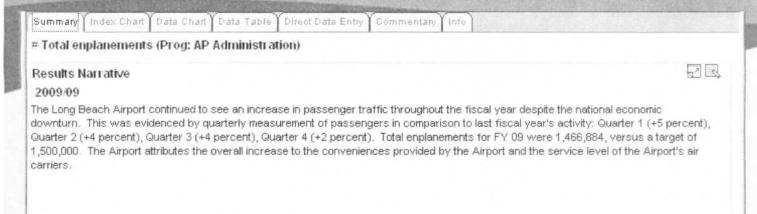
Approximately one in seven (or 14 percent) public libraries nation wide offers formal after-school homework assistance to elementary, middle, and high school students.

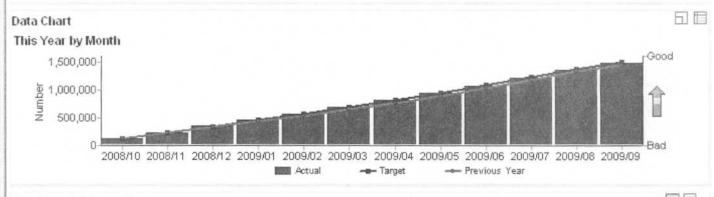
DID YOU KNOW?

Of homework assistance in public libraries, according to a Library Program Consultant for the California State Library, Professor Cindy Mediavilla has stated, "It's clear why public libraries offer homework assistance programs. Not only are they safe and welcome havens for kids to go to after school, but they're sometimes the only places students can turn to for help with assignments, particularly if their parents work full time or have limited English skills."

Long Beach Airport

Year-end FY 09





Benchmark Information

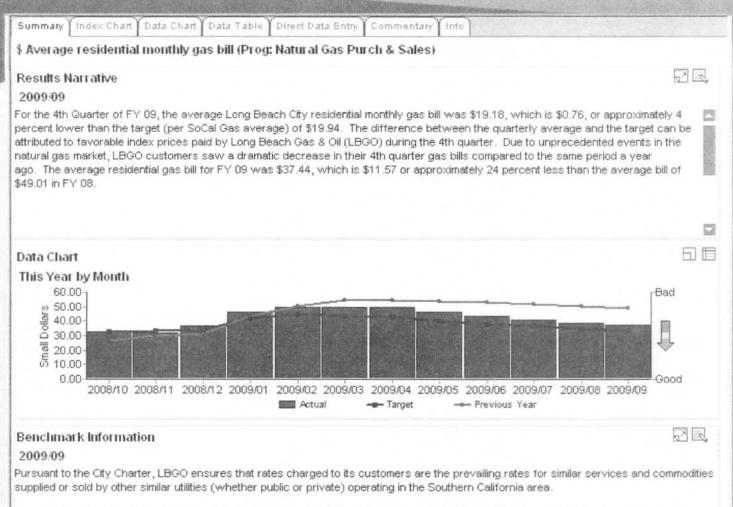
7 2

2009/09

The Long Beach Airport was ranked seventy-seventh nationally amongst US Airports in total enplanements in calendar year 2008 by the Federal Aviation Administration.

DID YOU KNOW?

The Long Beach Airport was rated the seventh best airport, amongst US airports, by business travelers in 2009 in Conde Nast's twelfth annual business-travel survey. The Airport was also recognized by the Department of Transportation's Bureau of Transportation Statistics as having the lowest fares amongst the top 100 airports in the nation. The World Airline Report acknowledged the Airport as the thirty-eighth busiest airport in terms of aircraft movement.



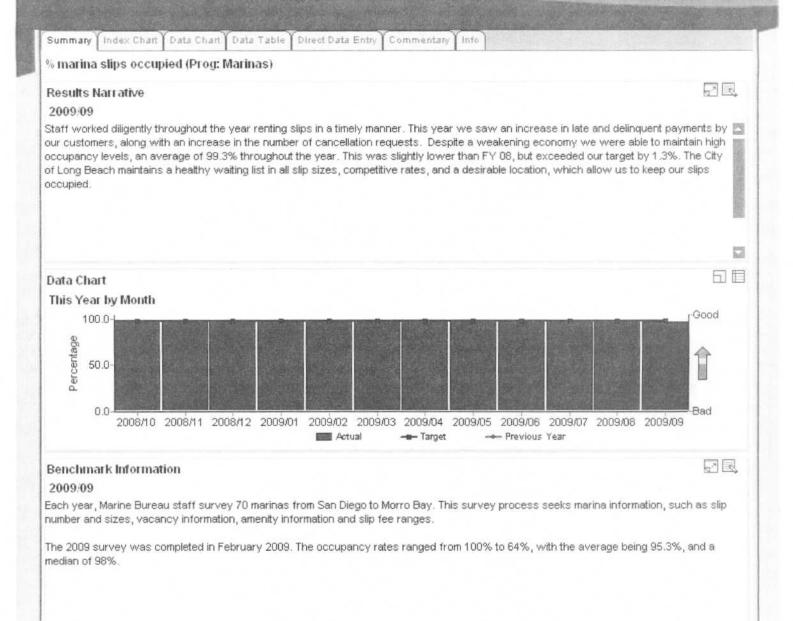
As such, the Department regularly benchmarks the average LBGO single-family residential gas bill to Southern California Gas Company's average bill (based on matching gas usage), to ensure that LBGOs bill is comparable to those of surrounding gas utilities. These activities support the business and economic environment within LBGOs service area, making Long Beach a business-friendly community in Southern California.

DID YOU KNOW?

The natural gas industry was deregulated in the 1980's. As such, LBGO purchases the gas supply for its customers on the open competitive market from sources within California, as well as Texas, Wyoming, New Mexico, Canada –possibly expanding outside the United States to Mexico. Additionally, Long Beach is fortunate to have both on-shore and off-shore natural gas fields. Under negotiated long-term contracts, LBGO purchases approximately 10 billion cubic feet annually, at a cost of approximately \$70 million. The Department works to protect its customers to a greater extent than other gas customers in Southern California by contracting for price protections that ensure that winter gas bills will remain reasonably priced even during high-priced market conditions.

Parks, Recreation & Marine

Year-end FY 09



DID YOU KNOW?

The Long Beach Marina is the largest municipally operated marina in the United States, along with having one of the greatest locations in California, if not the United States. Boats are protected by a series of offshore breakwaters and by a natural south-facing bay. Our customers appreciate the rapid access to open water, prevailing winds and close proximity to Catalina Island. Sailing conditions in Long Beach are practically perfect year round. That is why Long Beach has been and continues to be home of the Congressional Cup, Transpac and Olympic trial races.

Year-end Operational Performance

FY 09

Summary | Index Chart | Data Chart | Data Table Direct Data Entry # Violent crime rate (violent crimes per 1,000 residents) (Prog: Patrol) 7 R.

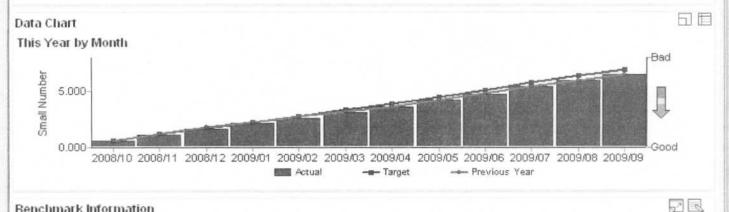
Results Narrative

2009/09

During the 4th Quarter of FY 09, the department had 832 total reported violent crimes. This equates to 94 less violent crimes than our target of 926, or a 10.1 percent decrease from anticipated levels. For FY 09, the department had 3,202 reported violent crimes compared to 3,212 violent crimes for FY 08. The target for FY 09 was 3,480 which equates to a 7.9 percent reduction in violent crimes.

When comparing the number of violent crimes per 1,000 residents, the department met their target during each quarter of the year. During FY 09, the violent crime rate per 1,000 residents was 6.50 versus 6.52 in FY 08.

A reduction of Violent Crime is a high priority for the Department and the Patrol Program, which also promotes the City's goal to provide community safety.



Benchmark Information

2009/09

According to 2006 FBI statistics, Long Beach had a violent crime rate of 7.2 per 1,000 population, which ranked number 11 out of the 18 California cities with populations of 200,000 or more.

The City of Los Angeles experienced 7.9 violent crimes per 1,000 in 2006. Furthermore, when compared to other cities with populations most comparable to Long Beach (Oakland, Sacramento and Fresno), Long Beach experienced fewer violent crimes per 1,000 population.

The rates for those cities were 19.0, 12.1 and 7.6 respectively.

DID YOU KNOW?

As a result of the Department's dedication to maintain Violent Crime as a high priority, the Long Beach Police Department has had six continuous years of violent crime decreases.

Public Works

Year-end FY 09

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Summary Index Charl Data Charl Data Table Direct Data Entry Commentary Info

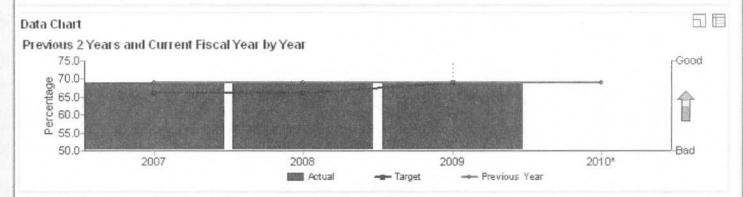
% Waste diversion/recycling rate (based on total collected tons) (Prog: Waste Diversion & Recycling)

Results Narrative

2009

As it has for the previous fiscal years, the City is reporting an annual diversion rate of 69 percent — exceeding the AB 939 required 50 percent diversion rate. Therefore, 69 percent of the City's waste was diverted from landfills through recycling, reuse and waste reduction efforts. The final diversion rate for FY 09 is not available at this time.

The data below is reported once per fiscal year.



Benchmark Information

2009

SustainLane, which provides the most comprehensive and credible benchmarking of the state of sustainability in America, are covered by the Wall Street Journal, CNBC, CNN, NPR and many other media outlets. According to SustainLane, San Francisco, Long Beach, New York, Los Angeles, San Jose, Fresno and Portland all divert more than 60 percent of their total waste from city landfills through recycling, green waste and composting programs. As of fall 2007, San Francisco's diversion rate is the highest in the nation. New York and Portland joined the first tier of waste busters this year with waste diversion rates of 64 percent and 61.5 percent, respectively. The City of Long Beach has been maintaining a high waste diversion rate since 2006. On March 26, 2008, the City reported that "the City's waste diversion rate increased another 3 percent in 2006, when 69 percent of the City's trash was diverted from disposal trough recycling, reuse and waste reduction programs". State law mandates that each jurisdiction maintain a waste diversion rate of at least 50 percent.

DID YOU KNOW?

In FY 09, the City implemented a Multi-Family Recycling Program. The program requires private refuse haulers to make recycling service available to all multi-dwelling buildings. Implementing a Multi-Family Recycling Program provides residents in larger apartment buildings the opportunity to recycle targeted materials that comprise their household waste, as well as helping maintain or even increase the City's overall waste diversion rate. Larger recycling carts and new materials targeted for recycling have helped increase the diversion rate. In FY 09, more than 98,000 pounds of electronic waste was collected and recycled by the City of Long Beach. A national award winning educational campaign and a comprehensive web site, www.longbeach-recycles.org, support the City's waste diversion programs.

Technology Services

Year-end FY 09

7 3

7 3

Summary Index Chart | Data Chart | Data Table | Direct Data Entry | Commentary Info

PC and laptops installed, replaced, and upgraded (Prog: Technology Equipment)

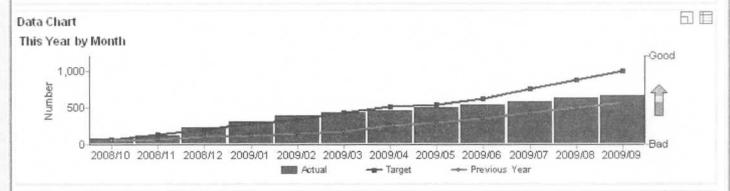
Results Narrative

2009/09

Desktop Services completed 28 new installs, upgrades, and replacements in September for a total of 660 PCs this fiscal year. This is 96 units more than FY 08 or a 17 percent increase. For FY 09, the Department set a total target of 1,002 installations, replacements and upgrades. It is important to note that while the operation appears below target, the number of new installations (new PCs) are significantly below target, which is the result of the reduction in departmental requests stemming from budget constraints.

The City replaces personal computers on a 4-year basis. By replacing older PCs in a timely manner, the City can capitalize on newer technology with greater functionality and increased productivity by minimizing equipment down-time typical with older PCs.

The data included below is a cumulative total.



Benchmark Information

2009/09

According to a recent survey conducted via the Municipal Information Systems Association of California listserve, the average number of computers per desktop technician for the responding communities is 129. In Long Beach, one technician supports up to 458 computers.

DID YOU KNOW?

Printing from a PC to an MFD (multi-function device e.g., scanner/copier – Xerox, Konica-Minolta, etc) can significantly reduce the cost of printing for departments. Current MFD per page costs are roughly .9 cents for black and white and 10 cents for color printing while local printers can cost 1.5 cents for black and white and above 10 cents for color printing. MFD's have also been recognized as having ergonomic benefits for the users, as short walks to the MFD can regenerate the user.



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