COMPREHENSIVE PERFORMANCE MANGEMENT SYSTEM

Building Trust, Accountability & Value

Goals and Objectives:

- Align Organization and Resources Around City Council and Community Priorities

- Focus Entire Organization on Results

- Improve Efficiency and Effectiveness of City Services

- Increase Accountability at All Levels of Organization

- Communicate Status of Performance Regularly

- Provide Easy Access to City Services

- Improve Communication and Tracking of Community Service Requests

- Strengthen Decision-Making Process

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System Components:

- **Department Strategic Business Plans**

- **Performance-Based Program Budget**

- **Tracking and Reporting Performance**

- **Annual and Ongoing City Council and Community Input and Priorities**

- **Evaluate Results and Redesign Service Delivery and Allocations**

- **311 Customer Request and Tracking System (Under Study)**

COMPREHENSIVE PERFORMANCE MANAGEMENT SYSTEM

Department Strategic Business Plans: *establishes a plan for achieving the City Council and community's priorities*

- City Council and Community Priorities Create Plan Foundation (Including Strategic Plan 2010)

- Focus on Critical Issues Over Next 2 to 5 Years

- Establish Performance Objectives and Measures

- Create Program Structure for Budget

- Employees at All Levels Involved

- All City Manager Departments Complete By End of 2006

- 6 of 14 Departments to be Completed in 2005

COMPREHENSIVE PERFORMANCE MANAGEMENT SYSTEM

Performance-Based Program Budget: *aligns budget allocations with program services and performance data*

- Communicates City Expenditures by Program and Service Areas

- Communicates Program Deliverables and Performance

- Provides Clear Understanding of Costs for Service

- Allows for Resource Allocation to Priority Areas Based on Results

- Ensures Efficient Use of Resources

- Strengthens Policy Decision-Making with Performance and Budget Information

<u>Tracking and Reporting Performance</u>: *provides information for continuous service and efficiency improvement to City Council, public, and employees*

- <u>BeachStat Reviews</u> – Bi-Weekly City Manager Review Sessions with Department Directors on Critical Performance Issues

- <u>Monthly Updates</u> on Performance Data Through Online Tracking System

- <u>Quarterly Performance Reports and Public Workshops</u> (financial, service, and capital results)

- <u>Annual Report to the Community</u>

COMPREHENSIVE PERFORMANCE MANAGEMENT SYSTEM

Annual and Ongoing City Council and Community Input: *continuous input provides for services responsive to changing priorities*

- City Council Identification of Annual Priorities

- Annual Community Phone Survey Tracks Customer Satisfaction and Priorities

- Ongoing Service-Specific Surveys and Inspections

- Potential Use of "Reverse 911" for Service-Specific Community Input

COMPREHENSIVE PERFORMANCE MANAGEMENT SYSTEM

Evaluate Results and Improve Service Delivery and Allocations: *provides information for continuous service and efficiency improvement*

- Allocation of Resources Based on Priorities, Results, and Available Funding

- Design of Service Delivery Based on Demand, Results, and Best Practices

- Aligns All Levels of the Workforce in Working Towards Desired Outcomes

311 Customer Request and Tracking System

(Under Study): *provides one-stop access to City services and improves communications with customers*

- Tracks Internal and External Requests for Services

- Tracks Demand and Response Time

- Improves Communication with Public on Customer Service Requests

- Provides Data for Performance Tracking System and Improved Service Delivery Methods

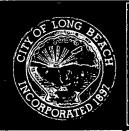# COMPREHENSIVE PERFORMANCE MANAGEMENT SYSTEM

Performance Management System:

- Ties City priorities to department operations, budget allocations and performance information
- Looks at overall performance in achieving Council and community priorities, not just customer-driven requests
- Provides information on the City's ability to address strategic objectives such as:
  - ✓ Providing quality housing
  - ✓ Cleanliness of Streets
  - ✓ Success of Youth Programs

311 Customer Requests and Tracking System:

- 311 is a real-time, customer-driven system that tracks customer requests
- Data collected represents only those requests that come through the system
- 311 performance data is demand and response time information
- System does not address long-range, strategic priorities of the City
- Examples of performance data collected from 311:
  - ✓ Refuse bins requested
  - ✓ Pot hole repairs requested
  - ✓ Graffiti removal requests

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Agreement with Weidner Consulting, Inc.:

- Provide Expertise, Knowledge, and Resources

- Team Will Work with All City Manager Departments to Build Strategic Business Plans

  - ✓ Align Department Operations with City Council and Community Priorities

  - ✓ Build Departments' Program Structure

  - ✓ Develop Meaningful Performance Measures

- Budget Redesign to Reflect Performance-Based Program Budget Structure

- Implement a Performance Information Management System to Track Performance Data and Ensure Accurate, Timely Reporting

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Project Plan:

- Two (2) to Three (3) Year Project Depending on Availability of City Resources

- Program Structure Implemented for FY 06 Budget

- Six (6) Departments to Complete the Full Strategic Business Plans in 2005, Which Includes Development of All Performance Measures (Outcome, Demand, Efficiency, and Outputs)

- Performance Reporting to Begin in FY 06 (Fall 2005)

- Full Performance-Based Program Budget Development for FY 07

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311 Customer Request and Tracking System:
Single, easy to remember phone number to request non-emergency services and information

- Examples of 311 Services Include:
  - ✓ Abandoned Vehicle Removal
  - ✓ Building Permit Violation
  - ✓ Food Facility Complaints
  - ✓ Graffiti Removal
  - ✓ Pothole Repair
  - ✓ Refuse/Recycling Bin Requests
  - ✓ Tree Trimming
  - ✓ Traffic Signal Repair
  - ✓ Utility Turn-Ons and -Offs

- Cities Using 311:
  - ✓ Baltimore, Chicago, Dallas, Houston, Los Angeles, New York and San Antonio – Use of 311 Varies by Jurisdiction

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<u>311 Customer Request and Tracking System</u>:

- 311 Service Levels

  - ✓ 311 Customer Call Centers and Internet Portal

    - Transfer call to appropriate Department

    - Respond directly to questions – supported by comprehensive database with service information

    - Initiate service requests routed to Departments through work order systems that provide service status

    - Customers input service requests over the internet directly into the work order system

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311 Customer Request and Tracking System:

- 311 Promotes Accountability

  ✓ Assigns clear responsibility for all customer requests

  ✓ Provides City with tools to input, analyze and monitor customer service requests

  ✓ Provides comprehensive performance data showing workload trends and response times

  ✓ Provides customers with service request tracking information

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<u>311 Customer Request and Tracking System</u>:

- 311 Feasibility Study Purpose

  - ✓ Identify 311 alternative models

  - ✓ Estimate costs and benefits

  - ✓ Recommend approach for Long Beach

- Experienced Consulting Team Selected

- 311 Feasibility Study Approach

  - ✓ Meet with elected officials and management team to clarify City's 311 system goals

  - ✓ Review current service delivery processes, call and workload volume, resource levels, and results

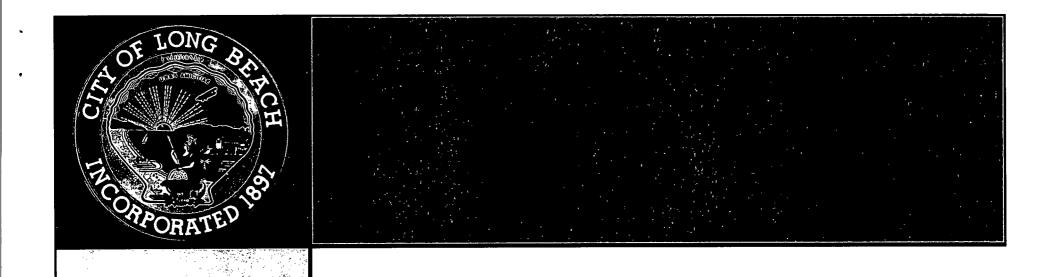 - ✓ Feasibility study completed by July 2005

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Emergency Telephone Notification System:

- Need for Effective Public Notification Strategy

- "Reverse 911" System Enhances City's Ability to Provide Emergency Information to the Public

- System Can Place 1,000s Calls in a Short Period of Time

- Calls Can Be Made to a Pre-Determined, Mapped Location

Emergency Telephone Notification System:

- Examples of External Use Include:

  - ✓ Missing Persons

  - ✓ Natural Disasters

  - ✓ Floor Warnings

  - ✓ Terrorist Incidents

- System Capable of Providing Internal, Emergency Notifications to Staff Via Multiple Devices

- Public Survey Capability Integrates "Reverse 911" with Performance Management Objectives

- Implementation Completed in Summer 2005

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