

CITY OF LONG BEACH

DEPARTMENT OF FINANCIAL MANAGEMENT

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

June 2, 2009

HONORABLE MAYOR AND CITY COUNCIL City of Long Beach California

RECOMMENDATION:

Receive and File the Fiscal Year 2009 Second Quarter Operational Performance Report. (Citywide)

DISCUSSION

This report provides an update on the City's Fiscal Year 2009 (FY 09) operational performance through March 31, 2009. The 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 results, identify performance trends 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 to all areas of service delivery. There is no more important tool to achieving this commitment than performance-based management. This report includes the highlights of operational performance through March 31, 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 letters of support & opposition written
Community Development	Housing Assistance	Percentage of voucher lease-up's for housing support
Development Services	Inspection Services	Number of inspections completed
Financial Management	General Billing & Collections	Collection rate for ambulance billing

Department	Program	Performance Measure
Fire	Emergency Response Operations	Percentage of structure fire on-scene arrivals of first appropriate units within 6 minutes or less
Health & Human Services	Clinical Services	Number of immunizations provided
Human Resources	Workers' Compensation	Rate of lost work hours
Library	Youth Literacy Development	Number of homework assistance sessions
Long Beach Airport	Airport Administration	Number of enplanements
Long Beach Gas & Oil	Oil Production & Subsidence Management	Number of barrels of oil produced
Parks, Recreation & Marine	Beach Grounds Maintenance	Number of beach acres maintained
Police	Patrol	Average response time for Priority 1 calls
Public Works	Traffic Operations	Number of traffic sign installations completed
Technology Services	Business Information Services	Number of visits to City of Long Beach websites

Analyzing Results

The Quarterly Operational Performance Report grounds the discussion of priorities, strategies and results in measurable data. Because 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;
- <u>Benchmark Information</u>: 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.

HONORABLE MAYOR AND CITY COUNCIL June 2, 2009 Page 3

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, 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 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,

LORI ANN FARRELL

DIRECTOR OF FINANCIAL MANAGEMENT/CFO

CVBUDGET/PERFORMANCE MANAGEMENT/PERFORMANCE REPORTS/FY 09 REPORTS/2ND QUARTER/2009 SECOND QUARTER OPERATIONAL PERFORMANCE MENO MAY 19, 2009. DO

ATTACHMENT

APPROVED:

PATRICK H. WEST 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

CITY MANAGER

Patrick West 562.570.6916

ASSISTANT CITY MANAGER

Suzanne Frick 562.570.6811

AIRPORT

Acting Director Chris Kunze 562.570.2655

COMMUNITY DEVELOPMENT

Director Dennis Thys 562.570.6570

FINANCIAL MANAGEMENT

Director Lori Ann Farrell 562.570.6427

HEALTH & HUMAN SERVICES

Director Ron Arias 562.570.4016

LIBRARY SERVICES

Acting Director Glenda Williams 562.570.6016

PARKS, RECREATION & MARINE

Director Phil Hester 562.570.3170

PUBLIC WORKS

Director Michael Conway 562.570.5282

DEPUTY CITY MANAGER

Reginald Harrison 562.570.5850

DEVELOPMENT SERVICES

Director Craig Beck 562.570.6428

FIRE

Chief David Ellis 562.570.2509

HUMAN RESOURCES

Director Suzanne Mason 562.570.6140

LONG BEACH GAS & OIL

Director Chris Garner 562.570.2001

POLICE

Chief Tony Batts 562.570.7301

TECHNOLOGY SERVICES

Director Curtis Tani 562.570.6234

2 B

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

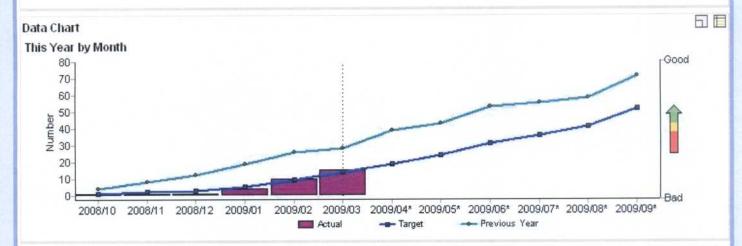
#Letters of support and opposition written (Prog: Intergovernmental Relations)

Results Narrative

2009/03

For the 2nd Quarter of FY 09, the Intergovernmental Relations program met its target of creating and distributing 5 letters. In contrast to 1st Quarter when October adjournments of both the State Legislature and Congress reduced opportunities on which to submit letters of support or opposition, the Department had more opportunities to craft and distribute letters. Letter topics drafted in the 2nd Quarter included: additional FY 10 Appropriation Requests to Congresswoman Laura Richardson; support letters to NOAA Fisheries from Senator Alan Lowenthal and Assembly Member Bonnie Lowenthal regarding Colorado Lagoon Restoration Project; a support letter for AB 213: Peninsula Parking; and a support letter for SB 415: Liquor Licenses.

The data included below is a cumulative total.



Benchmark Information

2009/03

Many California cities do not track information regarding the number of letters written in support and opposition to pending legislation. As a result, only 3 cities are able to provide 2008 estimates comparable to Long Beach: Sacramento averaged 12 letters per quarter; Glendale averaged 9 letters per quarter; and Irvine averaged 6 letters per quarter. Of note, the data above includes the last year of the State Legislature's two-year session, which typically results in a higher volume of letters. Given that 2009 marks the first year in a new two-year session of the Legislature, and both the Governor and the Legislature are preoccupied with the State's current fiscal crisis, the Department has achieved its target.

DID YOU KNOW?

The Intergovernmental Relations program not only provides services to the Mayor, City Council members and the City Manager, but also provides assistance to all departments – with the exception of the Harbor and Water Departments. However, the IGR team regularly coordinates efforts with the Harbor and Water Departments' IGR staff. The program supports a number of the City Manager's FY 09 Key Outcomes, including strengthening the City's fiscal sustainability, improving air & water quality and developing long-term funding solutions for the City's infrastructure.

Q2 Operational Performance

FY 09

7

Better Every Day

7

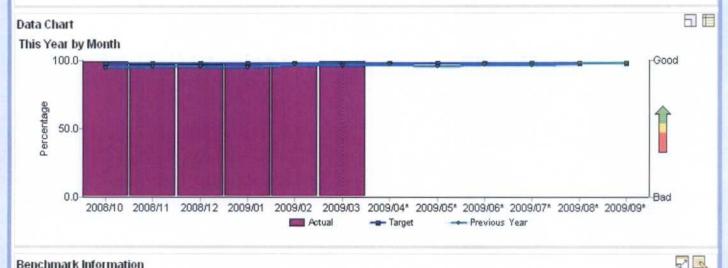
Summary Index Chart | Data Chart | Data Table | Commentary Info

% Voucher lease-up (for housing support) (Prog: Housing Assistance)

Results Narrative

2009/03

In the 2nd Quarter of FY09, the Housing Authority's percentage of vouchers leased averaged 99 percent - exceeding the quarterly target of 98 percent. In addition, the Department exceeded either met or each monthly target of 98 percent —January's rate was 98 percent and, both February and March had rates of 99 percent vouchers leased. Performance in the 2nd Quarter of FY 09 exceeded both 1st Quarter FY 09 and 2nd Quarter FY 08's performance by 1.9 percent and 2.8 percent, respectively.



Benchmark Information

2009/03

The Housing Authority of the City of Long Beach receives approximately \$65-\$70 million in annual funding from the U.S.Department of Housing and Urban Development, and provides rental assistance for decent, affordable housing to over 6,300 low-income Long Beach households. These households rent privately owned residences from more than 2,500 local landlords. In comparison, the District of Columbia reports approximately 10,300 families are receiving assistance through various housing assistance programs - including Housing Vouchers. However, as a note to the municipal comparison, there is difficulty in identifying a benchmark for vouchers leased—given large differences in families in need and size of different local programs.

DID YOU KNOW?

On average, each Housing Specialist at the Housing Authority manages 445 participants throughout the year and interviews approximately 38 clients each month.

Development Services



Results Narrative

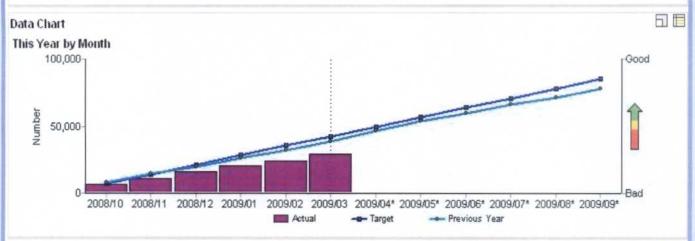


2009/03

In the 2nd Quarter of FY 09, there were a total of 28,895 construction inspections—meeting 67.8 percent of its midyear target of 42,600 inspections. In March, the Department reports 4,487 completed inspections—meeting 63.2 percent of its monthly target of 7,100. In comparison to 2nd Quarter of FY 08, construction inspection decreased by 10,028.

The declining trend is due to the continued banking and mortgage crisis. However, the Department anticipates that there may be a marginal increase in the 3rd Quarter of FY09 as a result of the spring and summer building/remodeling season, as well as recent increases in activity in the home resale market.

The data included below is a cumulative total.



Benchmark Information



2009/03

Currently, the Department has been able to locate similar data in two other jurisdictions: The City of San Diego reports that they completed an estimated 129,714 inspections in 2008, while in Hanover County, Virginia—a smaller jurisdiction than the City of Long Beach—reports that it completes approximately 140 inspections per day.

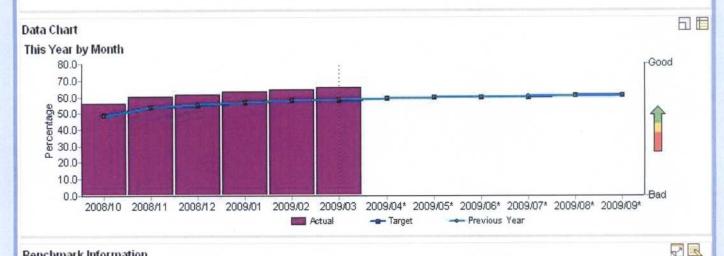
While both cities cannot be directly compared to Long Beach in size and population numbers, these cities serve as a starting point for benchmark information regarding Development Services operations. The Department will continue to research comparable cities for benchmark information.

DID YOU KNOW?

Development Services' Inspection Services Division will be assisting the Redevelopment Agency (RDA) with project support for several projects throughout the City of Long Beach. The expertise of the Department's inspectors enables them to provide timely and effective solutions to critical elements of RDA's project--thereby, saving valuable time and expense.



In the 2nd Quarter of FY 09, 65.5 percent of Advanced Life Support (ALS) transport accounts were collected - exceeding the quarterly target of 58 percent. Furthermore, this Quarter's performance is a significant increase from last year's 2nd Quarter when the Department had a 58.3 percent



Benchmark Information

2009/03

2009/03

There are few municipalities performing ambulance billing and collections and, unless two cities share the "payor mix", it is not possible to compare two municipalities. The payor mix is a description of the type of insurance coverage, if any, a patient may have. As a result of widely varying reimbursement rates between each level of payor, the actual payor mix is very important when it comes to determining what percentage of each dollar billed can be or will be collected by a jurisdiction. Although the City of Los Angeles and the City of Long Beach do not share the same payor mix, they both provide ambulance billing and collections services. The City of Los Angeles averages a 54 percent collection rate for Advanced Life Support (ALS) and Basic Life Support (BLS) transports.

DID YOU KNOW?

The Department's Billing and Collections Division provides a full range of financial services including billing, payment processing, collections, internal controls and audit support services for most City Departments. The Division files approximately 362 small claims actions annually against delinquent ALS account customers. Over time, the overall collection rate increased to approximately 80 percent on ALS accounts.

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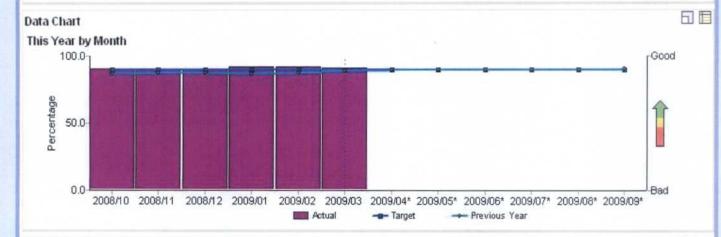
Summary Index Chart Data Chart Data Table Direct Data Entry Commentary Info

% (Structure Fires) On-scene arrival of first appropriate unit for structure fire calls within 6 minutes or less (from call initiation to arrival on scene) (Prog. Emergency Response Operations)

Results Narrative

2009/03

During the 2nd Quarter of FY 09, 91.2 percent of on-scene arrival for structure fires occurred within 6 minutes— exceeding both its quarterly target of 90 percent by 1.2 percent and 2nd Quarter FY 08's performance by 2.8 percent. The percentage of first responders arriving on scene within six minutes for structure fires is a critical measure of performance and a direct measure of the response capability of First Responders. Response time is impacted by many factors, including increasing call volume and station location. Timely response to structure fires is critical in limiting loss of property and life.



Benchmark Information

2009/03

The Long Beach Fire Department holds itself to the highest standards of service when selecting its benchmarks and performance targets. Protecting life and property requires rapid arrival. The 90 percent target for on-scene arrival is a non-binding recommendation by NFPA (National Fire Protection Association), which has become a generally accepted practice in the fire service, and was used as evaluation criteria in the 2005 Fire Services Review.

DID YOU KNOW?

In December 2007, the Fire Department placed an additional Truck Company into service. The costs of the additional truck, and the additional personnel to staff the truck, are fully supported by the voter-approved Proposition H: "Police and Fire Public Safety Oil Production Tax." The Department reports that the addition of this truck has improved citywide truck response times.

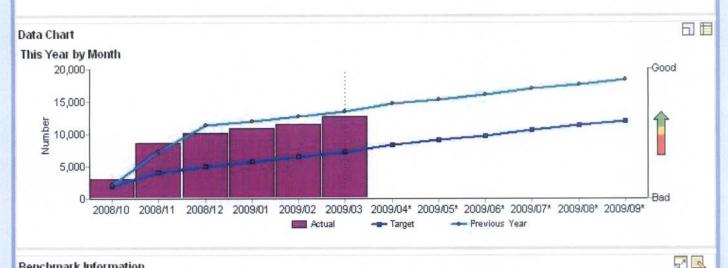
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For the 2nd Quarter in FY 09, the number of immunizations administered was 12,665 -exceeding the quarterly target by 75 percent. In the month of March, the Department immunized 1,102 patients -45 percent better than its monthly target of 761 patients.

The overall increase for the 2nd Quarter was due to the 3 subvention clinics located in the City's high schools. Furthermore, some City middle schools sent letters to students' homes informing parents that all students are required to have a tetanus booster before high school. As a result, at its regular immunization clinic, the Department experienced a large increase from the middle school age group.

The data included below is a cumulative total.



Benchmark Information

2009/03

Long Beach's Department of Health and Human Services is taking part in Healthy People 2010's goal of having 90 percent of children and adolescent vaccinated by 2010. At present, monitoring the annual percentage of children (19-35 months) vaccinated in the United States, the Centers for Disease Control and Prevention reports that California falls short of the national number of children immunized. In 2007, as opposed to 80 percent nationally, 79 percent of California children are immunized.

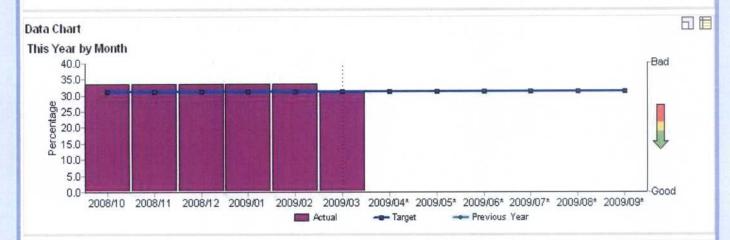
DID YOU KNOW?

The Long Beach Health Department carries a vaccine for shingles (Zostavax). Available for people 60 years old and over, the vaccine costs \$170. The cost may be partially reimbursed under a prescription drug plan. Anyone who has had chickenpox can get shingles later in life because the virus that causes chicken pox remains dormant. It reactivates when age, physical and emotional stresses weaken the immune system. Shingles is a painful skin rash that last two to four weeks, and one in five people can have severe pain that lasts even when the rash has healed.

2009/03



In the 2nd Quarter of FY09, the Department has maintained a rate of lost work hours of 31.4 percent or 98.6 percent of the Department's quarterly target. Included in this number is the equivalent of 12 police officers and 5 firefighters lost to injury during the Quarter. 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, thus increasing productivity within all City departments.



Benchmark Information

2009/03

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 4 percent from 2006. Additionally, during the time period June 2004 - June 2007, the City of Long Beach has the lowest average cost per Workers' Compensation claim among our survey cities, averaging \$6,821 per claim.

DID YOU KNOW?

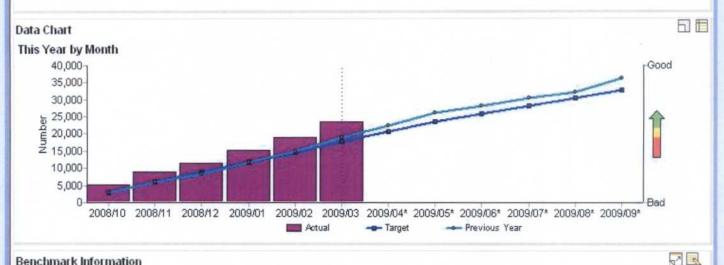
With the internal changes made to the Workers' Compensation Program, the City has saved \$2 million annually, independent of the State reforms, of which \$1.5 million is saved annually from the reduction in lost work hours. These savings are accomplished through the implementation of improved procedures and technology facilitated by the Department's Risk Management and Workers' Compensation Claims Office.

7 3



During the 2nd Quarter of FY 09, The Library Department exceeded its target of 17,700 homework sessions by 33.2 percent. The Department improved significantly over last year's 2nd Quarter results, which in the 2nd Quarter of FY 08, showed an increase of 4,701 sessions, or 24.9 percent. Despite the nearly 40 percent reduction in 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.



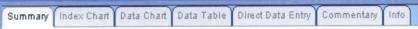
Benchmark Information

According to the American Library Association, "approximately one in seven public libraries nationwide offers formal after-school homework assistance to elementary, middle and high school students." Long Beach Public Library's Family Learning Centers have received national recognition and have served as a model for a number of other library jurisdictions.

DID YOU KNOW?

During difficult economic times, libraries across the United States experience increased library usage. The Wall Street Journal reports that increases in library usage occurred during the 1987 and 2001 recessions. As a result, a recent article stated that "with a troubled economy, people are pulling out library cards instead of credit cards".

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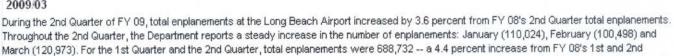


attributes its high passenger rates to the convenience and efficiency of flights from the City of Long Beach.

Total enplanements (Prog: AP Administration)

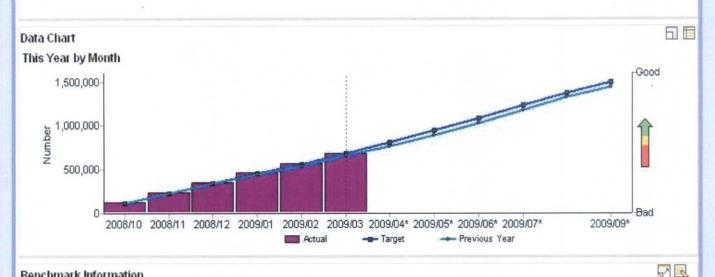
Results Narrative

2009/03



Quarters' cumulative total. Experiencing success despite a national decrease in enplanements due to the current economic downturn, the Department

The data below is a cumulative total.



Benchmark Information

Using national data reported in USA Today for benchmark information, the Long Beach Airport is performing much better than other airports nationwide. Nationally, in comparison to 2007, airports filled 10 percent fewer seats in 2008. However, as illustrated by 2nd Quarter performance, the Long Beach Airport is experiencing increases in seat occupancies.

DID YOU KNOW?

In California, every airport lost seats in 2008 except Long Beach, which fills an average of 5,209 seats daily. This is attributed to the airport filling and flying all 41 commercial flight slots.

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Summary Index Chart Data Chart Data Table Direct Data Entry Commentary

Barrels of oil produced (Prog. Oil Prod & Subsidence Mgmt)

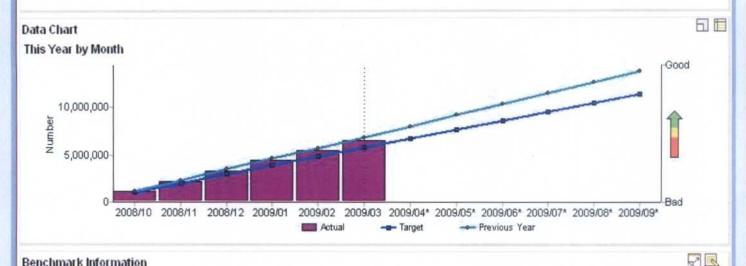
Results Narrative

2009/03

During the 2nd Quarter of FY 09, 3,242,592 barrels of oil were produced. This is 407,480 barrels, or 14 percent, more than the quarterly target of 2,835,112 barrels. Cumulatively, production for 1st and 2nd Quarter of FY 09 was 6,561,186 barrels - 4.3 percent less than the barrels produced during the first two Quarters of FY 08. In the month of March, 1,100,437 barrels of oil were produced—approximately 14 percent more than the expected monthly target of 966,789 barrels. In comparison to March FY 08, the production level for March FY 09 declined approximately 3 percent.

While a continuous annual decline of 15 percent can be anticipated with a maturing oil field asset, the Department reports that actual decline was minimized through the Department's investment efforts into the oil field.

The data included below is a cumulative total.



Benchmark Information

2009/03

The Wilmington Oil Field is the third largest field in the contiguous United States with an ultimate recovery estimated at three billion barrels of oil. Wilmington Oil Field is the second largest oil field in California's history in terms of cumulative production. In comparison to other smaller oil fields operated by the City, only Midway-Sunset - the largest oil field - has produced more oil than Wilmington. Today, Wilmington has a daily production that ranks sixth among all the oil fields in California.

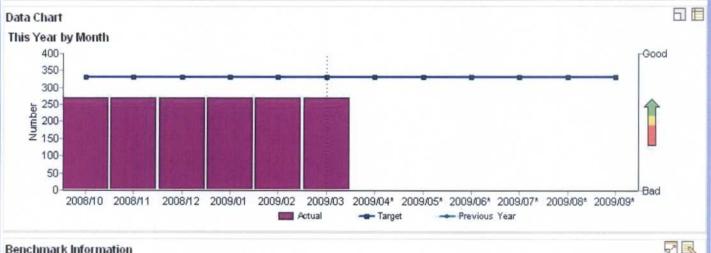
DID YOU KNOW?

The City of Long Beach is the only municipal government in California that manages oil operations. Through Long Beach Gas & Oil (LBGO), the City operates the Wilmington Oil Field and has various financial interests in smaller oil fields throughout the City, such as the Signal Hill East and West Units, Recreation Park, and Marine Stadium. Since oil operations were established, over \$450 million has been generated for the City and over \$4.25 billion for the State of California.



In the 2nd Quarter of FY 09, the Beach Grounds Maintenance program provided basic beach sanitation and sand replenishment to 271 acres of City beaches - meeting 81.9 percent of its monthly target of maintaining all 331 acres. Maintenance services include refuse collection, sweeping 15 beach parking lots and maintaining 5.5 miles of the beach's bike path. The goal of the Beach Grounds Maintenance program is to maintain clean, safe and accessible beaches within the City.

Although beach trash is addressed daily, much of the work performed is seasonal. During the summertime, the bike path, sand sanitation and waterline are raked/cleaned 4-5 times a week. During the winter season, these procedures are decreased to 3 times per week. When fully staffed, the City's beach parking lots are swept five days a week year round. Furthermore, weather conditions, including storms and tide conditions, along with environmental issues and regulations (i.e., the grunion migration), dictate much of the division's work schedules - therefore impacting the number of acres maintained.



Benchmark Information



At present, comparable jurisdictions to not track or report the number of beach grounds maintained by the City. However, in comparison to nearby cities, the City of Long Beach is responsible for more beach acres. While the City is responsible for a total of 331 acres of beach property, the City of San Clemente provides maintenance services to 20 acres and the City of Manhattan Beach maintains 40 acres of recreational beach area.

DID YOU KNOW?

Due to surf conditions, high tides, the breakwater and the Port configuration, sand moves west along the beach, causing the peninsula to recede. As a result, Beach Grounds Maintenance is responsible for renourishing this area by replacing the sand lost because of erosion. Currently, Department staff moves between 68,000 and 90,000 cubic feet of sand per year.



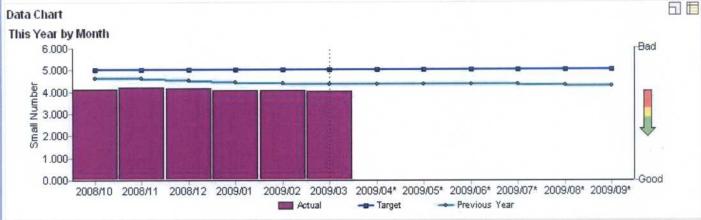
Results Narrative

77 3

2009/03

In the 2nd Quarter of FY 09, the average citywide response time to Priority 1 Calls for Service was 4.05 minutes -- 19 percent faster than the targeted 5-minute response. When compared to the 2nd Quarter of FY 08, the average response time is 3 seconds faster. This measure reports the average time in minutes for a police officer to arrive at the scene of a Priority 1 Call for Service—illustrating how well the Department is meeting the community's expectations that the City will provide timely service, as well as the most expedient response to emergency calls for service.

The data included below is a cumulative total.



Benchmark Information



2009/03

According to 2007 ICMA data, the City of Long Beach has a significantly faster response time to priority calls than other surveyed cities with populations of 100,000 or more. The average response time to emergency calls for service was 7.2 minutes in those member cities/counties with a population greater than 100,000. The City also has a faster response time in comparison to all ICMA-surveyed jurisdictions. In comparison to the City's 4.05 minute response time, all ICMA jurisdictions report an average of 6.69 seconds.

DID YOU KNOW?

In the early 1990's, the Long Beach Police Department developed a strategic plan to address several areas of concern and interest identified by the community. One of those areas was response time to Priority One or Emergency Calls for Service. In order to better serve the community and give them a better sense of safety, the Department established the goal of responding to Priority One Calls for Service in an average time of five minutes or less. The Police Department Strategic Plan was implemented beginning in January 1994, and since that time the Police Department continuously met or exceeded its goal.

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

Sign installations completed: traffic signs (Prog: Traffic Operations)

Results Narrative

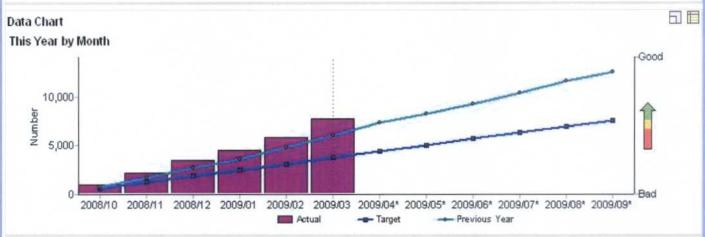
27

2009/03

In the 2nd Quarter of FY 09, the Department completed a total of 7,723 traffic sign installations – more than doubling its target of 3,798. In the month of March, the Department completed 1,874 sign installations and exceeded its monthly target of 633 sign installations. In comparison to the 2nd Quarter of FY 08, the Department has increased traffic sign installations by 28.1 percent.

The Department reports that a third sign truck added in FY 08, and additional staff in FY 09 have allowed this measure to exceed its monthly and quarterly targets.

The data included below is a cumulative total.



Benchmark Information



2009/03

At present, neither ICMA nor individual jurisdictions specifically track and report the number of traffic sign installations completed. Furthermore, for an appropriate comparison, benchmark information must factor the number of streets, square miles and population numbers. While a much larger jurisdiction and the only municipality found to track a similar measure, the City of Indianapolis (population: 795,458 and 372 square miles) reports a total of 16,000 traffic sign installations or replacements -- presumably, each year.

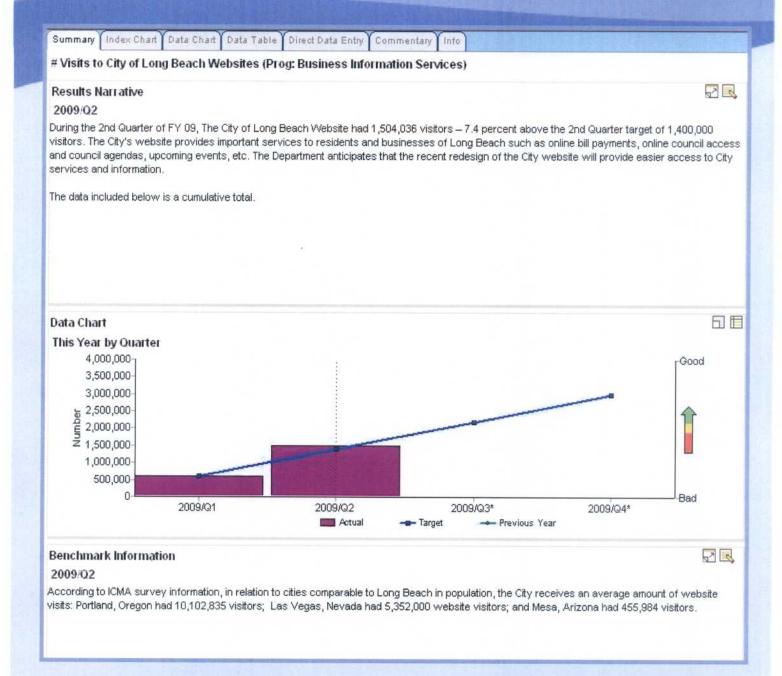
DID YOU KNOW?

According to a sign survey conducted in 2007 of GIS located signs at the City's intersections, the Department of Public Work's Public Service Bureau estimates that there are approximately 180,000 signs citywide.

Q2 Operational Performance

FY 09

City of Long Beach



DID YOU KNOW?

Did you know that the City upgrade and launched a new and improved City website. The new website is easier to use and has an updated look. Upgrades included the ability to view and sort city services, an improved employment site and enhanced search capabilities.



Department of Financial Management City of Long Beach 333 West Ocean Boulevard Long Beach, California 90802 www.longbeach.gov