



# CITY OF LONG BEACH **R-13**

DEPARTMENT OF FINANCIAL MANAGEMENT

333 West Ocean Boulevard 6<sup>th</sup> Floor • Long Beach, CA 90802

September 9, 2008

HONORABLE MAYOR AND CITY COUNCIL  
City of Long Beach  
California

## RECOMMENDATION:

Receive and File the Fiscal Year 2008 Third Quarter Operational Performance Report.  
(Citywide)

## DISCUSSION

This report provides an update on the City's Fiscal Year 2008 (FY 08) operational performance through June 30, 2008. The report covers a focused sample of key activities and services for City Manager-led departments that relate to City Council priorities. The purpose of the report is to highlight current results, identify trends and provide a discussion about operational strategy.

### Summary

The City of Long Beach is committed to efficiently implementing the community's priorities while establishing clear accountability and bringing greater transparency to areas of service delivery. There is no more important tool to achieving this commitment than performance-based management.

Throughout the year, selected performance measures are provided to the City Council and senior management to initiate a discussion of service priorities and improving operational strategies. When utilized effectively, performance information helps managers and staff to communicate about the services they provide and to modify service delivery to respond to the ever-changing needs and demands of their customers. This quarterly report includes the highlights of operational performance through June 2008, which can be found as Attachment A.

### 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 new 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
- Did You Know?: 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, Performancesoft 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

LAF: DW: SP  
K:\BUDGET\PERFORMANCE MANAGEMENT\PERFORMANCE REPORTS\FY 08 REPORTS\FY 08 QUARTERLY REPORTS\Q3\3RD QUARTER REPORT

ATTACHMENTS

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.

3rd quarter operational performance

April – June 2008

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

## DEPUTY CITY MANAGER

Reginald Harrison  
562.570.5850

## COMMUNITY DEVELOPMENT

Director Dennis Thys  
562.570.6570

## DEVELOPMENT SERVICES

Director Craig Beck  
562.570.6428

## FINANCIAL MANAGEMENT

Director Lori Ann Farrell  
562.570.6427

## FIRE

Chief David Ellis  
562.570.2509

## HEALTH & HUMAN SERVICES

Director Ron Arias  
562.570.4016

## HUMAN RESOURCES

Director Suzanne Mason  
562.570.6140

## LIBRARY SERVICES

Director Eleanore Schmidt  
562.570.6016

## LONG BEACH GAS & OIL

Director Chris Garner  
562.570.2001

## PARKS, RECREATION & MARINE

Director Phil Hester  
562.570.3170

## POLICE

Chief Tony Batts  
562.570.7301

## PUBLIC WORKS

Director Michael Conway  
562.570.5282

## TECHNOLOGY SERVICES

Director Curtis Tani  
562.570.6234

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

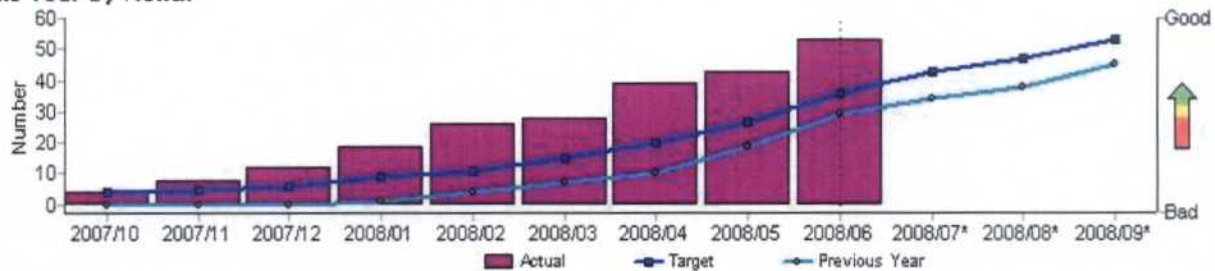
**Results Narrative**

2008/06

For the 3rd Quarter of FY 08, 25 letters in support and opposition were created and distributed to Federal and State legislators regarding pending legislation and related governmental action. This amount exceeds our quarterly target of 21 letters by 4.

Key letters included: support for the City's FY 2009 Federal appropriations requests; support for the continuation of the State's Enterprise Zone program; support for the continued production of C-17s; support for the original language and intent of AB 2593 (Sex Offenders); support for continued public safety funding in the FY 2008/09 State budget; and support for key resolutions proposed by the U.S. Conference of Mayors. The data included below is a cumulative total.

**Data Chart**  
This Year by Month



**Benchmark Information**

2008/06

While many California cities do not track information regarding the number of letters written in support and opposition to pending legislation, three cities were able to provide rough estimates which can be compared to Long Beach. Sacramento (pop. 452,959) creates an average of 12 letters per quarter, Glendale (pop. 207,007) creates an average of 9 letters per quarter, and Irvine (pop. 180,803) creates an average of 6 letters per Quarter. Long Beach (pop. 491,564) far exceeds these amounts with 25 in this Quarter alone.

**DID YOU KNOW?**

The Intergovernmental Relations (IGR) program provides services not only to the Mayor, City Council Members, and the City Manager, but also to all Departments with the exception of Harbor and Water. In addition, the IGR team regularly coordinates efforts with IGR staff from Harbor and Water. The IGR program supports a number of the City Manager's FY 09 key outcomes, including strengthening the City's fiscal sustainability, improving air and water quality and developing long-term funding solutions for the City's infrastructure.



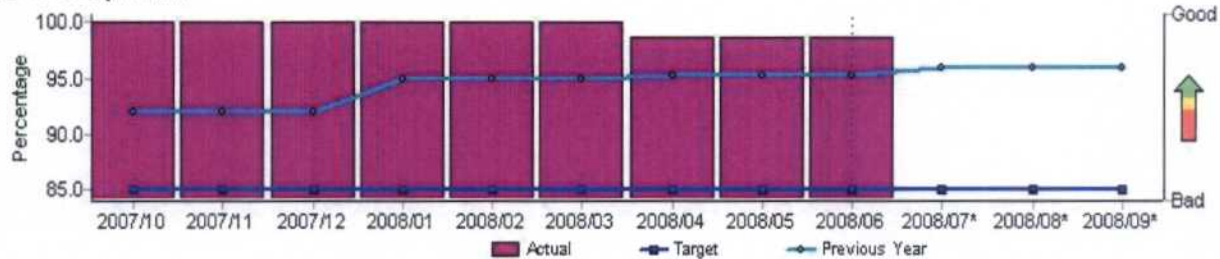
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**% Youth (ages 14-24) who are returned to school or placed in internships or employment (Prog: Youth Development)**

**Results Narrative**  
**2008/Q3**

In the 3rd Quarter of FY 08, 95 percent of youth were returned to school and were placed in employment and/or internships through programs and services offered directly by the Youth Opportunities Center (YOC), as well as through its service providers, exceeding the quarterly target by 13 percent. During this reporting period, youth gained employment and internship opportunities through their participation in the YOC's Opportunities Fair. The Fair offered youth the opportunity to meet and interview with employers and youth service agencies offering employment, internships, educational and volunteer opportunities. Several summer programs were offered during this reporting period, including the Inspired Internship Program and its collaboration with the Port of Long Beach and International Trade and Education Program, and the Jobs Program. As these programs will continue throughout the Summer period, program outcomes will not be available until subsequent reporting periods.

**Data Chart**  
**This Year by Month**



**Benchmark Information**  
**2008/Q3**

The YOC subcontracts with community-based organizations to provide WIA-funded youth development services to youth, ages 14-21. These organizations will continue to provide services up to the end of their contract period, June 30, 2008, and graduate youth from their respective programs as service plans are completed. This measure includes youth who have participated in these youth development programs and in the forthcoming quarters, additional information will be reported on those youth who return to school, are enrolled in internships or enter employment, as well as benchmark information from comparable efforts.

**DID YOU KNOW?**

The Workforce Investment Network's Youth Opportunity Center, which serves as the City's youth employment and training One-Stop Center, has expanded its service area to include youth residing in the cities of Lomita and Torrance, as of July 2007. Staff are presently connecting with school districts and youth service agencies within these communities to determine services needed as well as to strategize on how such services are to be offered. Staff kicked off the new community collaboration with our Annual Ground Hog Job Shadow Day Event, whereby youth from these two communities were matched, along with LBUSD students, with Long Beach-based businesses for job shadowing experience and career exploration.



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

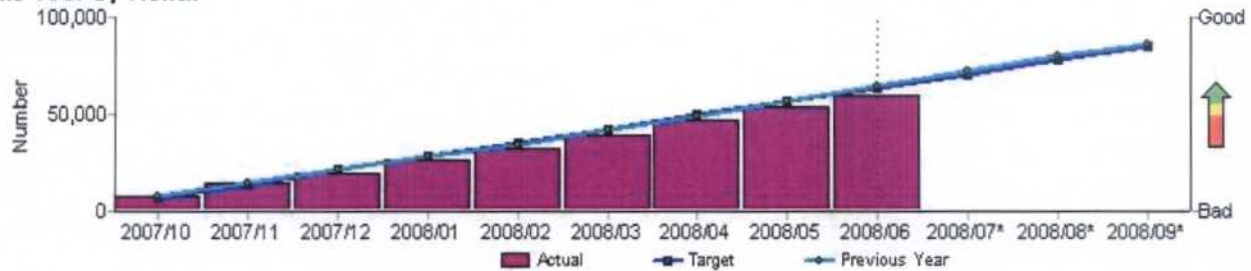
# Inspections completed (Prog: Inspection Services)

Results Narrative

2008/06

At the close of the 3rd Quarter of FY 08, 97 percent of inspections were completed within 24 hours. The number of construction inspections completed was at 94 percent of the target for the month of June. Inspections are lower than projected for this quarter due to weak demand in the housing market, continued fallout from subprime lending practices and rapid increases to the cost of fuel and raw building materials. Recovery is not anticipated for the remainder of this fiscal year. The data included below is a cumulative total.

Data Chart  
This Year by Month



Benchmark Information

2008/06

In addition to tracking the number of inspections completed, the Department of Development Services also tracks the "percentage of construction inspections completed within 24 hours" with an FY 08 target of 95.0 percent and a year-to-date average of 96.5 percent. The closest available benchmark tracked by the ICMA is the "percentage of inspections (commercial and residential) completed on time." ICMA does not provide specific timeframes for its survey cities. According to ICMA 2006 year-end data on all inspections completed on-time (commercial and residential), there are three comparable cities to Long Beach. Long Beach construction inspections completed within 24 hours at each phase (96.6 percent) falls below Mesa, AZ (99.8 percent) and Santa Barbara, CA (100 percent). However, Long Beach is higher than Oklahoma City, OK (70 percent). Financial Management will continue to work with the Development Services Department to identify and/or develop benchmarks with comparably tracked data.

DID YOU KNOW?

In FY 08, inspection services conducted outreach to the community and specialty trades to streamline the inspection and approval process for residential solar electric roof top installed systems. As a result, over 65 residential solar electric systems have been safely installed, typically within one week of application. Additionally, we have implemented a construction and demolition waste recycling program and are reviewing new methods and materials for enhancement of water conservation and indoor air quality measures.

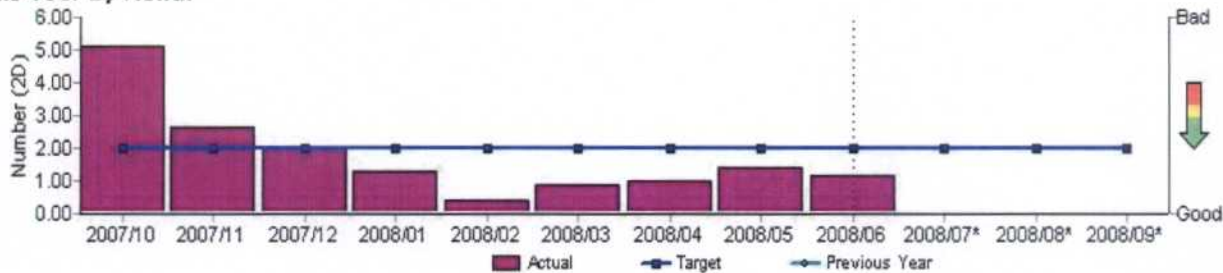
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# Average turnaround time (days) for business license approval (Prog: Business Licensing & Permits)

**Results Narrative**  
2008/06

Average turnaround time represents the average number of days it takes for a business to receive a business license approval. For the 3rd Quarter FY 08, the number of turnaround days has been under two. This positive performance is a direct result of the hiring and training of a permanent full time employee to manage the fourth floor Business License counter. Accessibility combined with prompt personal service has allowed the Business Licensing and Permits Program to achieve both its monthly and quarterly strategic goals.

**Data Chart**  
This Year by Month



**Benchmark Information**  
2008/06

The City of Long Beach is at the forefront when it comes to providing business friendly business license services. Of the neighboring cities that answered our informal survey, not one municipality compared favorably to the outstanding service provided in Long Beach. The average turnaround time for our neighboring cities ranged from two weeks (ten days) to three months (ninety days).

**DID YOU KNOW?**

Did you know that the Business License Section maintains a work station at the Long Beach Development Services Center on the 4th Floor of City Hall. Visitors to the Center will receive one-on-one consultation to assist with the application process, help direct workflow processes and answer questions. Our knowledgeable staff act as liaisons between customers and other City departments—forging an effective partnership between the business community and the City. At our service counter, you are able to receive a business license, entertainment permit, garage sale permit, alarm permit and special events permit.



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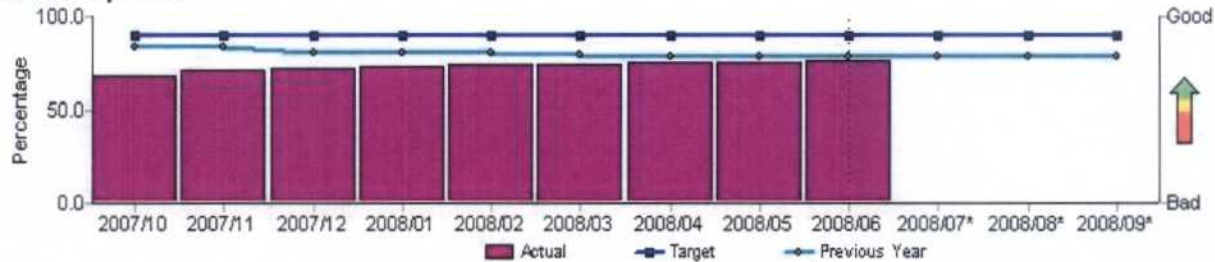
**% Emergency Fire calls processed by Communications (initiate to disp) w/in 60 secs (Prog: FD Communications)**

**Results Narrative**

2008/06

For the 3rd Quarter in FY 08, emergency fire calls were dispatched within 60 seconds about 79 percent of the time -- a 7 percent increase from the prior Quarter. For many calls for service, the first point of contact is the Police 911 dispatchers, who then transfer the call to Fire dispatchers to request assistance for a fire, medical or another emergency. While increased call volume may impact performance negatively, staff is committed to dispatching calls as quickly as possible after triage. 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".

**Data Chart**  
**This Year by Month**



**Benchmark Information**

2008/06

The Long Beach Fire Department holds itself to the highest standards of service when selecting its benchmarks and performance targets. The National Fire Protection Association (NFPA) standard for call processing is within 60 seconds 90 percent of the time. Protecting life and property is improved by processing calls efficiently.

**DID YOU KNOW?**

Did you know that the Fire Department's Communications Center utilizes Emergency Medical Dispatchers (EMD) to triage calls for service? This process is essential and allows the Department to match the level of response with the needs of the customer and efficiently manage its resources. When the Department instituted this process they were able to reduce the number of paramedic rescues from eleven to eight while improving response times. EMDs also provide instructions to callers in emergency situations so that the caller can initiate life-saving treatment prior to the arrival of firefighters.



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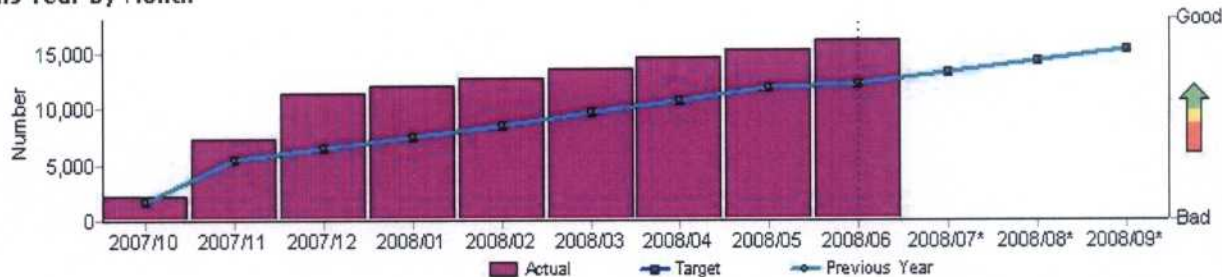
# Immunizations administered (Prog: Clinical Services)

**Results Narrative**

2008/06

While the number of immunizations administered during the 3rd Quarter (16,054) exceeds its target (12,310) by 30.4 percent, the monthly number of administered immunizations continues to drop. A vacant RN position impacts the number of appointment slots available. As a result, the Department hopes to fill this position during the next quarter -- in time for the increased immunization demand resulting in back to school clinics. The ongoing nursing shortage affects the ability to fill this position because the salary range is not competitive and candidates are going to other agencies for higher salaries. In turn, these challenges impact our ability to meet our anticipated performance goals. The data included below is a cumulative total.

**Data Chart**  
This Year by Month



**Benchmark Information**

2008/06

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 adolescents 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?**

**Did you know that teens should vaccinate before they graduate?** The Centers for Disease Control (CDC) now recommends that all teens receive vaccines to prevent meningitis and a booster dose of tetanus and pertussis (whooping cough). All girls should complete the 3-dose HPV vaccine series that will prevent a common virus that is the major cause of cervical cancer. These vaccines are a routine part of the immunization schedule for pre-teens between 11 and 12 and older teens who missed this recommended visit. The Department of Health and Human Services receives vaccines at no cost from State and Federal programs and requests only a \$15 per visit administration fee. To get all the recommended vaccines for teens, one visit is required for boys (\$15) and three visits for girls (\$45).



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# FTE lost to work related injuries (Prog: Workers' Compensation)

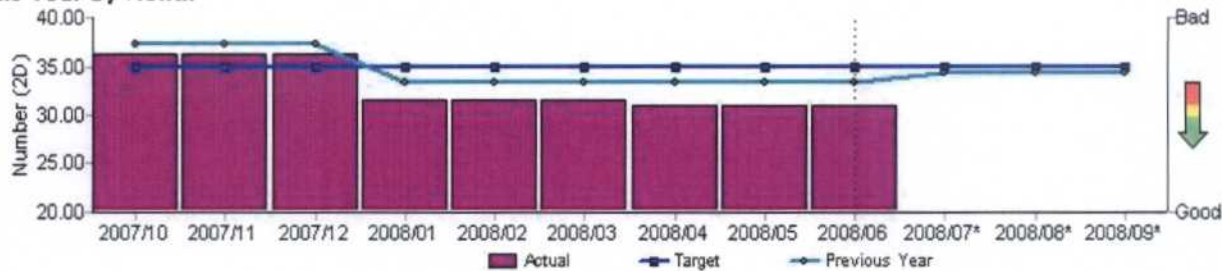
Results Narrative

2008/Q3

The number of Full Time Equivalent Employees (FTE) lost to work related injuries for the current fiscal year is 30.90 employees. The 30.90 employees that were off work due to injury during the fiscal year include the equivalent of 8 full-time police officers and 7 firefighters. The number of employees lost dropped 7 percent from last year's 3rd quarter of 33.29 employees. The City continues to use the Transitional Duty Program to drive this number down, as well as the City Safety Program to lessen the severity of injuries.

Data Chart

This Year by Month



Benchmark Information

2008/Q3

According to data from California Institute of Public Analysis (CIPRA), during July 2004 - June 2007, the City had the second lowest average cost per Workers' Compensation claim among our survey cities, averaging \$6,821 per claim. Survey cities include San Diego, Sacramento, Fresno, Anaheim, Los Angeles, Santa Ana, Pasadena, Santa Monica, San Jose, and Oakland—only the City of San Diego is lower at \$4,938 per claim. In 2003, the City conducted the first optimization study on the Workers' Compensation Program. At that time, Workers' Compensation citywide costs were \$19 million per year and were projected to rise to \$22 million per year without making operational changes. During 2004, the City made many changes to the existing program and saw costs decrease to \$16 million in the first year of changes. Last fiscal year, total costs dropped to \$14 million, and expected costs for the current fiscal year will be about \$15 million.

DID YOU KNOW?

The City continues to analyze the Workers' Compensation Program and continues the optimization process by entering into MOUs with the Long Beach Police Officers Association and Long Beach Firefighters Association for Alternative Dispute Resolution (ADR) of Workers' Compensation claims. The City of Long Beach is the first city in the State to adopt an ADR program pursuant to the changes made in SB899.



Summary Index Chart Data Chart Data Table Data Entry Commentary Info

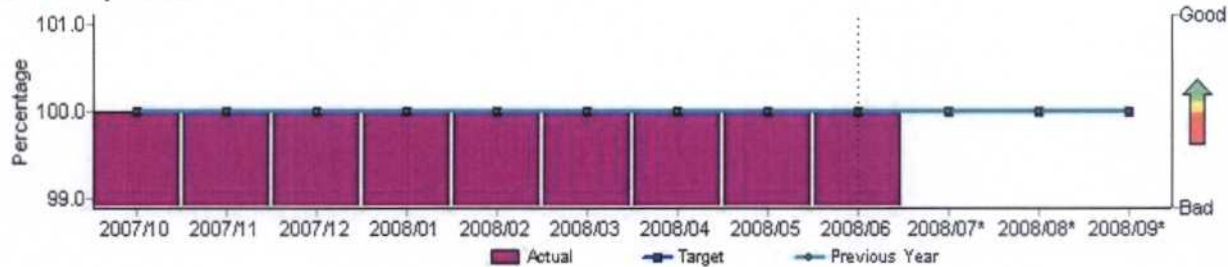
**% Gas/water service call requests responded to within 3 business days (Prog: Gas & Water Serv Resp)**

**Results Narrative**

**2008/06**

The Gas Services Bureau has consistently met the three-day service call target. For the first three quarters of FY 08, 100 percent of gas and water service call requests were responded to within 3 business days. The Gas and Water Service Response Program provides for prompt and timely handling of customer service requests from LBGO customers to ensure that customers have a safe and reliable supply of gas.

**Data Chart**  
**This Year by Month**



**Benchmark Information**

**2008/06**

The Long Beach Gas and Oil Department (LBGO) guarantees customers a three-day non-emergency service call response time. In many cases, customers calling for service appointments are scheduled for the next business day. Commercial customers and customers whose gas service has an immediate effect on the public are often serviced on a same day basis whenever possible. Although this target is consistently met, Gas Services has recently reorganized the customer service workgroups to further increase efficiency in responding to all service requests. This response time meets or exceeds those of the Southern California Gas Company (SoCalGas), which attempts, but does not guarantee, a three-day response time. SoCalGas is the largest gas utility provider in the State of California. Consequently, one of the main goals of LBGO operations is to maintain comparable services and prices to those of SoCalGas.

**DID YOU KNOW?**

The Gas Services Bureau completes an average of 57,000 customer service orders for pilot light and appliance adjustments annually. Leaving your pilot lights lit year-round can save you money by preventing possible damage to your furnace (spider webs & rust). In comparison to the fees you may pay a professional contractor to repair your furnace, the average expense to keep your pilot light lit year round is minimal.

If you choose to have your pilots lit, do not wait for the cold season to schedule your pilot lighting appointment. You can save time and money by scheduling your appointment before the winter season arrives. If you wait until the actual winter season (November through March) to schedule your appointment, residents and businesses may experience a delay for their pilot lighting appointments.



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

# Library customers served (Prog: Library Facilities)

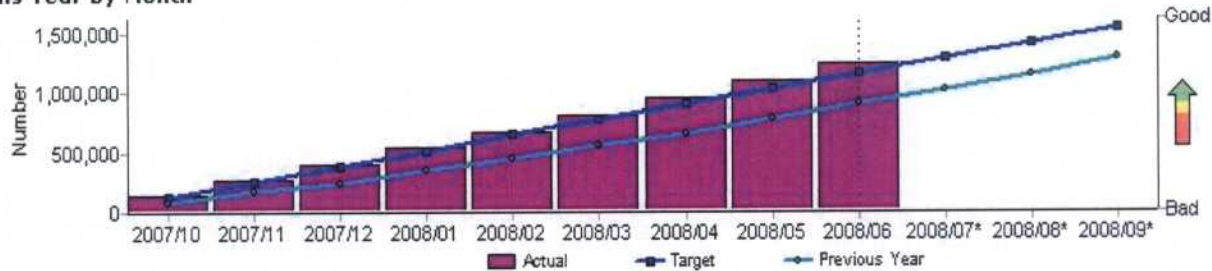
Results Narrative

2008/06

In the 3rd Quarter of FY 08, more than 419,000 library customers were served at Long Beach Public Libraries, exceeding the quarterly target by 8 percent. Library visits realized a 21 percent increase compared to the same time last year. This current Quarter marks a full year of restored library hours to meet the demand by the public for access to print and media resources, computers, homework assistance and age appropriate programs.

The number of library customers served for June 2008 was 140,012, exceeding the monthly target by 8.4 percent and resulting in an 11.3 percent increase from June 2007. An additional 4,300 people visited a library compared to the previous month, a 3 percent increase. The increase can be partly attributed to the favorable response by Long Beach kids, teens and adults to their respective annual Summer Reading Programs. Data included below is a cumulative total.

Data Chart  
This Year by Month



Benchmark Information

2008/06

The California State Library publishes the California State Library Statistics every year. Oakland Public Library and Sonoma County represent two of the benchmarks for Long Beach in the 2007 edition. For the past 12 months, Long Beach Public Libraries served 1,624,733 library customers, resulting in 3.31 visits per capita. By comparison, Sonoma County Public Library had 5.47 library visits per capita while Oakland Public Library had 6.00 per capita. The greater number of library attendees may be explained in part by the greater number of hours each system is open and accessible to the public. Sonoma County is open 33,332 hours annually and Oakland Public Library is open 36,910 hours each year, while Long Beach libraries are open 23,077 hours since the restoration of library hours last year.

DID YOU KNOW?

More than 1.6 million library customers visited Long Beach Public Libraries since last year's restoration of library services. This represents a 24 percent increase compared to the previous year.



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

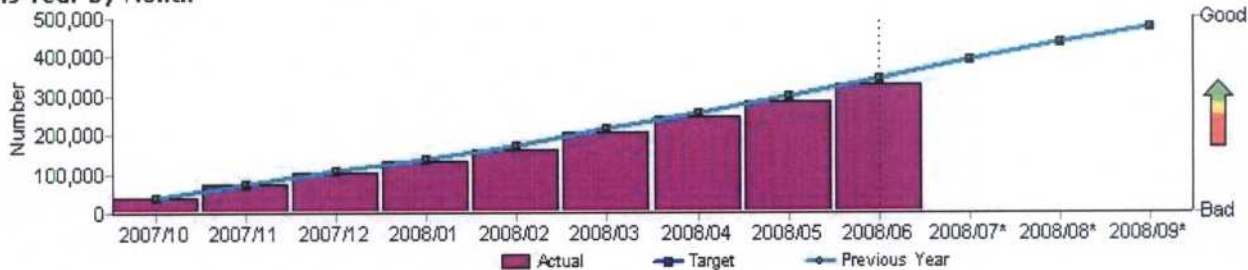
# Golf rounds completed (Prog: Golf Operations)

Results Narrative

2008/06

The number of golf rounds played on the City's five courses during the 3rd Quarter of the fiscal year fell short of the target by 4 percent. The decrease is attributed to unusually hot weather and the elimination of free senior play prior to 7 a.m., and an increase in golf fees. Golfers receive health benefits from the physical activity, experience greater quality of life from the social nature of the game, and acquire feelings of self-determination and confidence. Thus, it is important the community be provided challenging, attractive golfing facilities at competitive prices (Targets for FY 08 are based on FY 07 Actuals). The data included below is as cumulative total.

Data Chart  
This Year by Month



Benchmark Information

2008/06

The Golf Operations Division uses data from the National Golf Foundation (NGF) to compare golf rounds played on the five City courses to comparable local, regional and national municipal courses on a monthly basis. The data shows that Long Beach receives more rounds of play per course than most in the Southwest region. Long Beach rounds for the Quarter were up 26 percent from the prior Quarter, and the overall revenue for the Quarter was up 18.5 percent. In June, Long Beach rounds were down 2.1 percent. However, the overall revenue for June was up 5.3 percent because of the modest fee increase last year. The better weather during the summer months should result in higher numbers of rounds and a significant increase in revenue for the 4th Quarter.

DID YOU KNOW?

The Golf Operations Division is responsible for overseeing the contract operations of the five City courses, which is one of the busiest municipal golf operations in the nation—averaging 1,275 golfers daily, over 465,000 total rounds and approximately 500 tournaments each year. The golf contract generates over \$4.5 million in revenue annually. The City, along with the course operator, American Golf Corporation, operates a nationally recognized junior golf program, which serves about 1,000 community youths annually. Pro golfer Tiger Woods played much of his early junior golf on these Long Beach courses. Long Beach is host of the prestigious \$160,000 Long Beach Open. The Long Beach Open is one of eight tournaments comprising the Long Beach Golf Festival that provides competitive golf opportunities for 1,500 golfers from throughout the United States and the world, including seniors, women and youth, who collectively play over 3,300 rounds of golf during the festival.



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# Average Priority 1 call response time (Prog: Patrol)

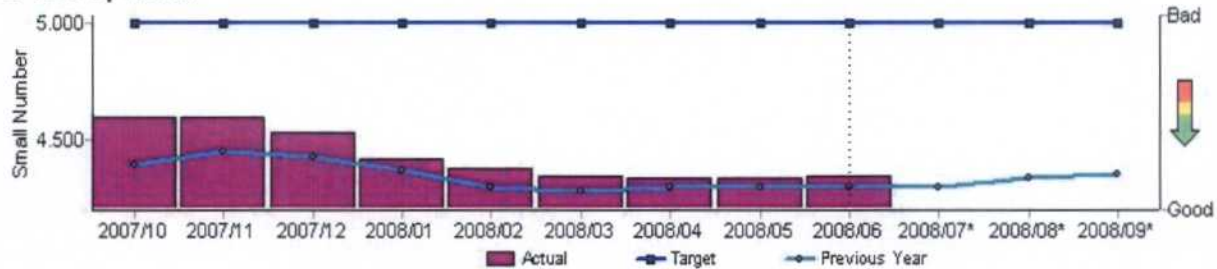
Results Narrative



2008/06

The 3rd Quarter average citywide response time to Priority 1 Calls for Service is 4.3 minutes, 14 percent quicker than the targeted 5-minute response. When compared to the same time period the previous year, the average response time was exactly the same. The average citywide response time to Priority 1 Calls for Service for the month of June is 4.4 minutes, 12 percent quicker than the targeted 5-minute response. When compared to the same time period the previous year, the average response time was six seconds slower or 4.5 minutes. Rapid Response to Priority 1 Calls for service is a high priority for the Department and the Patrol Program, which also promotes the City Council's goal to reduce violent crime.

Data Chart  
This Year by Month



Benchmark Information



2008/06

According to 2006 data obtained from the International City/County Management Association (ICMA), 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. Out of the other twelve cities evaluated for the Police Department Strategic Plan, which include Anaheim, Bakersfield, Fresno, Los Angeles, Oakland, Riverside, Sacramento, San Diego, San Francisco, San Jose, Santa Ana, and Stockton; the Department was able to obtain comparable data from only two. The City of Anaheim and the City of Stockton had an average response time to emergency calls for service of 9.76 and 5.93 minutes, respectively.

DID YOU KNOW?

The Police Department has consistently met or exceeded its target of responding to Priority One Calls for Service within an average of five minutes, for the last eight years.

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

**% Local streets that is rated as in "good" condition on annual basis (Prog: Engineering)**

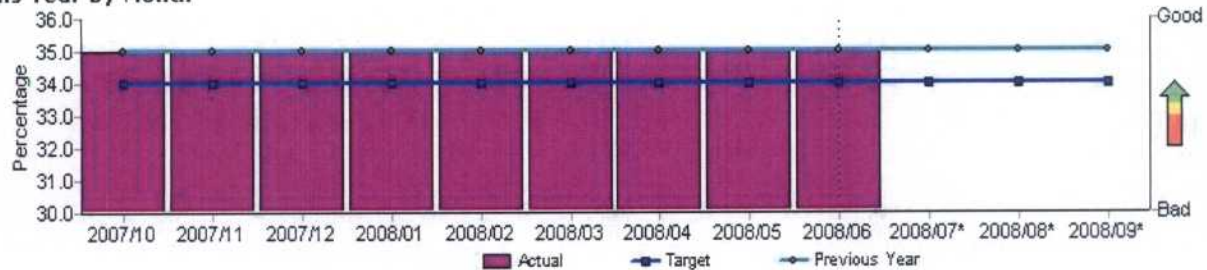
**Results Narrative**

**2008**

The Department has repaved 15.89 miles of local streets in FY 08 to date. This exceeds the 8.67 miles of streets repaved for all of FY 07. As a result, the percent of local streets rated in "good" or "better" condition increased to 35 percent, exceeding our FY 08 target of 34 percent. This success is derived in large part to the first installment of Prop 1B monies, the majority of which have already been spent. The next installment of Prop 1B is anticipated in FY 10.

**Data Chart**

**This Year by Month**



**Benchmark Information**

**2008**

International City/County Management Association (ICMA) has established certain benchmarks for the percent of streets rated in "good" or "better" condition, based on four cities (Corvallis, OR, Chandler, AZ, O'Fallon, IL and Gilbert, AZ) and one county (Santa Barbara County) located nationwide. The application of these benchmarks as a rating tool is tenuous. Therefore, it would be useful to establish certain benchmarks based on data from comparable California cities, more reflective of the demands and challenges of Long Beach. The Department will continue to pursue such information and report back in the next Quarterly Performance Report.

**DID YOU KNOW?**

Most of the street resurfacing completed in Long Beach uses asphalt containing up to 15 percent recycled material as well as recycled rubber from old tires. Last year, over 12,000 tires were recycled through the use of rubberized asphalt in these street projects.



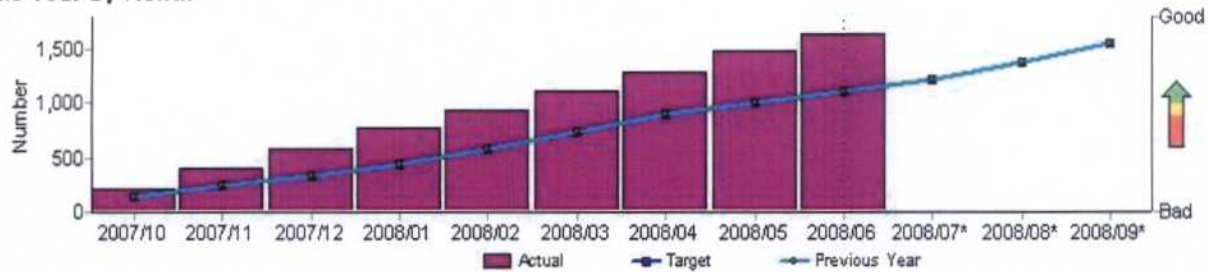
Summary **Index Chart** Data Chart Data Table Data Entry Commentary Info

# Trouble tickets resolved: General Business Systems (Prog: General Business Systems)

**Results Narrative**  
2008/06

The number of business systems trouble tickets resolved has been consistently high for the past months. The number of trouble tickets resolved for general business systems during the 3rd Quarter is 515 -- 38 percent above the target. The year-to-date performance exceeds the year-to-date target by 48 percent. The targets for FY 08 were set by using FY 07 Actuals. However, performance trends for the actual number of trouble tickets are higher than anticipated in the targeted amounts. The data included below is a cumulative total.

**Data Chart**  
This Year by Month



**Benchmark Information**  
2008/06

Technology Services has 37 Full Time Equivalent (FTE) employees for General Business Systems support. According to International City/County Management Association (ICMA) FY 06 Final Report, the efficiency of this team in supporting citywide applications such as financial, Human Resource, and e-mail systems is very high. Comparable cities such as Denver and Portland dedicate a much greater number of FTEs to supporting these applications of 80.0 and 53.0 FTEs, respectively.

**DID YOU KNOW?**

The City gets more than 24 million e-mail messages per month. Of that, more than 90 percent are spam, which gets blocked and never makes it to user in-boxes.



Department of Financial Management  
City of Long Beach  
333 West Ocean Boulevard  
Long Beach, California 90802  
[www.longbeach.gov](http://www.longbeach.gov)