

OFFICE OF THE COMMISSION AUDITOR



**SUMMARIZED PERFORMANCE
MEASURES REPORT**

Strategic Planning & Government Operations

Animal Services
Communications
Finance
Information Technology
Internal Services

May 10, 2016

STRATEGIC PLANNING AND GOVERNMENT OPERATIONS COMMITTEE

PERFORMANCE MEASURES - UNMET NEEDS FY2015-16

Department	Services Provided to the Community (Initiatives/Measures)	Current resources allocated for the delivery of these services (staff, funding)	Achievement of Performance Measures (Quarter 1)				Department Comments	Service Delivery Priorities
			Actual	Target	Variance	Notes		
Audit and Management	2.0 Financial: Net Audit Assessment	Staff = 37 positions Total = \$4.5 million Funding Sources = General Fund & Proprietary Fee	124,974	375,000	(250,026)	Actuals below target	At the end of the 1st Quarter, the Department had issued 7 Audit Reports, however, there were no monetary assessments, as most audits were compliance in nature. Nonetheless, the annual goal of \$1.5 million will be met by September 30, 2016, as several revenue audits will be completed.	_____

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Communications	1.0 Customer: 311 Average Speed of Answer (in seconds)	Staff= 123 Positions Total= \$11.9 Million	220	150	70	Actuals above target	Two primary factors have affected the performance - high attrition, greater than usual, and lengthy training required to replace employees.	_____
	1.0 Customer: Average Abandon Rate (in seconds)	Funding Sources= General Fund \$5.176M; Communications (COM) Funding Model \$5.255M; WASD \$1.5M	23.20%	18%	5.20%	Actuals above target	In October 2014 the target for Average Speed of Answer was increased from 120 seconds to 150 seconds. The Average Abandon Rate should have also been increased from 15% to 18% since the two measures are directly related. There was an oversight in updating this target.	_____
	3.0 Internal: Average Time to Complete a Task (Days)	Staff= 28 Positions Total= \$4.8 Million Funding Sources= \$2.296M General Fund; \$2.503M COM Funding Model	8.55	5	4	Actuals above target	While the goal to complete a task is 5 days, the measure does not take into consideration the level of complexity of the job nor does it address the amount of time a task is waiting on client (other Departments) approval. The target needs to be adjusted to take into consideration external dependencies for review and feedback from the client before task can be marked as completed. The Department will be changing target to 10 days.	_____

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Finance	2.0 Financial: Collection of Delinquent Receivables (Countywide)	Staff= 33 positions, plus 3 agency temp. positions Total \$723,128 (Quarterly Costs) Funding Source= Proprietary	\$2,925,220	\$2,984,625	-\$59,405	Actuals below target	Revenues are not evenly realized during the fiscal year.	_____

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Information Technology	1.0 Customer: % of public facing and critical servers with current patches installed	Staff= 2.5 positions Total= \$425,975 Funding Source= ITD Funding Model	88%	100%	-12%	Actuals below target	Patching is applied in a specific cycle on a monthly basis. Occasionally vulnerabilities are released that are not patched until the next patching cycle. All externally facing Windows systems are protected by Trend Micro Deep Security which provides virtual patches for security flaws as a compensating control until the approved security patch can be applied. Multiple FTEs from Server Support also provide ongoing support on an as needed basis.	

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Internal Services	1.0 Customer: Ratio: Supply Items Delivered VS. Back Ordered	Staff= 9 positions (Materials Management Section) Total= \$9.9 million Funding Source= Internal Service Charges	34%	15%	19%	Actuals above target	The Department will analyze trends in consideration of appropriate target adjustments. The Department stated that additional resources would not address the occurrence of back orders, because back orders occur from time to time when the vendor does not have stock of a requested item or when the Department is waiting for a vendor delivery to replenish normally stocked items and fill orders.	_____
	1.0 Customer: Capital Assets Added to County Inventory	Staff= 4 positions (Materials Management Section) Total= \$9.9 million Funding Source= Internal Service Charges	779	1,000	-221	Actual below target	The Department will analyze trends to establish appropriate targets. Additional resources are not required at this time as the number of capital assets has declined over time.	_____
	1.0 Customer: Average calendar days to complete A&E Selection Process	Staff= 5 positions (Professional Services Unit) Total= \$1.562 million Funding Sources= \$1.46 million Business Participation Model; \$102,000 Proprietary Revenue	211	120	91	Actuals above target	This Unit has experienced a significant increase in workload which has been addressed by adding two newly hired employees.	_____
	1.0 Customer: A&E Selection Process Time for Design Build Projects-Calendar days	Staff= 7 positions (Professional Services Unit) Total= \$1.46 million Funding Source= Business Participation Model	0	200	-200	Actuals below target	Final selection of firms to provide design build services were in the advertisement and evaluation process during this quarter. Additional staffing would not have impacted this measure. The Department stated that this measure will be deleted.	_____

Note: Shaded variances reflect a negative outcome

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Internal Services	1.0 Customer: RFP Processing Time for Contracts up to \$500,000	Staff= 58 positions (Purchasing Section) Total= \$12.69 million Funding Source= User Access Program Fees	208	186	22	Actual above target	This quarter the target had not been met, however, over a two year period the target had been exceeded.	_____
	1.0 Customer: Percentage of selected light equipment repairs that surpass industry standards	Staff= 55 positions (Light Equipment Operations Section) Total= \$16.83 million Funding Source= User Access Program Fees	57%	72%	-15%	Actuals below target	The Department experienced significant staffing shortages resulting from tenured employees retiring or departing from Fleet. No additional positions are needed. An aggressive recruitment process is underway to improve performance results. In this Division, the number of staff directly affects output.	_____
	1.0 Customer: Subrogation Collections	Staff= 7 positions (Risk Management Division) Total= \$15.96 million Funding Source= Internal Service Charges	\$434,252	\$475,000	-\$40,748	Actuals below target	This measure has exceeded its target for the past two years. In this quarter the target was raised and the actual fell short. They will continue to closely monitor the performance of this measure to establish the appropriate target.	_____
	1.0 Customer: Percentage of invoices processed within 30 calendar days of receipt	Staff= 12 positions (Accounting Section- Budget & Finance Division) Total= \$10.57 million Funding Source= Internal Service Charges	71%	85%	-14%	Actuals below target	The Division has experienced operational challenges affecting the Accounting Section. Those challenges have been addressed and additional resources are currently being hired.	_____
	4.0 Internal: Number of GOB Affordable Housing Units Placed in Service (Annual Measure)	Staff= 1 position (Real Estate Management Division) Total= \$7.91 million Funding Sources= General Fund and Internal Service Charges	330	354	-24	Actuals below target	Project delays controlled by private developers affect ISD's ability to meet this target. ISD's role is to ensure accuracy in the disbursement of payments to the contractors. The Department stated that additional resources are not required.	_____

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Internal Services	4.0 Internal: Value of underpaid Wages Identified on County	Staff= 12 positions (Small Business Development Division)	\$29,724	\$172,542	-\$142,818	Actuals below target	The actual for this measure is below the target due to the cyclical nature of the work and its distribution. The Department stated that additional resources are not required.	
	4.0 Internal: Value of underpaid wages recovered on County Contracts	Total= \$6.4 million Funding Sources= Interagency, Intra-departmental transfers, and the Business Participation Model	\$13,910	\$120,188	-\$106,278	Actuals below target		

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Management and Budget	1.0 Customer: Grant, Sponsorship, & Marketing Funding Received (in \$ millions)	Staff= 38 positions (All staff of the grants coordination division) Total= \$3.6 million Funding Sources= General fund; Sponsorship revenues	\$2,400,000	\$7,500,000	-\$5,100,000	Actuals below target	This measure does not track evenly throughout the year as it includes the US HHS Ryan White Act grant award administered by the Department and appropriated annually at an estimated \$26m. The target's annual value (\$30m) is expected to be met utilizing existing resources. The Department will convert this measure to an annual measure.	_____
	1.0 Customer: Develop and implement new capital budgeting system	Staff= 3 positions Total= \$400,000 Funding Sources= General fund and IT funding model	90%	100%	-10%	Actuals below target	The capital system went live on January 16, 2015. This initiative will remain in progress at 90% to recognize efforts to improve the system as users suggest enhancements over the next year.	_____
	1.0 Customer: Percentage point increase in all CRAs taxable value compared in the County tax roll	Staff= 3 positions Total= \$600,000 Funding Sources= General fund and interagency transfers	3.5%	8.5%	-5.0%	Actuals below target	The growth in the countywide roll was 9.4%; the growth in the CRA rolls was 12.9%. The CRA rolls grew at 3.5% more than the countywide roll. According to the Department, the 8.5% target over countywide roll was established as a result of the strategic planning process.	_____
	1.0 Customer: Performance Analysis Projects Completed (Annual Measure)	Staff= 6 positions Total= \$731,000 Funding Source= General fund	13	15	-2	Actuals below target	After the budget was developed, the Department has increased emphasis on Lean Six Sigma training which consumed resources that would otherwise have been devoted to projects. The mid-year budget projection was adjusted to 12 projects to be completed and the final actual completed was 13 projects. A Lean Six Sigma curriculum has been completed; emphasis on training county staff in these techniques will continue and the budget target for completed projects this year is 12.	An additional staff person may be considered to supplement the training effort and meet demand for completing additional performance improvement projects.

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Management and Budget	2.0 Financial: Contingency Reserve as % of operating budget (excluding operating reserves)	Staff= 14 positions (budget analysts, coordinators, Deputy Director, Director and Executive Assistant) Total= \$988,000 Funding Source= General fund	2.83%	5.00%	-2.17%	Actuals below target	The contribution to the Emergency Contingency Reserve is contingent on the prioritization of fiscal challenges the County experiences on an annual basis.	_____

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Regulatory and Economic Resources	Customer 1.0 % of plans rejected "Initial Review Only" (minor alterations, repairs and additions)	Staff = 58 positions Total = \$8.119 million Funding source= Proprietary Revenue	41%	25%	16%	Actuals above target	The Department is presently reviewing with the measure owner whether this target needs to be adjusted.
	Customer 1.0 % of plans rejected "reworks" (minor alterations, repairs and additions)	Staff = 39 positions Total = \$5.412 million Funding source= Proprietary Revenue	19%	15%	4%	Actuals above target	
	Customer 1.0 % of plans rejected "reworks" (other applications except plan revisions)	Staff = 19 positions Total = \$2.667 million Funding source= Proprietary Revenue	20%	15%	5%	Actuals above target	