



Office of the City Manager

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INFORMATION CALENDAR

April 14, 2020

To: Honorable Mayor and Members of the City Council

From: Dee Williams-Ridley, City Manager

Submitted by: David White, Deputy City Manager

Subject: Strategic Plan Performance Measures Pilot

INTRODUCTION

The purpose of this report is to bring to City Council's attention the results of the Strategic Plan Performance Measures pilot.

CURRENT SITUATION AND ITS EFFECTS

The Planning and Development Department (Planning Department) and the Police Department participated in a pilot program to develop performance measures reflective of Strategic Plan goals. Leadership from these two departments, with guidance from the City Manager's Office, used results-based accountability (RBA) as a framework for developing performance measures that indicate: how much do we do, how well do we do it, and is anyone better off. Adopting RBA is part of encouraging a culture of using measurement to inform management, processes, and decision-making.

After collecting, examining, and discussing data on a quarterly basis throughout calendar year 2019, the pilot groups saw many improvements in performance and identified ways to improve moving forward.

The Planning Department developed a baseline for understanding customer satisfaction and saw improvement in processing time for several types of permits. The Police Department created outreach opportunities with the community throughout the city and received more commendations and less complaints. Both departments have also begun to improve their staff turnover rates. As the Planning Department and Police Department continue to work with RBA, they both plan to refine and revise the performance metrics to make them better tools for decision-making and continuous improvement. Additionally, leadership from every City department will be working with the City Manager's Office to develop their own performance measures, which like the pilot itself, advances our City's goal to provide an efficient and financially-healthy City government.

BACKGROUND

City Council approved a citywide Strategic Plan on January 31, 2018. The Strategic Plan articulates nine long-term goals for the City government, on behalf of the

community and includes numerous short-term projects designed to advance these goals. The Strategic Plan helps City Council and staff throughout the organization to prioritize limited time and resources. Currently, the City Manager provides a Strategic Plan [quarterly report](#) on the progress of short-term projects.

Throughout 2019, two departments piloted the development of performance measures looking at the results of the work the City does.

The Planning Department, as part of its customer service improvement initiative, adopted two primary performance measures for the RBA pilot. First, the percentage of customers responding positively in Customer Satisfaction surveys. And second, improving the amount of time customers spend on two parts of the development review process—Zoning approval of Administrative Use Permits, and Building Permit Plan Check processing. As a secondary performance measure, Planning also examined staff turnover rates to better understand the role of staff consistency in influencing performance.

The Police Department addressed building and strengthening community trust through continued community engagement and delivery of quality service. For performance measures, they chose to look at how often the community requests police service and how this service was received. This involved collecting data on how many calls for police service were generated, as this generally relates to how much the community trusts or finds value in a police response for a particular incident. Understanding the volume of calls that the Police Department responds to also provides a framework for giving weight to the data used. The Police Department also examined the number of commendations community members submit to the department as well as the number of complaints both the Police Review Commission and the department's Internal Affairs received. For qualitative indicators of community engagement, they looked at the opportunities the community has to connect with the department, including both Police-led and community-driven events (e.g., Coffee With a Cop, Neighborhood Watch Meetings, and the Barbershop Forum).

The pilot included an introduction to RBA, developing the measures and implementing ways to collect data. Throughout calendar year 2020, the City Manager's Office will work with all other City departments to develop performance measures. Once performance measures are in use citywide, staff will research and seek City Council approval for procurement of a dashboard in order to regularly and transparently report progress

ENVIRONMENTAL SUSTAINABILITY

City Council's commitment to advancing environmental sustainability, including implementation of existing adopted plans, such as the Climate Action Plan, informed identification of the goals and priorities in the Strategic Plan.

POSSIBLE FUTURE ACTION

This report provides the City Council with an update on the Strategic Plan performance measures pilot. Staff will return to Council for direction on software for a public-facing dashboard displaying performance measure results.

FISCAL IMPACTS OF POSSIBLE FUTURE ACTION

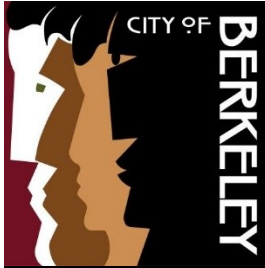
In the Adopted Fiscal Year 2020-2021 Budget, \$228,876 was added in FY2021 for a data dashboard.

CONTACT PERSON

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Attachments:

1: Strategic Plan | Performance Measures

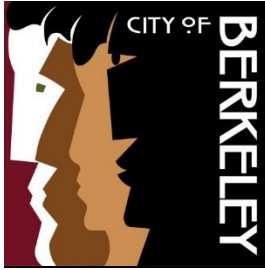


STRATEGIC PLAN | PERFORMANCE MEASURES

This report presents data from Planning and Police, the departments that participated in our pilot program to develop performance measures reflective of Strategic Plan goals. Staff used results-based accountability (RBA) as a framework for developing performance measures that indicate: how much we do, how well we do it, and is anyone better off. The next few pages provide a brief, high-level look at some contextual data about each department. The next sections are organized by Strategic Plan goal and display performance measure data.

STRATEGIC PLAN GOALS

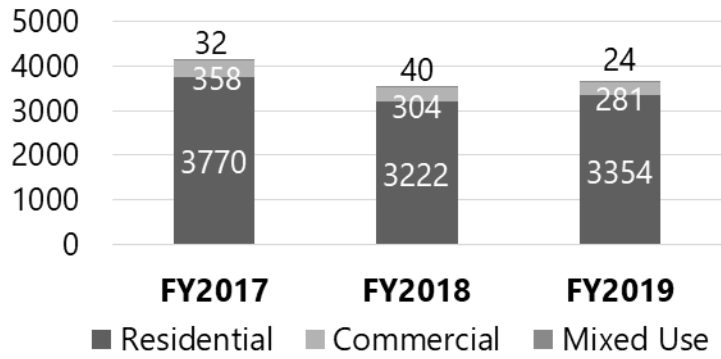
 <p>Provide state-of-art, well-maintained infrastructure, amenities, and facilities.</p>	 <p>Create affordable housing and housing support services for our most vulnerable community members.</p>	 <p>Create a resilient, safe, connected, and prepared city.</p>
 <p>Champion and demonstrate social and racial equity.</p>	 <p>Foster a dynamic, sustainable, and locally-based economy.</p>	 <p>Provide an efficient and financially-healthy City government.</p>
 <p>Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment.</p>	 <p>Attract and retain a talented and diverse City government workforce.</p>	 <p>Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community.</p>



PLANNING | AT-A-GLANCE

The Planning and Development Department’s mission is to enhance safety, livability and resilience in the built environment and to work together with the community to promote and protect Berkeley’s distinctive neighborhoods, vibrant commercial areas, unique character and natural resources for current and future generations.

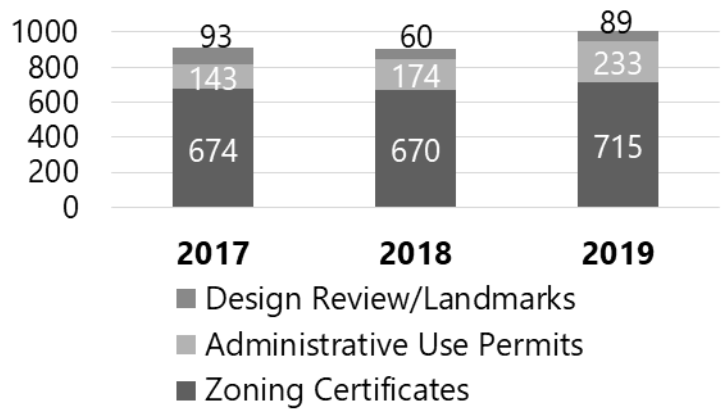
2017-2018 BUILDING PERMITS OUR PARTNERS



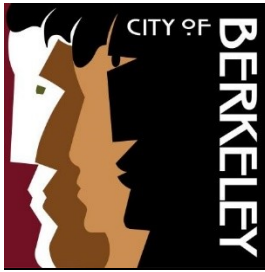
32,500+ customers served

- City Boards and Commissions • Regional Governance Bodies • Professional Organizations • Berkeley Neighborhood Associations • Berkeley Business Associations • State of California • Other City Departments

2017-2019 USE PERMITS



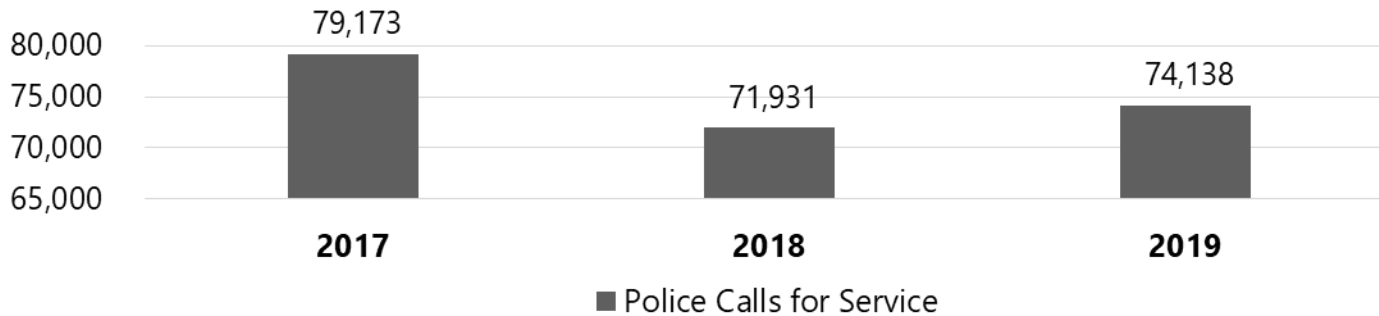
2018 Planning Department Community Open House



POLICE | AT-A-GLANCE

United in service, our mission is to safeguard our diverse community through proactive law enforcement and problem solving, treating all people with dignity and respect.

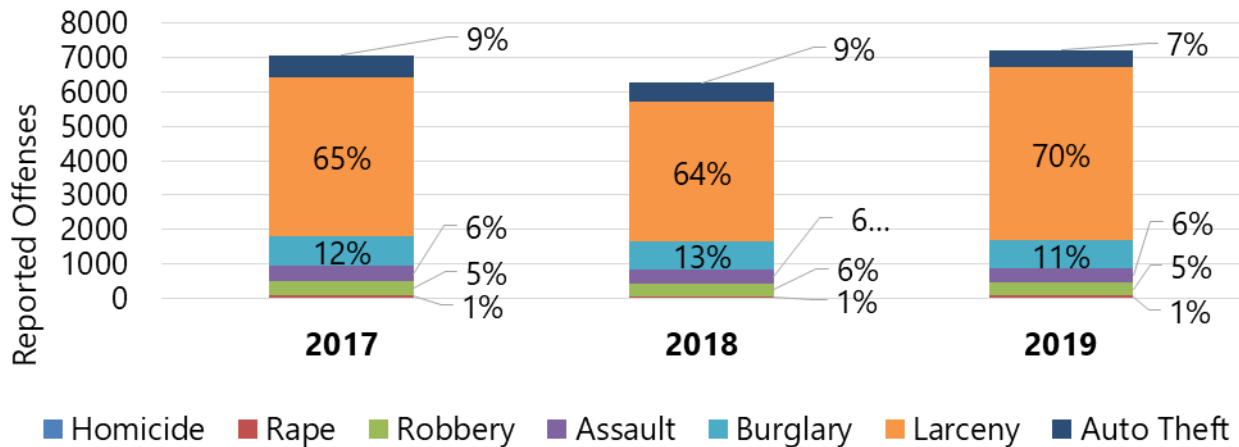
2017-2019 CALLS FOR SERVICE OUR PARTNERS



OUR PARTNERS

Berkeley High School • UC Berkeley • BART • Alameda County Sheriff's Office • Oakland Police Department • Emeryville Police Department • SAFE (Sexual Assault Felony Enforcement Team) • Alameda County Probation Department • California Office of Traffic Safety (OTS) • California Highway Patrol • ICAC (Internet Crimes Against Children) Task Force • Alameda County District Attorney's Office • Fair & Impartial Policing, LLC

2017-2019 PART ONE CRIME



Note: Reported homicides were 1 (2017), 0 (2018), and 1 (2019), which represents less than 1 percent of each year's total



Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community.



PERFORMANCE MEASURES

MEASURES SUMMARY

Measure	Description	Target	Actual	Tracking
Customer Satisfaction (from survey)	<ul style="list-style-type: none"> Percent of respondents who visited the City website prior to visiting Permit Service Center Percent who felt the website adequately prepared them for visit Percent who felt they received professional and courteous service 	↑	<ul style="list-style-type: none"> 86% visit website 43% felt adequately prepared 63% received courteous service 	n/a ¹
Turnaround Time: Land Use Permits	Administrative Use Permits (AUPs), complex, medium, or simple: (1) total time to get from application completion to staff approval; and (2) percent that get from completion to staff approval in under two months.	↓	<ul style="list-style-type: none"> Complex AUPs: 2.14 months, with 54% in less than 2 months Medium-complexity AUPs: 1.92 months, with 57% in less than 2 months Simple AUPs: 1.91 months, with 63% in less than 2 months 	🟡
Turnaround Time: Building Permit Plan Check Process	For building permit plan checks, the total amount of time for staff to process, on average, regardless complexity or need for multiple resubmittals.	↓	<ul style="list-style-type: none"> Plan check processing, 21.55 calendar days 	🟢
Commendations	The number of commendations the Police Department receives annually from the community.	↑	<ul style="list-style-type: none"> 86 commendations 	🟢
Complaints	The number of citizen complaints the Police Department receives annually.	↓	<ul style="list-style-type: none"> 28 complaints 	🟢

- Meeting/exceeding target
- Near target
- Not meeting target

- ↑ Target is to increase numbers/percentages
- ↓ Target is to decrease numbers/percentages

¹ No reference point, first year collecting this data.

Curious why we didn't meet our targets? Learn about our strategy moving forward on page XX.



PLANNING | CUSTOMER SATISFACTION

FACTORS CONTRIBUTING TO CURRENT PERFORMANCE

- Renovated in 2016, the modern Permit Service Center at 1947 Center Street is more welcoming and informative for clients from all ranges of building experience levels
- New and continuing tailored training for staff in delivering quality customer service and handling difficult situations
- Improved, clear informational materials, guides, and submittal checklists to help potential applicants be better prepared for their initial visits
- New PSC queueing software includes new tools for clients to manage their PSC visit time, and better data for management of staff resources
- Open House and Coffee With Inspectors events to help inform clients about City services in a casual, accessible atmosphere

FACTORS RESTRICTING PERFORMANCE IMPROVEMENT

- The nature of being a regulatory agency means there are always instances when staff must inform clients that proposed projects are not allowable, or are more difficult or complex than the clients may have expected
- New building and energy code requirements and other policy changes can add complexity to the process
- Limitations of the current Digital Permitting System, with a new replacement system over a year away
- The survey results trail improvements made to information and service delivery until customers fully experience the customer service improvements that are implemented or underway

2019 PERFORMANCE: CUSTOMER SATISFACTION

86% customers go to the website first before visiting the Permit Service Center.

43% customers feel the website adequately prepared them for their visit.

63% customers reported receiving courteous and professional service at the Permit Service Center.²

²Data summarized from an anonymous online survey of Permit Service Center clients conducted in early 2019.



ZONING PERMITS | TURNAROUND TIME

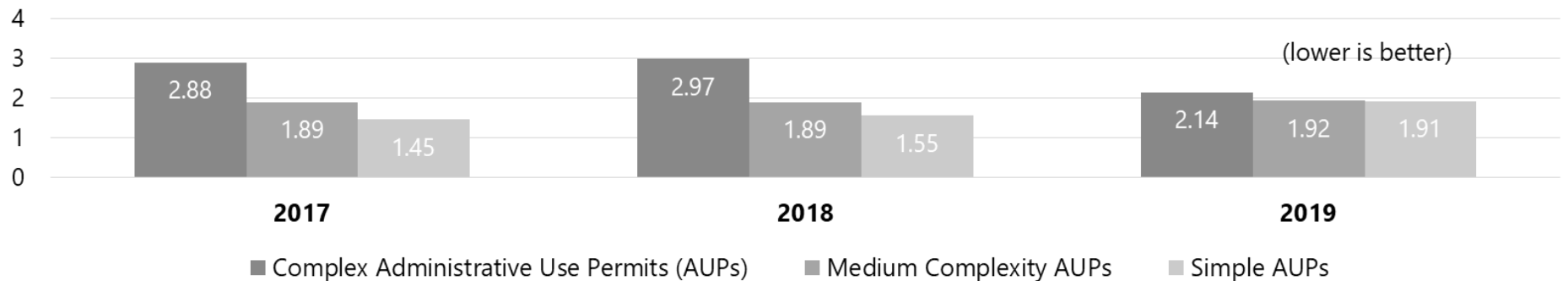
FACTORS CONTRIBUTING TO CURRENT PERFORMANCE

- Land Use Division fully staffed with administrative, technical and professional staff to support customers and commissions
- New staff position dedicated to enforcing Use Permit conditions in coordination with other Code Enforcement teams across city
- Staffing re-arranged as multi-level interdivisional teams for design review, landmarks, zoning updates, and process improvements
- Improved application forms and how-to guides for common development project types
- New ADU regulations and guidelines allowing more types of projects without discretionary review
- Revisions to Zoning Ordinance including amendments to streamline processes for small businesses

FACTORS RESTRICTING PERFORMANCE IMPROVEMENT

- Zoning Ordinance is complex and can be time-intensive to enforce and implement; ordinance revision project is underway
- Training required for new development review staff to learn and administer Berkeley's particular requirements
- Surge in ADU and other home improvement/expansion applications
- Multiple appeals can lead to delays for pending projects and backlogs for new projects

2017-2019 PERFORMANCE: USE PERMITS





BUILDING PLAN CHECK | TURNAROUND TIME

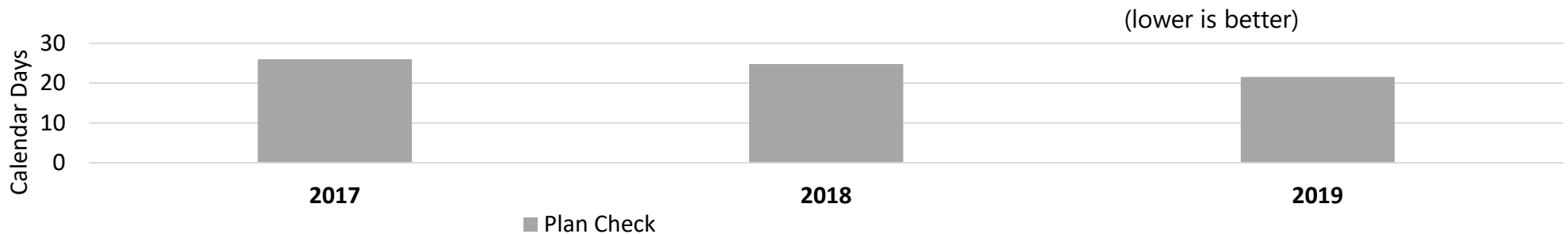
FACTORS CONTRIBUTING TO CURRENT PERFORMANCE

- Increased efficiency through improved electronic plan check tools and hardware; Plan Check meets due dates over 80% of time.
- Elimination of previous plan check queue backlog has improved employee morale and reduced inquiries regarding plan check status
- Establishment of Plan Check performance dashboard and daily plan check queue review to identify and correct processing issues
- Better education of applicants through how-to guides and submittal checklists result in higher quality submittals which require fewer plan check corrections

FACTORS RESTRICTING PERFORMANCE IMPROVEMENT

- Metric has limited utility for public, as it aggregates all project types from bathroom remodels to 16-story hotels.
- Metric has limited utility for staff, as different types of reviews are not segregated by reviewing agency.
- Large parts of the time a client experiences—preparation before initial submittal, and the speed and completeness of responses to City comments—are not within City control and thus are not reflected in data

2017-2019 PERFORMANCE: BUILDING PLAN CHECK





POLICE | COMMENDATIONS

FACTORS CONTRIBUTING TO CURRENT PERFORMANCE

The Berkeley Police Department prides itself on the service they provide the community through law enforcement activities as well as routine community interaction and engagement.

Officers occasionally are stopped on the street and thanked for their service, or receive positive feedback at the end of a call for service. Sometimes the level of service or engagement efforts of the officers prompt people to independently contact BPD to share their praise. These commendations are shared with the PRC and within the department where they become part of the involved officer's personnel file.

CONTEXT

This word cloud shows the most common words found in letters of commendation received in 2019.

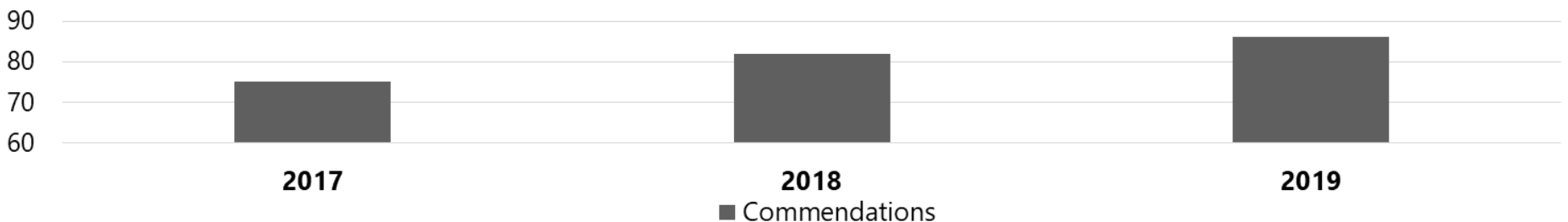


FACTORS RESTRICTING PERFORMANCE IMPROVEMENT

While commendations often speak directly to high levels of trust and happiness with police service, it is challenging to use the number of commendations to speak to overall levels of community trust and satisfaction.

Many positive interactions and good performances may not be recognized by a member of the public taking the time to write about the experience.

2017-2019 PERFORMANCE: COMMENDATIONS





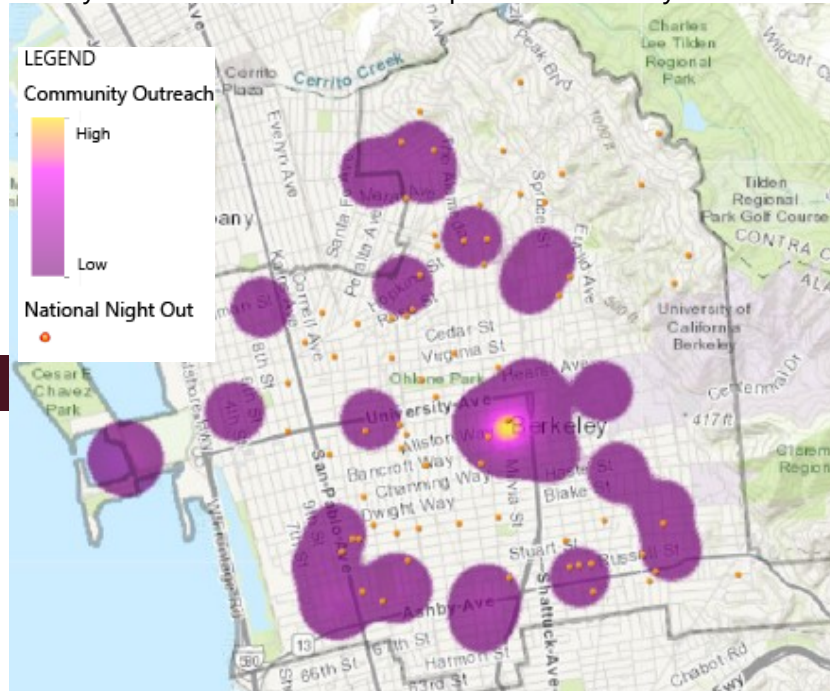
POLICE | COMPLAINTS

FACTORS CONTRIBUTING TO CURRENT PERFORMANCE

- The Berkeley Police Department considers meaningful and regular community engagement a vehicle to enhancing community trust. Engagement occurs daily, around the clock as officers interact with the citizens we serve. It also occurs through more organized events, ranging from far reaching public events to focused smaller group interactions. Thought and effort is given to reach many groups within our community including and especially those most need of our services or least familiar with us.
- People who are unhappy with the interaction they had with BPD can file a complaint with BPD’s Internal Affairs. These complaints are recognized as a reflection of the way individuals feel about their interaction or the service they received.

CONTEXT

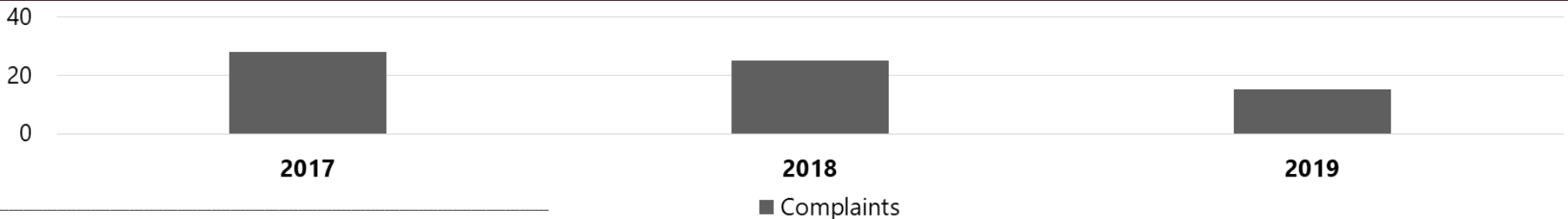
The Berkeley Police Department is actively engaging in a variety of outreach activities to improve community trust.³



FACTORS RESTRICTING PERFORMANCE IMPROVEMENT

- Perception of “police” and “policing” is strongly influenced by media and culture. While any negative perceptions can be mitigated by good interactions, they are difficult to eradicate.
- An individualized complaint may be tied to factors beyond the police department’s control or be a result of a very particular situation or set of facts, and thus may not directly connect to the experiences or level of trust of the greater community.

2017-2019 PERFORMANCE: COMPLAINTS



³ Outreach events included recruiting activities (e.g., participating in career fairs, police-initiated community activities (e.g., Coffee with a Cop), participation in general community activities (e.g., Juneteenth, Eastbay 510K), and presentations at schools.



WHAT'S NEXT?

The City of Berkeley works hard to provide our community with exceptional services. As our Strategic Plan goal states, we are committed to being a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community. By regularly reviewing our performance and adjusting what we do and how we do it, we strive to continually improve our service and meet our Strategic Plan goal.

Measure	Outcome and Analysis	Next Steps
Customer Satisfaction	The Planning Department conducted its first Customer Service survey to better understand the existing levels of satisfaction with the experience of visiting the Permit Service Center. The goal was to create a baseline from which Planning can improve results over time and track trends in client experiences.	In 2017, Planning launched a customer service improvement initiative, touching all facets of department services for all types of clients. The next customer survey will take place after a number of current process improvements are implemented, such as the new PSC queueing software, streamlining of the Zoning Ordinance, and the introduction of the City's new website. The next survey will also expand inquiries beyond the PSC to include customer experiences with the Land Use Planning process and other aspects of the Planning Department's work.
Turnaround Time	Data report above shows overall improvements to the amount of time taken for staff to complete the plan check process, and significantly lessened time to complete the most complex of the three categories of AUP. Time was essentially static for AUPs of medium complexity, while the time taken for the least complex AUPs increased.	Planning will continue to track the AUP timeframes on an annual basis. With upcoming improvements to procedures manuals and interpretation guides for staff, and further Zoning Ordinance revisions to promote clarity, Planning expects that the time from complete application to issued AUP will further improve across all categories.



Attract and retain a talented and diverse City government workforce.



PERFORMANCE MEASURES

MEASURES SUMMARY

Measure	Description	Target	Actual	Tracking
Staff Turnover	Number of staff who have left in a given period, divided by the number of staff who were in place the previous period, expressed as a percentage.	↓	<ul style="list-style-type: none"> Police 8% Planning 5% 	

- Meeting/exceeding target
- Near target
- Not meeting target

- Target is to increase numbers/percentages
- Target is to decrease numbers/percentages



PLANNING & POLICE | TURNOVER

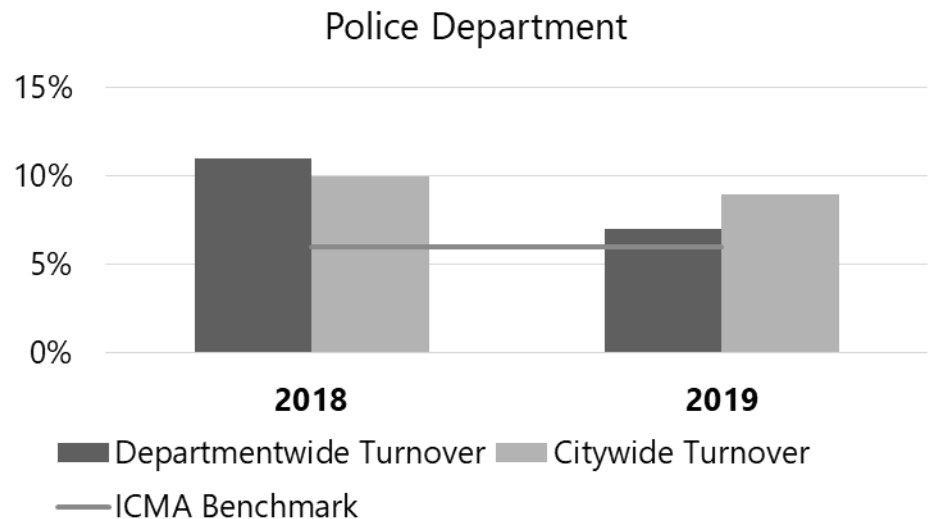
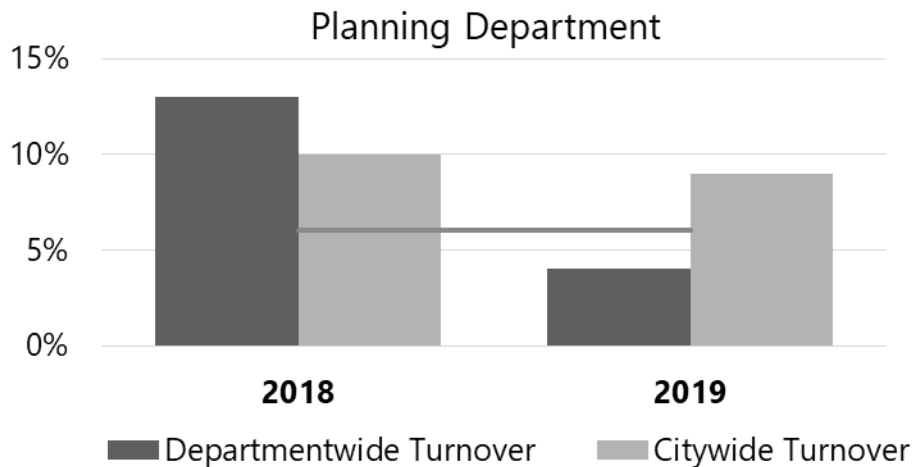
FACTORS CONTRIBUTING TO CURRENT PERFORMANCE

The Police Department formed a recruitment & retention team which worked with a marketing firm to drive strategic online advertising, create a video- and content-rich hiring website, bringing consistent branding and design across all materials, including social media accounts, to serve on-going recruitment goals. This team actively seeks out applicants and engages with them as they move through the hiring process. We are also expanding police employee and resiliency programs, including mental health, fitness, and nutrition resources.

FACTORS RESTRICTING PERFORMANCE IMPROVEMENT

Law enforcement agencies nationwide are experiencing a shortage qualified applicants. Locally we are experiencing a tight labor market in the Bay Area, with very low unemployment. Additionally the cost of living continues to rise, while housing is scarce and increasingly expensive.

2018-2019 PERFORMANCE: TURNOVER



Note: Turnover rate is the sum of employee separations divided by average monthly employment.

