



# CITY OF STOCKTON

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Stockton City Council

## **REPORT SUMMARY – SERVICE EFFORTS AND ACCOMPLISHMENTS**

This is the City Auditor's first annual Service Efforts and Accomplishments (SEA) report for the City of Stockton. We prepared this report to provide the City Council, management, and citizens with an independent, objective assessment of past performance to strengthen public accountability, improve government efficiency and effectiveness, and support future decision making.

In this report, you will find:

- Information and statistics about services – Working with each City department and using City documents, we obtained information and statistics about a wide variety of City programs and services. Some of the measures represent resources (inputs), some represent production (outputs), and a few represent results (outcomes).
- Results of citizen survey – We contracted with the National Research Center to conduct a survey of area residents as part of the National Citizen Survey™. Survey results are presented throughout the chapters of this report. In addition, the survey summary, survey results, and survey materials are presented as attachments.
- Comparisons to other cities – A number of comparisons to other cities are shown throughout the report. Some are based on objective data and some are normative data based on the citizen survey.

Citywide performance measurement is new for the City of Stockton. Performance data for some functions have been separately tracked and reported for many years and other measures are being reported for the first time. There are also cases where useful performance measures have been identified for which there is no existing measurement system or data. One of the first gains from this project is the realization that some useful information is missing for decision making and reliable data needs to be gathered to fill those gaps.

Since this is the first year for many of the measures, including citizen perceptions from the survey, it is not surprising that the results show considerable room for improvement. In reviewing results, it is important to bear in mind that the true usefulness of SEA is experienced over time. Monitoring trends, measuring the impact of policy decisions, and evaluating the results of budget allocations are how SEA reporting will be most useful.



This first report establishes benchmarks. There should be consistency in the measures used from year to year, but the measures will not be entirely static. As services and priorities change, so too will the measures. Because comprehensive performance measurement is new for the City, there may be considerable changes in measures between this report and the report for FY 2008.

Auditors often include a variety of disclaimers in written reports. We do have some for this report. What we present here is not an audit. We worked with management to identify a good starting point for performance measurement. Management provided our office with data. We reviewed the data and questioned items that seemed inaccurate. Beyond that, we did not audit the accuracy of reported data. We also caution against placing too much reliance on comparisons to other cities because we did not confirm that the mix of services provided, or the cost allocation methods used, were comparable to those in the City of Stockton. In future SEA reports, we expect to perform additional procedures in order to provide a higher level of assurance.

We hope that users of this report find the material useful. Feedback is encouraged to help improve future SEA reports.



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The Record

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