

Memorandum

TO: PUBLIC SAFETY, FINANCE
& STRATEGIC SUPPORT
COMMITTEE

FROM: Kay Winer

**SUBJECT: REVIEW OF PERFORMANCE
MEASURE REPORTING TO
COUNCIL COMMITTEES**

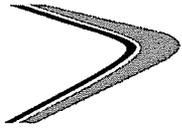
DATE: May 3, 2007

Please find attached for your review the materials submitted by Management Partners for the upcoming Review of Performance Measure Reporting item at the May 17, 2007 Public Safety, Finance and Strategic Support Council Committee session. The work conducted by Management Partners on behalf of the City Manager's Office is in response to direction from Mayor Reed regarding the structure and workplans of Council Committees. The December 22, 2006 Mayor's memorandum directed Council Committees to integrate into Committee workplans a regular review of 10 to 20 of the most important performance measures for departments and city service areas. The attached materials are provided for your consideration while Council Committees determine which performance measures should be selected for regular review.

Kay Winer

Kay Winer
Chief Deputy City Manager





MANAGEMENT PARTNERS
I N C O R P O R A T E D

To: Public Safety, Finance and Strategic Support Council Committee
City of San José

From: Jerry Newfarmer, Nancy Hetrick, and Lynne Barrette

Subject: Performance Measurement Project

Date: May 2, 2007

Management Partners has been hired by the City of San José to work with the four Standing Council Committees and City staff to incorporate more frequent review and discussion of key organizational performance measures into the ongoing work of the Committees. To achieve that, a simplified structure for regular and meaningful performance reporting is recommended.

The City of San José currently collects and reports data on over 1000 performance measures on a wide range of programs, services and projects. Given the size and complexity of a city like San José, the large number of performance measures is understandable and important at the operations management level. However, the sheer volume, when reported in full, can be daunting.

The intended outcome of this collaborative effort is to provide a simplified framework for reporting a limited number of significant performance measures to each Council Committee during the year. The selected measures will focus on those areas that are of greatest concern and/or interest to the committee as reflected in strategic goals and priorities that have been established by the City Council. The framework will also take into account the frequency with which updated data is available and the use of additional measures when specific programs or issues are being considered by the Committee during the year.

Key measures at the core service/operational level can provide an important tool to help the Committee evaluate the effectiveness of resource allocation. The measures can also provide valuable information to the community. It is at the core service level that operational responsibility for outcomes is most clearly identified.

To date, we have reviewed numerous City documents and conducted over 20 individual and group interviews with Council Committee Chairs and City staff members to familiarize ourselves with the City's existing framework and use of performance measures. This research has helped us develop an understanding about the priorities of City leadership and the desired outcomes of City services.

The Public Safety, Finance and Strategic Support Committee has oversight for services provided by eight departments and over 3,400 employees, at a cost of \$700 million annually. The Committee is assigned responsibility for City services that contribute to:

- *The public feeling safe anywhere, anytime in San José*
- *Residents sharing the responsibility for public safety*
- *Sound fiscal management that facilitates meeting the needs of the community*
- *A high performing workforce that is committed to exceeding internal and external customer expectations*
- *Construction of public infrastructure and facilities*
- *Effective use of state of the art technology.*

Specifically, the committee is assigned responsibility for each of the core services within the Emergency Services, Human Resources, Finance, Information Technology and Retirement Departments as well as portions of the Fire, Police and Public Works Departments.

These services are integral to achieving many of the Council's goals including maintaining San José's status as the safest big city in America, making government work better, eliminating the structural deficit, and developing a strategy to improve the infrastructure.

When we meet with the Committee on May 17 we will make a brief presentation about the uses of performance measures and discuss the current use and framework of performance measurement within the City. From that foundation we will facilitate a discussion that focuses on Committee specific measures.

Our goal is to help Committee members identify key performance measures and reporting approaches/timeframes that will best serve their needs in providing informed oversight of Public Safety, Finance and Strategic Support services, programs and projects.

Attached please find a draft summary of key performance measures and indicators for the core services associated with this Committee, by accountable department. This document is intended as background material for Committee discussion on May 17.

We appreciate the time and assistance that City officials have given us and look forward to discussing our observations and recommendations with the Committee.

Attachments

City of San José
Council Committee for
Public Safety, Finance and Strategic Support

Committee Mission Statement:

To effectively develop, manage and safeguard the City's fiscal, physical, technological and human resources to enable and enhance the delivery of City services and projects and to provide prevention and emergency response services for crime, fire, medical, hazardous and disaster related situations.

Public Safety, Finance and Strategic Support

*Madison Nguyen, Chair
Kay Winer, Committee Staff*

Public Safety

Police Department

(Robert L. Davis, Police Chief)

\$258.3 Million / 1,805 FTE

Core Services:

Crime Prevention

Calls for Services

Investigative Services

Regulatory Services

Special Events Services

Traffic Safety Services *

Fire Department

(Darryl Von Raesfeld, Fire Chief)

\$129.3 Million / 857.75 FTE

Core Services:

Emergency Response

Fire Safety Code Compliance *

Fire Prevention

Office of Emergency Services

(Kimberly Shunk, Director)

\$481,667 / 6 FTE

Core Services:

Emergency Preparedness and Planning

Emergency Response and Recovery

Finance and Strategic Support

Finance Department

(Scott Johnson, Director)

\$15.5 Million / 134 FTE

Core Services:

Debt Management

Purchasing and Materials

Disbursements

Management

Financial Reporting

Revenue Management

Human Resources Department

(Mark Danaj, Director)

8.2 Million / 62.12 FTE

Core Services:

Employee Benefits

Health and Safety

Employment Services

Performance Development

Information Technology Department

(Randy Murphy, Director)

\$18.3 Million / 101.5 FTE

Core Services:

Manage and Support Information Technology Infrastructure

Provide Enterprise Technology Systems and Solutions

Support Departmental Technology Services

Finance and Strategic Support continued

Public Works Department
(Katy Allen, Director)

\$40.1 Million / 329.51 FTE

Core Services:
Plan, Design and Construct Public Facilities and Infrastructure
*Regulate/Facilitate Private Development**

Retirement Department
(Ed Overton, Director)

\$3 Million / 27.88 FTE

Core Services:
Administer Retirement Plans

* Non-bolded Italics indicate Core Service is assigned to another Council Committee.

- Community & Economic Development:
 - Fire Department - Fire Safety Code Compliance*
 - Public Works - Regulate/Facilitate Private Development*
- Transportation & Environment Committee:
 - Police - Traffic Safety Services*

Police Department

(Robert L. Davis, Police Chief)

CORE SERVICES

- **Crime Prevention and Community Education:** *Provide programs and services through community education and partnerships to reduce criminal activity and enhance public safety.*
- **Investigative Services:** *Provide for the objective examination of events through the collection of evidence, interviewing of witnesses, the interrogation of suspects and other activities, to arrive at a resolution or successful prosecution.*
- **Regulatory Services:** *Provide for the mandated regulation of business and activities and the issuance of those attendant mandated permits that are in the public interest.*
- **Respond to Calls for Services:** *Provide for 24-hour response to emergency and non-emergency police calls, which include but are not limited to crimes against persons and property, disturbances, traffic accidents, disasters, and medical emergencies.*
- **Special Events Services:** *Provide for safe and orderly special events including festivals and parades, free-speech demonstrations, political rallies, labor disputes, and dignitary visits, as well as other incidents requiring extra-ordinary planning and/or resources.*

Key Department/Community Indicators

Part 1 Crimes per 100,000 inhabitants:

City of San José

US*

California Comparable Cities*

% change in incidents of Selected Crime Types:

Gang-related Incidents (City-wide/SNI)

Domestic Violence (City-wide/SNI)

Residential Burglaries (City-wide/SNI)

Strong-Arm Robberies (City-wide/SNI)

Sexual Assaults (City-wide/SNI)

Traffic Accidents (City-wide/SNI)

Core Services	Key Performance Measures	Key Workload Indicators
<p>Crime Prevention and Community Education <i>Proactive Patrol</i> <i>Youth and School-Based Services</i> <i>Community Problem Solving</i> <i>Adult Services</i></p> <p>2006-07 Adopted: \$8.6 M / 88 FTE</p>	<p>% of participants in intervention programs completing programs</p> <p>% of intervention program participants who do not re-offend within 12 months of exiting program</p> <p>Cost per intervention program participant</p>	<p>Number of youth participating in intervention programs</p> <p>Hours of officer time spent on proactive community policing</p>
<p>Investigative Services <i>Interview and Interrogate</i> <i>Collect and Process Evidence</i> <i>Assist District Attorney's Office</i> <i>Obtain and Provide Specialized Training</i> <i>Facilitate Support Services for Victims & Witnesses</i> <i>Liaison with Outside Agencies for Investigations and Community Policing Prevention</i></p> <p>2006-07 Adopted: \$50.5 M / 342.85 FTE</p>	<p>% of assigned cases that result in criminal filings or are otherwise successfully resolved</p> <p>Clearance rate for violent crimes (homicide, rape, robbery, aggravated assault) *</p> <p>% of victims rating services as a 4 or better in the areas of responsiveness and interactions</p> <p><i>*benchmark data is available on an annual basis</i></p>	<p>Number of cases received</p> <p>Number of cases investigated</p>
<p>Regulatory Services <i>Permits Issuance</i> <i>Investigations</i> <i>Inspections</i></p> <p>2006-07 Adopted: \$2.3 M / 16 FTE</p>	<p>% of permit applicants surveyed who rate the service a 4 or better on a scale of 1 to 5 in the areas of response and interactions</p>	<p>Number of permit applications processed (by type, based on Committee or public interest)</p> <p>Number of taxi cabs inspected</p>
<p>Respond to Calls for Services <i>Dispatch/Communications</i> <i>Reactive Patrol</i></p>	<p>% of time first dispatched Police unit arrives within six minutes to Priority One calls (life threatening)</p> <p>% of time first dispatched Police unit arrives within eleven minutes to Priority Two calls (crime in progress or just occurred)</p> <p>Average response time (citywide)* - Priority One calls - Priority Two calls</p>	<p>Number of calls received 9-1-1 3-1-1 Wireless</p> <p>Number of officer-initiated calls received</p>

Data sources: FY 2006-07 Adopted Budget and preliminary changes to performance measures for FY 2007-08 (Budget Office documents).

<p>2006-07 Adopted: \$155.6 M / 1,078 FTE</p>	<p>% of callers rating SJPD's response time and service provided upon arrival as good or excellent (annual)</p> <p>Average cost per call for service</p> <p><i>* Response time measures elapsed time from call received at dispatch to 1st officer on scene. May wish to consider time until second unit is on scene (and officer can take action)</i></p>	
<p>Special Events Services Off-Duty Security Services</p> <p>2006-07 Adopted: \$1 M / 6.5 FTE</p>	<p>Cost to Event Promoters for off-duty officers as compared to City costs for equivalent on-duty personnel (in thousands)</p>	<p>Number of special events handled</p>

Fire Department

(Darryl Von Raesfeld, Fire Chief)

CORE SERVICES

- **Emergency Response:** Provides comprehensive life safety services to residents and visitors by responding to emergencies in San José's incorporated and unincorporated areas, totaling approximately 200 square miles.
- **Fire Prevention:** Educates the community to reduce injuries, loss of life, and property damage from fires and other accidents, and investigates fire cause. Provides regulatory enforcement of fire and hazardous materials codes through inspection activities.
- **Fire Safety Code Compliance:** Minimizes loss of life and property from fires and hazardous materials releases. Provides on-site code inspections and code plan review services to the City of San José service area, resulting in a fire and chemical-safe environment.

Core Services	Key Performance Measures	Key Workload Indicators
Emergency Response <i>Fire Suppression</i> <i>Public Assist</i> <i>Emergency Medical Services (EMS)</i> <i>Dispatch</i> <i>Rescue</i> <i>Hazardous Materials Mitigation</i> 2006-07 Adopted: \$109.2 M / 748.2 FTE	% of fires contained: - In room of origin - In structure of origin % of time the initial responding unit arrives within 8 minutes after 9-1-1 call is received Average cost per emergency response	Total number of fires responded to
Fire Prevention <i>Fire Cause Investigation</i> <i>Regulatory Enforcement</i> <i>Fire and Life Safety Education/Community Outreach</i> 2006-07 Adopted: \$3.5 M / 22 FTE	% of fires where cause was determined* % of fire inspections that were signed off - State mandated - Permitted (non-mandated) * department may report breakdown of primary causal factors (i.e., arson, electrical malfunction; careless cigarette smoking; children playing with fire; cooking)	Number of structure fires fought - Arson - Non-arson Number of inspections conducted - State mandated - Permitted (non-mandated)

NOTE: The Fire Department Core Service of Fire Safety Code Compliance is assigned to the Council Committee on Community and Economic Development.

Office of Emergency Services

(Kimberly Shunk, Director)

CORE SERVICES

- **Emergency Preparedness and Planning:** *Develop and maintain the city-wide Emergency Operations Plan; coordinate with federal, State, and local mutual aid partners; and train City staff and residents in proper emergency preparedness and response procedures. Ensure that the City's Emergency Operations Plan remains in compliance with State and federal requirements, including the new National Incident Management System (NIMS) and the National Response Plan (NRP). Participate in regional collaborative planning initiatives like the San Francisco Bay Area Regional Emergency Coordination Plan (RECP) and the Association of Bay Governments (ABAG) San Francisco Bay Area Local Hazard Mitigation Plan.*

- **Emergency Response and Recovery:** *Develop and maintain the Emergency Operations Center and its systems in coordination with federal and State requirements, and coordinate city-wide activities related to homeland security.*

Core Services	Key Performance Measures	Key Workload Indicators
<p>Emergency Preparedness and Planning <i>Develop and Maintain the City-wide Emergency Plan</i> <i>Participate in Development of Regional Emergency Plans</i> <i>Coordinate and Train San José Prepared! Program</i></p> <p style="text-align: right;">2006-07 Adopted: \$307,733 / 4.5 FTE</p>	<p>% of City neighborhoods with San José Prepared! Teams</p> <ul style="list-style-type: none"> - All neighborhoods - SNI neighborhoods 	<p>Number of San José Prepared! Graduates</p> <ul style="list-style-type: none"> - Full 20 hour course - Short 2 hour course
<p>Emergency Response and Recovery <i>Train City Staff in Emergency Management Systems</i> <i>Maintain Emergency Operations Center Readiness</i> <i>Manage Urban Area Security Initiative Grant Implementation</i> <i>Coordinate Metropolitan Medical Task Force Activities</i></p> <p style="text-align: right;">2006-07 Adopted: \$84,632 / .5 FTE</p>	<p>% of City staff trained in emergency management systems</p> <ul style="list-style-type: none"> - Senior staff - All other staff 	<p>Number of "near miss" emergencies averted</p>

Data sources: FY 2006-07 Adopted Budget and preliminary changes to performance measures for FY 2007-08 (Budget Office documents).

Human Resources Department

(Mark Danaj, Director)

CORE SERVICES

- **Employee Benefits:** *Provide employee benefit programs that best meet the needs of employees, retirees, their dependents and the City, and assist participants to utilize their plans effectively.*
- **Employment Services:** *Facilitate the timely hiring of excellent employees, and administer the City's classification and compensation systems.*
- **Health and Safety:** *Provide services that ensure employee health, safety, and well-being.*
- **Performance Development:** *Provide workforce and organizational development programs that build the performance capacity of employees and enable service delivery results that meet customer expectations.*

Core Services	Key Performance Measures	Key Workload Indicators
Employee Benefits <i>Benefit Plans Administration</i> <i>Competitive Processes for Benefit Plans</i> <i>Insurance Premium Payments</i> <i>Claims Processing</i> <i>Eligibility and Contribution Transfers</i> <i>Customer Services, Counseling, Intervention and Mediation</i> <i>Human Resources Information System (HRIS) – Benefits Module Administration and Maintenance</i> 2006-07 Adopted: \$1.9 M / 11.62 FTE	% of requests for services responded to within one day <i>% of participants rating benefit program products and services as good to excellent</i>	Number of requests for services responded to eWay online self-service system utilization Number of non-retirement employee benefit programs administered
Employment Services <i>Recruitment, Assessment and Hiring</i> <i>Employee Placements</i> <i>Temporary Employment Program</i> <i>Job Classification/Compensation</i> <i>Return to Work Program</i> <i>Employee Reallocations</i> <i>Civil Service and Hiring Rules, Policies and Procedures</i> 2006-07 Adopted: \$1.2 M / 11 FTE	Turnover rates: - Public Safety - Non-Public Safety - Total % of new hires successfully completing probationary period Days for recruitment: - Internal (Target: 90 days) - External (Target: 120 days)	Number of new job postings - Internal - External

Data sources: FY 2006-07 Adopted Budget and preliminary changes to performance measures for FY 2007-08 (Budget Office documents).

<p>Health and Safety <i>Employee Health Services</i> <i>Workers' Compensation</i> <i>Proactive Safety Program</i> <i>Risk Management</i></p> <p>2006-07 Adopted: \$3.5 M / 28.5 FTE</p>	<p>Number of workers' compensation claims per 100 FTEs - Sworn - Non-Sworn</p> <p>Number of worker days lost per workers' compensation claim - Sworn - Non-Sworn</p> <p>Expenditures for workers' compensation per \$100 of total jurisdiction salaries and benefits</p>	<p>Number of new workers' compensation claims filed - Sworn - Non-Sworn</p> <p>Total number of open workers' compensations claims - Sworn - Non-Sworn</p> <p>Total workers' compensation claims costs - Sworn - Non-Sworn</p>
<p>Performance Development <u>Workforce Development:</u> <i>City-Wide Monitoring Program</i> <i>Leadership and Management Training</i> <i>City-wide Skill Training</i> <i>New Employee Orientation</i> <i>City-wide Employee Recognition</i> <u>Organizational Development:</u> <i>Workforce Planning and Diversity Management</i> <i>Community and Employee Surveys</i> <i>Contracting-In Program</i></p> <p>2006-07 Adopted: \$.7 M / 5 FTE</p>	<p>% of employees rating the effectiveness of training classes as "good" or "excellent" in meeting their principal training objective: - Current Job - Career Development</p> <p>% of supervisors rating the effectiveness of training classes as "good" or "excellent"</p> <p>% of Supervisory positions that are graduates of the Leadership and Supervision Academy</p>	<p>Number of training classes offered</p> <p>Number of training attendees</p>

Finance Department

(Scott Johnson, Director)

CORE SERVICES

- **Debt Management:** Provide cost effective financing and insurance coverage for the City's capital assets.
- **Disbursements:** Facilitate timely and accurate payment of the City's financial obligations.
- **Financial Reporting:** Provide accurate and meaningful reporting on the City's financial condition.
- **Purchasing and Materials Management:** Purchase and provide quality products and services in a cost-effective manner.
- **Revenue Management:** Collect and invest the City's resources to enhance the City's financial condition.

Core Services	Key Performance Measures	Key Workload Indicators
Debt Management <i>Debt Management</i> 2006-07 Adopted: \$1.35 M / 10.4 FTE	City's General Obligation Bond rating Moody's Standard & Poor's Fitch	Total outstanding debt portfolio managed - Dollars - Number of debt issues (borrowings)
Disbursements <i>Accounts Payable</i> <i>Payroll</i> 2006-07 Adopted: \$1.8M / 18.55 FTE	% of vendor invoices accurately paid within 30 days % of payroll checks processed accurately and on time	Total number of vendor payments made Total number of payroll checks issued
Financial Reporting <i>Financial Information and Analysis</i> 2006-07 Adopted: \$1.7 M / 14.55 FTE	% of reports that are accurate and on-time	Total number of financial reports provided
Purchasing and Materials Management <i>Procurement</i> <i>Central Services</i> <i>Records Services</i> <i>Warehouse Services</i> 2006-07 Adopted: \$3.1 M / 27.67 FTE	% of purchase orders processed within established timeframes % of cost savings achieved through the purchasing process	Total dollars centrally procured Total cost savings

Data sources: FY 2006-07 Adopted Budget and preliminary changes to performance measures for FY 2007-08 (Budget Office documents).

<p>Revenue Management <i>Revenue Collection</i> <i>Investments</i></p>	<p>Cost of investment services as % of City's investment portfolio Average return on investments Cost of revenue collection services as % of City's total miscellaneous accounts receivable % of City's total balance of miscellaneous accounts receivable that is past due Average number of days active accounts receivable are past due</p>	<p>Total investment portfolio managed Total balance of the City's miscellaneous accounts receivable Total balance of City's miscellaneous past due accounts receivable</p>
<p>2006-07 Adopted: \$6.1 M / 53.05 FTE</p>		

Information Technology Department

(Randy Murphy, Director)

CORE SERVICES

- **Manage and Support the Information Technology Infrastructure:** *Enable the availability and relevancy of data and voice communications, and provide direct customer support and training for technology equipment and applications.*
- **Provide Enterprise Technology Systems and Solutions:** *Manage the City's data so that critical business processes remain operational; determine, develop, implement and support technology solutions that maximize the delivery of enterprise City services.*
- **Support Departmental Technology Services:** *Determine, develop, implement and support technology solutions that maximize the delivery of Technology Services for City Service Areas and ensure optimal resource utilization of technology investments across the City-wide organization.*

Core Services	Key Performance Measures	Key Workload Indicators
Manage and Support the Information Technology Infrastructure <i>Core Infrastructure</i> <i>Telecommunications</i> <i>Servers</i> <i>Desktop Support</i> <i>Technical Help Desk</i> 2006-07 Adopted: \$8.7 M / 44 FTE	% of communication services available during business hours - New City Hall network - Telephones % of service requests resolved within established guidelines: - 1 hour for urgent - 4 hours for all others	Number of network outages during business hours Number of Technology Help Desk requests received
Provide Enterprise Technology Systems and Solutions <i>Database Administration</i> <i>Business Systems</i> <i>Customer Service and Performance Management System</i> <i>Geographic Information System</i> <i>Web Design</i> <i>Document Management</i> <i>Financial Management System</i> <i>PeopleSoft HR/Payroll</i> <i>Permits Online</i> <i>Capital Projects Management System</i>	% of time system is available during normal business hours: - E-mail - Financial Management - Human Resources/Payroll - Call Center % of Customer Service Contact Center calls answered within 8 minutes % of Customer Service Contact Center calls resolved within the first call	Number of application repair requests Number of Customer Service Contact Center calls received

<p>2006-07 Adopted: \$6.4 M / 35.5 FTE</p>	<p>% of service requests resolved within established guidelines: - 1 hour for urgent - 4 hours for all others</p>	
<p>Support Departmental Technology Services <i>Public Safety Support</i> <i>Transportation and Aviation Services Support</i> <i>Community and Economic Development Support</i> <i>Environmental and Utility Services Support</i> <i>Neighborhood Services Support</i> <i>Mayor, Council and Appointees Support</i></p> <p>2006-07 Adopted: \$2 M / 15 FTE</p>	<p><i>% of managers who say employees have the technology tools they need to support their service delivery functions (Employee Survey conducted bi-annually)</i></p> <p><i>% of employees who say they have the technology tools they need to meet their service delivery functions (Employee Survey conducted bi-annually)</i></p>	

Public Works Department

(Katy Allen, Director)

CORE SERVICES

- **Plan, Design and Construct Public Facilities and Infrastructure:** *Plan, design and construct public facilities and infrastructure.*
- **Regulate/Facilitate Private Development:** *Review of private development to ensure that new development contributes to the safety and welfare of the citizens as well as the City's economic development.*

Core Services	Key Performance Measures	Key Workload Indicators
<p>Plan, Design and Construct Public Facilities and Infrastructure</p> <ul style="list-style-type: none"> <i>Airport Infrastructure</i> <i>Parks and Recreational Facilities</i> <i>Public Buildings</i> <i>Streets and Transportation Facilities</i> <i>Storm Sewers and Sanitary Sewers</i> <p>2006-07 Adopted: \$40.1 M / 329.51 FTE</p>	<p>% of projects completed within the approved baseline budget by operational service</p> <p>% of projects designed and constructed by Public Works within approved baseline schedule by operational service</p> <p><i>% of operations and maintenance divisions rating new or rehabilitated capital facilities as being functional and sustainable after the first year of commissioning or use (Employee Survey conducted bi-annually)</i></p>	<p>Number of construction projects delivered</p> <p>Total construction cost of projects</p>

NOTE: The Public Works Department Core Service to Regulate/Facilitate Private Development is assigned to the Council Committee for Community and Economic Development.

Retirement Department

(Ed Overton, Director)

CORE SERVICE

- **Administer Retirement Plans:** *Implement policies and procedures to deliver retirement benefits and maintain the retirement plans.*

Core Services	Key Performance Measures	Key Workload Indicators
Administer Retirement Plans <i>Supervise Investment of Plan Assets</i> <i>Provide Retirement Planning & Counseling</i> <i>Administer Retirement Benefits</i> <i>Analyze, Develop & Recommend Retirement Policy</i> 2006-07 Adopted: \$3 M / 27.88 FTE		Number of retirees served

City of San José
Council Committee for
Public Safety, Finance and Strategic Support

Community/Employee/Customer Survey Measures

Customer satisfaction is a critical measure of performance. For that reason, the City of San José conducts an extensive survey of residents and another of employees in alternating years. The survey instruments provide valuable insight into how well the City is doing in delivering services and meeting customer/resident expectations. The results of these surveys are reported to the full Council for review and consideration after the information has been compiled. The following list of performance measures reflects data gathered through these survey instruments. These measures have generally not been included in the Core Services matrix for regular reporting because new data is only available on a biennial basis. In a few instances, an exception has been made and a survey-related measure has been included in the matrix. Those measures are indicated by italics.

Police Department

% of residents surveyed who perceive themselves to be “Safe” or “Very Safe” walking during the day/night
In their neighborhood
In the City park closest to residence
In the Downtown area

Office of Emergency Services

% of San José households with demonstrated emergency preparedness action plan: three gallons bottled water per person; three day medicine supply; designated outside of area contact person

Human Resources Department

**% of employees who rate their overall satisfaction with Human Resources services as satisfied or very satisfied*

**% of hiring managers who believe that candidates (or candidate pools) are “prepared” or “well prepared” to perform successfully in positions they are seeking (Employment Services)*

**% of participants rating benefit program products and services as good to excellent (Employee Benefits)*

Finance Department

**% of customers who rate disbursement services as good or excellent on a 5-point scale based on courteous and timely responses to requests for information (Disbursements)*

**% of customers who rate reports as good or excellent on a 5-point scale based on accuracy, clarity, timeliness, usefulness and availability in desired format (Financial Reporting)*

**% of customers who rate service as good or better based on a 5-point scale on courteous and timely responses (Purchasing and Materials)*

**% of customers who rate Revenue Management services as good or excellent on a 5-point scale for courtesy and timeliness (Revenue Management)*

Information Technology Department

**% of total customer response with good or excellent rating on:*

- availability of network services*
- timeliness and quality of customer support*

**% of managers who say employees have the technology tools they need to support their service delivery functions (Support Departmental Technology Services)*

**% of employees who say they have the technology tools they need to meet their service delivery functions (Support Departmental Technology Services)*

Public Works Department

**% of customers rating design and construction services as good or better based on accuracy, timeliness, and quality of final product*

Retirement Department

% of boards and members that rate department services as very good or excellent based on accuracy and usefulness of work