

# Memorandum

**TO:** PUBLIC SAFETY, FINANCE &  
STRATEGIC SUPPORT  
COMMITTEE

**FROM:** Kay Winer

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

**DATE:** June 12, 2007

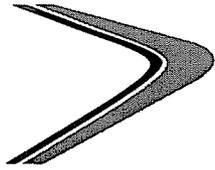
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Please find attached for your review the final report submitted by Management Partners for the Review of Performance Measure Reporting item at the June 21, 2007 Public Safety, Finance and Strategic Support Committee session. This report provides the Committee with a recommended list of performance measures for regular review. 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 reflect the input of staff and Committee members based on interviews, document review, and the facilitated discussion at the May 17, 2007 Public Safety, Finance and Strategic Support Committee session.

A handwritten signature in cursive script that reads "Kay Winer".

Kay Winer  
Chief Deputy City Manager





# MANAGEMENT PARTNERS

INCORPORATED

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 Recommendations

Date: June 8, 2007

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We are pleased to provide our recommendations regarding key performance measures for regular review by the Public Safety, Finance and Strategic Support Committee. The measures reflect comments and suggestions made by Council Committee members on our initial report at the May 17 meeting and subsequent discussions with City staff. We have reviewed the measures and recommended reporting frequencies with the departments. The cover organization chart highlights the relationship of these measures to the City Service Areas and core services within the committee's purview.

The most significant changes from what was presented in May are the inclusion of suggested reporting frequencies for each measure and alignment to Council goals and the committee's mission.

Selection of key measures was based on:

- Alignment with City Council goals and priorities and Committee mission
- Issues of public interest/concern
- Service delivery outcomes and customer service orientation
- Input from staff and review of documents, including availability of data
- Areas of significant resource investment
- Comparability to performance measures used by other jurisdictions

Suggested reporting frequencies are intended to reflect meaningful intervals for data collection or availability of new data. It is anticipated that each committee and their staff will determine the scheduling and specific format for presentation of various measures. Staggering the information throughout the year would seem to be a useful approach.

The accompanying measures incorporate Committee comments and requests from the May 17 meeting. Three areas of exception are noted below:

- 1) City workforce demographics – Committee members expressed interest in regularly reviewing information on the diversity and demographic breakdown for the City's workforce. We understand the Human Resources Department will provide this information on an annual basis as a report to the committee. To demonstrate city efforts to reach out to a broader cross-section of the city when conducting recruitments, we have included the measure of *percent increase in respondents from diversity outreach*.

- 2) Employment Services – When discussing the proposed measure regarding turnover rates, the committee requested information about reasons for employees leaving City employment. This information is not currently kept in a structured data base. If the committee desires, staff can pursue the most effective way to provide this information on a regular basis.
- 3) Employee Benefits - The Committee asked for information relating to employee wellness. A semi-annual measure of the average number of sick leave hours used per employee has been added. It is also suggested that other components of City initiatives to address and encourage employee wellness may be best reported as part of periodic staff reports. These may include employee health fairs, exercise/fitness programs, insurance co-pay incentives, and the like.

Further, the committee expressed interest in several performance measures related to customer service. The City conducts biennial surveys of residents and employees in alternating years. Prior to implementation of these surveys, it is recommended that the committee discuss what information would be most meaningful and of greatest interest to ensure related questions are considered for incorporation.

Finally, it is important to note that modifications to this list of key performance measures should be anticipated over time. In fact, modification and refinement to stay current with emerging issues and changing needs is evidence of the successful use of performance measurement tools. Similarly the committee may wish to adjust the frequency of reporting based on need and availability of data.

Our goal is to help committee members identify those key performance indicators that will best serve their needs in providing informed oversight of Police, Fire, Emergency Services, Finance, Human Resources, Information Technology, Public Works and Retirement.

We look forward to discussing our recommendations with the committee on June 21.



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*

**Public Safety, Finance and Strategic Support Council Committee  
Performance Measures**

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**Police Department**

<b>Frequency</b>	<b>Performance Measures</b>	<b>Mission, Goals and Priorities Alignment</b>
Quarterly	Hours of officer time spent on proactive community policing	Maintain Status as Safest Big City in America
Quarterly	Average response time (citywide) - Priority One/Priority Two <ul style="list-style-type: none"> <li>- Average call processing time</li> <li>- Average call queuing time</li> <li>- Average call driving-to-arrival time</li> </ul>	Maintain Status as Safest Big City in America
Quarterly	% of time first dispatched Police unit arrives within six minutes of call received for Priority One calls (life threatening)	Maintain Status as Safest Big City in America
Quarterly	% of time first dispatched Police unit arrives within eleven minutes of call received for Priority Two calls (crime in progress or just occurred)	Maintain Status as Safest Big City in America
Quarterly	Number of calls received (by source of call)	Maintain Status as Safest Big City in America
Semi-annual	Part 1 Crimes per 100,000 residents (benchmark against comparable cities annually) <ul style="list-style-type: none"> <li>- Number of Violent Crimes reported</li> <li>- Number of Property Crimes reported</li> </ul>	Maintain Status as Safest Big City in America
Semi-annual	% of crimes investigated <ul style="list-style-type: none"> <li>- Violent Crimes</li> <li>- Property Crimes</li> </ul>	Maintain Status as Safest Big City in America
Semi-annual	Number of incidents for Selected Crime Types (listed below)	Maintain Status as Safest Big City in America
Semi-annual	% change in incidents of Selected Crime Types <ul style="list-style-type: none"> <li>- Gang-related Incidents (City-wide/SNI)</li> <li>- Domestic Violence (City-wide/SNI)</li> <li>- Residential Burglaries (City-wide/SNI)</li> <li>- Strong-Arm Robberies (City-wide/SNI)</li> <li>- Sexual Assaults (City-wide/SNI)</li> </ul>	Maintain Status as Safest Big City in America
Semi-annual	Number of arrests in the downtown during Entertainment Zone enforcement	Maintain Status as Safest Big City in America
Annual	Clearance rate for violent crimes (homicide, rape, robbery, aggravated assault) <ul style="list-style-type: none"> <li>- Number of cases received</li> <li>- Number of cases investigated</li> </ul>	Maintain Status as Safest Big City in America

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Annual	% of assigned cases that result in criminal filings or are otherwise successfully resolved	Maintain Status as Safest Big City in America
Annual	% of victims rating services as a 4 or better in the areas of responsiveness and interactions	Maintain Status as Safest Big City in America
Annual	% of participants in intervention programs completing programs - Number of youth participating in intervention programs	Maintain Status as Safest Big City in America
Annual	% of intervention program participants who do not re-offend within 12 months of exiting program	Maintain Status as Safest Big City in America
Annual	Average cost per call for service	Maintain Status as Safest Big City in America
Biennial	% 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	Maintain Status as Safest Big City in America

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**Fire Department**

<b>Frequency</b>	<b>Performance Measures</b>	<b>Mission, Goals and Priorities Alignment</b>
Quarterly	Number of fire injuries (benchmark annually)	Maintain Status as Safest Big City in America
Quarterly	% of time the initial responding unit arrives within 8 minutes after 9-1-1 call is received	Maintain Status as Safest Big City in America
Quarterly	Number of emergency responses - Fire - Medical	Maintain Status as Safest Big City in America
Annual	% of fires contained: - In room of origin - In structure of origin	Maintain Status as Safest Big City in America
Annual	% of fires where cause was determined (broken out by causal factors)	Maintain Status as Safest Big City in America
Annual	% of fire inspections that were signed off - State mandated - Permitted (non-mandated)	Maintain Status as Safest Big City in America

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**Office of Emergency Services**

<b>Frequency</b>	<b>Performance Measures</b>	<b>Mission, Goals and Priorities Alignment</b>
Quarterly	Number of "near miss" emergencies averted	Maintain Status as Safest Big City in America
Annual	% of City neighborhoods with San José Prepared! Teams - All neighborhoods - SNI neighborhoods	Maintain Status as Safest Big City in America
Annual	% of City staff trained in emergency management systems - Senior staff - All other staff	Maintain Status as Safest Big City in America
Biennial	% 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	Maintain Status as Safest Big City in America

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**Finance Department**

<b>Frequency</b>	<b>Performance Measures</b>	<b>Mission, Goals and Priorities Alignment</b>
Quarterly	Average return on investments - Total outstanding debt portfolio managed	Develop, manage and safeguard City's fiscal resources
Quarterly	% of payroll checks processed accurately and on time	Manage and safeguard City's fiscal resources
Quarterly	% of financial reports that are accurate and on time	Manage and safeguard City's fiscal resources
Quarterly	% of vendor invoices accurately paid within 30 days	Manage and safeguard City's fiscal resources
Quarterly	% of purchase orders processed within established timeframes	Enhance delivery of quality City services
Quarterly	% of City's total balance of miscellaneous accounts receivable that is past due	Manage and safeguard City's fiscal resources
Quarterly	Average number of days active accounts receivable are past due	Manage and safeguard City's fiscal resources
Annual	City's General Obligation Bond rating - Moody's, Standard & Poor's, Fitch	Develop, manage and safeguard City's fiscal resources
Annual	Cost of revenue collection services as % of City's total revenues actively invoiced	Manage and safeguard City's fiscal resources
Annual	Cost of investment services as % of City's investment portfolio	Develop, manage and safeguard City's fiscal resources
Annual	% of cost savings achieved through the centralized purchasing process - Total cost savings	Manage and safeguard City's fiscal resources
Annual	% of customers satisfied with parts, supplies and services obtained through purchasing division	Enhance delivery of quality City services
Annual	% of customers who rate financial reports as good or excellent on a 5-point scale based on accuracy, clarity, timeliness, usefulness and availability in desired format	Enhance delivery of quality City services

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**Human Resources Department**

<b>Frequency</b>	<b>Performance Measures</b>	<b>Mission, Goals and Priorities Alignment</b>
Semi-annual	Turnover rates: Public Safety/Non-public safety/Total	Develop, manage and safeguard City's human resources
Semi-annual	% of new hires successfully completing probationary period	Develop, manage and safeguard City's human resources
Semi-annual	Average number of days per recruitment: Internal/External - Number of new job postings: Internal/External	Enhance delivery of quality City services
Semi-annual	Number of workers' compensation claims per 100 FTEs: Sworn/Non-sworn - Number of new workers' compensation claims filed: Sworn/Non-sworn - Total number of open workers' compensation claims: Sworn/Non-sworn	Develop, manage and safeguard City's human resources
Semi-annual	Number of worker days lost per workers' compensation claim: Sworn/Non-sworn	Develop, manage and safeguard City's human resources
Semi-annual	Expenditures for workers' compensation per \$100 of total jurisdiction salaries and benefits - Total workers' compensation claims costs: Sworn/Non-sworn	Manage and safeguard City's fiscal and human resources
Annual	% of hiring managers who believe that candidates (or candidate pools) are "prepared" or "well prepared" to perform successfully in positions they are seeking	Develop, manage and safeguard City's human resources to enable delivery of quality City services
Annual	% of supervisory employees who are graduates of the Leadership and Supervision Academy	Develop, manage and safeguard City's human resources
Annual	% increase in respondents from diversity outreach	Develop, manage and safeguard City's human resources to enable delivery of quality City services
Biennial	% of participants rating benefit program products and services as good to excellent - Number of non-retirement employee benefit programs administered	Develop, manage and safeguard City's human resources
Biennial	% of employees who rate their overall satisfaction with Human Resources services as satisfied or very satisfied	Develop, manage and safeguard City's human resources to enable delivery of quality City services
Biennial	% of employees rating the effectiveness of training classes as "good" or "excellent" in meeting their principal training objective - Number of training classes offered - Number of training attendees	Develop City's human resources
Biennial	% of supervisors rating the effectiveness of training classes as "good" or "excellent"	Develop City's human resources

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**Information Technology Department**

<b>Frequency</b>	<b>Performance Measures</b>	<b>Mission, Goals and Priorities Alignment</b>
Quarterly	% of Customer Service Contact Center calls answered within 8 minutes - Number of Customer Service Contact Center calls received	Enable and enhance delivery of quality City services
Quarterly	% of Customer Service Contact Center calls resolved within the first call	Enable and enhance delivery of quality City services
Quarterly	% of time enterprise systems are available during normal business hours: E-mail/ Financial management/Human Resources/payroll/Call Center	Develop, manage and safeguard City's technological resources
Quarterly	% of communication services available during business hours: City Hall network/ Telephones - Number of network outages during business hours	Develop, manage and safeguard City's technological resources
Annual	% of total customer response with good or excellent rating on: - Timeliness and quality of customer support - Availability of network services	Enable and enhance delivery of quality City services
Biennial	% of managers who say employees have the technology tools they need to support their service delivery functions	Develop, manage and safeguard City's technological resources to enable delivery of quality City services
Biennial	% of employees who say they have the technology tools they need to meet their service delivery functions	Develop, manage and safeguard City's technological resources to enable delivery of quality City services

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**Public Works Department**

<b>Frequency</b>	<b>Performance Measures</b>	<b>Mission, Goals and Priorities Alignment</b>
Semi-annual	% of projects completed within the approved baseline budget by operational service - Total construction cost of projects	Infrastructure improvement
Semi-annual	% of projects designed and constructed by Public Works within approved baseline schedule by operational service - Number of construction projects delivered	Infrastructure improvement
Annual	% of operations and maintenance divisions rating new or rehabilitated capital facilities as being functional and sustainable after the first year of commissioning or use	Infrastructure improvement
Annual	% of customers rating design and construction services as good or better based on accuracy, timeliness, and quality of final product	Infrastructure improvement

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**Retirement Department**

<b>Frequency</b>	<b>Performance Measures</b>	<b>Mission, Goals and Priorities Alignment</b>
Quarterly	Average return on retirement funds' investment portfolios	Develop, manage and safeguard City's fiscal resources
Annual	% of boards and members that rate department services as very good or excellent based on accuracy and usefulness of work - Number of retirees served	Safeguard City's human and fiscal resources