



Memorandum

TO: Public Safety, Finance & Strategic Support Committee

FROM: Robert L. Davis

SUBJECT: 2007-2008 THIRD QUARTER PERFORMANCE REPORTS

DATE: June 11, 2008

Approved

Christine J. Sheppin

Date

6-12-08

RECOMMENDATION

Acceptance of the attached third quarter Performance Reports from the Public Safety CSA. This report includes performance data and analysis from Police, Fire and the Office of Emergency Services (OES).

BACKGROUND

In his December 22, 2006, memorandum, Mayor Reed directed Council Committees to integrate into their work plans a regular review of key performance measures for departments and city service areas. This attached Performance Report includes those measures approved by the Public Safety, Finance & Strategic Support Committee at the June 2007 meeting for Police, Fire and the Office of Emergency Services.

Performance data is provided in four quarterly committee reports each year. Performance Reports include quarterly measures, with semiannual, annual, and biennial measures added as data is available. The third quarter and year-to-date performance measure results are attached and some have been highlighted below with a more detailed analysis.

ANALYSIS

Police Department

Number of Calls Received and Average response time (citywide) to priority one/priority two
--

As we begin to enter the spring months, call volume has increased in the 9-1-1 Communications Dispatch Center. Land line calls increased by 1,354 (1%) when compared to the same quarter in the previous fiscal year (from 127,363 to 128,717). Wireless 9-1-1 call volume has increased 47% when compared to the same quarter in the previous fiscal year (from 25,349 to 37,165).

Though there was a slight decrease in the volume of calls during the winter months, this has not been the case during this last quarter. During a three-week period, approximately 1,100 calls were received from a single telephone. Although these calls were later determined to be non-emergency calls received from a mentally disturbed individual, their impact on calltakers, dispatchers, and officers, who are required to respond to them, is the same as a response to a routine 9-1-1 call. It is the responsibility of all Public Safety personnel to respond to any emergency call until the true nature and circumstances of the call are determined. Non-emergency and seven-digit emergency call volume continues to decrease, but total 9-1-1 call volume, including land line, wireless and CHP transfers, has increased by 15% for the third quarter of 2007-2008 when compared to the same time period last year (from 91,364 to 105,360). The number of CHP transfers are not included in the attached performance measure tables.

The increase in 9-1-1 call volume has resulted in an increase in average answering times from 3.2 seconds to 4.0 seconds. This exceeds the 2.5 second target established for this area. A new academy of Public Safety Communication Specialists is in the final stages of training and will assist to mitigate this factor. Minimum staffing for all shifts will be increased by one calltaker beginning May 1, 2008. These resources are the result of the staffing increase approved by the City Council in the 2006-2007 Adopted Budget.

The average response times for both Priority 1 and Priority 2 calls for service has increased slightly, by approximately 3.6 seconds for Priority 1 and 6.0 seconds for Priority 2, as spring and summer months are traditionally busy. Performance for Priority 1 is achieving targeted levels and Priority 2 is slightly above targeted levels.

While the average response times have increased, the Department continues to meet its goal of a six minute response time for priority one events. When compared to the same time period last year, the Department has seen an improvement of 7.19 to 5.74 minutes for an average response time to Priority 1 calls. Priority 2 average response times of 11.12 minutes are within the Department's goal for an 11 minute average. Again, when compared to the same time last year, the Department has seen an improvement (12.28 compared to 11.12 minutes).

Arrests in the downtown during Entertainment Zone enforcement

In 2007-2008, the Department started tracking the number of arrests made in the Downtown Entertainment Zone (EZ) area. The EZ boundaries are around the main downtown corridor, north of 280, west of 4th Street, east of Stockton Avenue and south of St. James Street. The arrests listed reflect those made by EZ officers working from Thursday through Sunday between the hours of 10:00 pm and 3:00 am. Arrests also include those made by officers working the Garage Security Detail from Friday and Saturday nights between the hours of 9:30 pm and 3:00 am. There is one full time team of officers dedicated to EZ, with the remaining EZ slots being worked on an overtime basis.

In the third quarter, the EZ officers handled 79 less arrests when compared to the second quarter (912 Q2 compared to 833 for Q3), which is also down from the first quarter arrests of 1,460. This reduction in arrests could be attributed to a few factors: 1) during the winter months, fewer

June 11, 2008

Subject: 2007-2008 Third Quarter Performance Measure Report

Page 3 of 5

events have occurred in the downtown area, 2) during this period the City started charging new fees to park in downtown garages during the evening hours, and 3) during this period, the Police Department has deployed a security detail to each of the garages to discourage underage drinking and other public nuisance crimes. The Department will continue to monitor the number of arrests in the Downtown Entertainment Zone.

% of Crimes Investigated and % of Cases Assigned

The Bureau of Investigations (BOI) is responsible for conducting follow-up on cases referred from the Patrol Division. Although BOI staffing has remained static, as a whole, *crimes investigated* is up 23% over target to date and 5% (1,732 cases) higher compared to last year. Overall, the number of cases received has increased by 357 cases or 2% over the same period last year. The number of cases not assigned has increased by 719 cases or 30% over the same time last year. This increase is primarily due to units not having sufficient resources to assign all workable cases. The number of cases not assigned because they are unworkable are 21% above target and up 1.5% compared to the last year's third quarter; a result of the greater scrutiny cases are given due to staffing and caseload concerns.

The primary review process, which determines whether or not a case will be assigned, is dependent upon a number of factors. Cases with solvability factors are assigned to investigators in alignment with the availability of resources. Although the number of cases received has increased when compared to the same time period last year, the number of BOI investigators has remained static. For these reasons, the BOI must focus investigative case assignments on the most violent crimes impacting people's lives: homicides, sexual assaults, robberies, and gang investigations. Many property crimes with solvability factors which were formerly assigned for investigation, i.e., auto thefts, burglaries, financial crimes, and identity thefts, must go unassigned due to a lack of investigators.

The figure given for the *percentage of assigned cases that result in criminal filings, et al.* (103.8%) is a function of units carrying open cases that may have been assigned in a previous reporting period. For example, homicide cases are entered into the Records Management System (RMS) and remain open until they are solved, resulting in periods when cases resolved will exceed cases assigned.

Fire Department

% of time initial responding unit arrives within eight minutes after 911 call is received

In the third quarter, Fire response time within eight minutes of 79% was nearly back to targeted levels, following a drop to 76% during the second quarter. The following narrative provides the findings of an analysis the Fire Department performed to determine the potential causes of this observed decline in response time performance reported in the second quarter PSFSS Committee Performance Report for October 1, 2007 through December 31, 2007. There was insufficient time to complete an analysis of the decline prior to the submission of the second quarterly report, thus it is included in this report.

June 11, 2008

Subject: 2007-2008 Third Quarter Performance Measure Report

Page 4 of 5

An investigation into the causes of the apparent second quarter decline in response time revealed: 1) when call processing time intervals increased, which are part of total unit response time, total emergency response time increased for the initial responding unit (9-1-1 call-received to at-scene time); 2) turnout times and travel times remained consistent, indicating that field performance was not a factor in longer total response times; and 3) call handling intervals increased as the number of incoming phone calls exceeded the capacity of Fire Communications staff to answer them within three telephone rings, resulting in the caller being automatically transferred back to the SJPD 9-1-1 call taker position. In this event, the SJPD 9-1-1 call taker questions the caller to obtain some basic information and enters the service request into the CAD for Fire Communications to dispatch a resource.

While a definitive cause-and-effect relationship cannot be established with absolute certainty, a correlation analysis suggests a relationship exists between increased call volume and an increase in the call-processing interval. Furthermore, in an effort to increase staffing during periods of higher call volumes, Fire Communication command staff implemented scheduling adjustments to increase call processing capacity. However, the schedule changes resulted in more mandatory overtime, requiring some dispatchers to remain on-duty for up to 14 hours. Given the timing of the schedule changes and the observed changes in call processing performance, the Department suspects that these scheduling changes may have been the cause of the observed performance decline. The use of mandatory overtime to increase staffing was discontinued on November 18, 2007, relying instead on voluntary overtime to fill open positions. Using existing staff to increase call processing capacity resulted in dispatch staff working longer shifts in some cases, which appears to have resulted in increase fatigue and reduced performance. The data to confirm this apparent relationship, however, was not available due to a CAD upgrade requiring the focused attention of Information Technology and 9-1-1 Communications Dispatch Center technical resources during the last several months. Once the upgrade is complete, the Fire Department will complete a staffing analysis of Fire Communications, which will include a more detailed staffing analysis.

Office of Emergency Services

Number of near-miss emergencies averted

Fiscal year-to-date, San José has had four "near miss" emergencies as follows:

- A fire at Town Park Tower on August 14, 2007
- A 5.4 earthquake on October 30, 2007
- Severe winter storm on January 3 through 6, 2008
- Extreme cold weather on January 18 through 26, 2008

The Emergency Operations Center (EOC) was activated for the October earthquake and January storm emergencies, and media calls were heavy.

% of City neighborhoods with San José *Prepared!* Team

The Office of Emergency Services (OES) continues to enhance its community outreach via a new two-hour San José *Prepared!* class. In January 2008, OES taught its first two-hour class in

June 11, 2008

Subject: 2007-2008 Third Quarter Performance Measure Report

Page 5 of 5

Spanish, funded by a grant from the Pacific Gas and Electric (PG&E) Company. Two months later, OES conducted, via translators, its first Vietnamese and Chinese classes. OES has been working with City staff, Council Offices, and the Strong Neighborhoods Initiative (SNI) staff in its community outreach effort. It has conducted emergency preparedness training in eleven of the nineteen SNI areas in the City, and expects to meet its 70% SNI coverage target by the end of 2007-2008. In addition to training individuals and families, OES continues to expand its pool of certified volunteer instructors who can conduct classes in English, Spanish, Vietnamese, and Chinese in the community.

Percentages of San José households with emergency supplies and designated out-of-area contacts

The 2007 City of San José Community Survey finds that our residents maintain approximately the same high level of disaster preparedness as they were two years ago. Sixty-one percent (61%) of the survey respondents have three gallons of bottled drinking water for each person in their households; 68% have a three-day supply of prescription medications for each person who needs them; and 71% have a person designated as emergency contact outside of the San José area.

COORDINATION

Preparation of this memorandum was coordinated with the Police Department, Fire Department, the Office of Emergency Services, and the City Manager's Budget Office.

D/c Cavallaro
for Robert L. Davis
Chief of Police

RLD: LR

For questions, please contact:

Police: Lt. Laurence Ryan - 277-5200

Fire: Geoff Cady - 277-8783

OES: Kimberly Shunk - 277-4595



**Performance Report
Public Safety, Finance & Strategic Support Committee
Police Department**

Reporting Period: January 1, 2008 – March 31, 2008

Prior Annual Actuals		2006-2007 Quarterly Actuals				2007-2008 Performance						Disc uss
2005-2006 Actual	2006-2007 Actual	2006-2007 (Jul-Sept)	2006-2007 (Oct-Dec)	2006-2007 (Jan-Mar)	2006-2007 (Apr-Jun)	2007-2008 (Jul-Sept)	2007-2008 (Oct-Dec)	2007-2008 (Jan-Mar)	2007-2008 (Apr-Jun)	2007-2008 YTD	2007-2008 Target	

Quarterly

Goal: Maintain Status as Safest Big City in America

1. Hours of officer time spent on proactive community policing ¹	27,344	18,574	4,775	5,137	4,631	4,031	4,129	4,254	3,507		11,890	19,931	
2. Average response time (citywide) - Priority One/Priority Two (in minutes) ²	7.04/12.49	7.14/12.50	7.22/12.85	7.06/12.61	7.19/12.28	7.09/12.27	6.35/11.90	5.68/11.02	5.74/11.12		5.93/11.35	6.00/11.00	
- Average call processing time	N/A	1.30/1.77	1.30/1.80	1.31/1.79	1.27/1.75	1.33/1.74	1.31/1.74	1.29/1.73	1.32/1.73		1.31/1.74	1.5/1.5	✓
- Average call queuing time		1.61/4.96	1.75/5.29	1.57/4.91	1.56/4.77	1.57/4.88	1.08/4.62	.85/3.79	.86/3.93		.93/4.12	.5/3.5	
- Average call driving-to-arrival time		4.40/5.85	4.32/5.87	4.38/6.00	4.54/5.83	4.34/5.69	4.10/5.60	3.67/5.56	3.62/5.55		3.80/5.57	4.0/6.0	
3. % of time first dispatched Police unit arrives within six minutes of call received for Priority One calls (life threatening)	NEW	54%	53%	53%	54%	53%	60%	67%	66%		64%	75%	
4. % of time first dispatched Police unit arrives within eleven minutes of call received for Priority Two calls (crime in progress or just occurred)	NEW	63%	61%	62%	63%	64%	65%	69%	68%		67%	60%	

¹ Data represents ONLY hours spent on proactive community policing captured by CAD and does not provide a full measure of the Department's proactive community policing activities. CAD data does not include proactive community policing hours of the Bureau of Investigations, Chief's Office, Community Services, Special Operations or activities conducted that were not recorded specifically as proactive community policing in the CAD system.

² All times are represented in minutes. Average Response Times in FY05-06 and 06-07 were previously reported in the CSA document using a 'Response Time' definition as the first keyboard stroke of an emergency calltaker to the arrival of the first officer on-scene. However, percentage of compliance was reported as the officer's drive time only; it did not incorporate call processing or call queuing time. With new technology, FY07-08 'Response Time' incorporates call processing, call queuing, and officer's drive time. The FY06-07 percentage of compliance statistics listed above differ from original reporting due to re-calculation using the current 'Response Time' definition, in order to facilitate accurate comparison to FY07-08. See the narrative for further explanation.

	Prior Annual Actuals		2006-2007 Quarterly Actuals				2007-2008 Performance						Disc uss
	2005-2006 Actual	2006-2007 Actual	2006-2007 (Jul-Sept)	2006-2007 (Oct-Dec)	2006-2007 (Jan-Mar)	2006-2007 (Apr-Jun)	2007-2008 (Jul-Sept)	2007-2008 (Oct-Dec)	2007-2008 (Jan-Mar)	2007-2008 (Apr-Jun)	2007-2008 YTD	2007-2008 Target	

Goal: Maintain Status as Safest Big City in America (con't)

5. Number of calls received (by source of call)													✓
-Number of 911 calls received	221,882	251,299	62,095	61,255	61,416	66,533	66,719	61,490	64,690		192,899	250,000	
-Number of Wireless 911 calls received	94,617	114,712	28,355	28,686	25,349	32,322	34,284	32,883	37,165		104,332	119,000	
-Number of 311 calls received	256,418	272,363	72,822	63,885	63,111	72,545	73,323	62,892	61,363		197,578	265,000	
-Number of calls to TRAC system received	12,749	11,486	3,190	2,728	2,836	2,732	2,529	2,497	2,664		7,690	13,000	
-Number of reports received by alternative means	9,533	8,791	1,920	2,313	1,964	2,594	1,927	2,289	2,274		6,490	8,800	
-Number of officer-initiated calls received	102,188	102,517	25,568	25,606	24,893	26,450	27,591	28,292	26,377		82,260	100,000	
6. # of arrests in the downtown during Entertainment Zone enforcement	NEW	NEW	NEW	NEW	NEW	NEW	1,460	912	833		3,205		✓

	Prior Annual Actuals		2006-2007 Quarterly Actuals				2007-2008 Performance					
	2005-2006 Actual	2006-2007 Actual	2006-2007 (Jul-Sept)	2006-2007 (Oct-Dec)	2006-2007 (Jan-Mar)	2006-2007 (Apr-Jun)	2007-2008 (Jul-Sept)	2007-2008 (Oct-Dec)	2007-2008 (Jan-Mar)	2007-2008 (Apr-Jun)	2007-2008 YTD	2007-2008 Target

Semi-Annual

Goal: Maintain Status as Safest Big City in America

1. Part 1 Crimes per 100,000 residents (benchmark against comparable cities annually)*													
- # of violent crimes reported	375.4	390.8	94.1	94.1	101.6^	96.8^	100.2	87.4			187.6		
-# of property crimes reported	2500.9	2526.8	594.1	632.5	635.0^	638.5^	565.3	632.5			1197.8		
2. % of crimes investigated	64.2%	65.7%	65.5%	65.8%	64.9%	66.5%	67.1%	66%	63.5%		65.5%	58%	✓
3. # of incidents for Selected Crime Types (City-wide/SNI)*													
-Gang-related incidents	411/210	570/287	122/61	121/61	173/86	154/79	159/81	153/73			312/154		
-Domestic Violence	3041/1247	2918/1208	804/333	713/294	656/259	745/322	719/307	637/258			1356/565		
-Residential Burglaries	2640/707	3077/866	758/217	784/244	755/193	780/212	619/193	691/229			1310/422		
-Strong-Armed Robberies	422/162	440/177	98/41	99/43	128/46	115/47	134/55	131/50			265/105		
-Sexual Assaults	249/73	255/78	69/24	61/15	65/23	60/16	46/18	54/16			100/34		
4. % change in incidents of Selected Crime Types (City-wide/SNI)*													
-Gang-related incidents	+6% / +8%	+39% / +37%	+31% / +22%	+41% / +45%	+59% / +48%	+25% / +32%	+30% / +33%	+26% / +20%			+28% / +26%		
-Domestic Violence	-5% / -5%	-4% / -3%	0% / +2%	-7% / -4%	-11% / -17%	+1% / +6%	-11% / -8%	-11% / -12%			-11% / -10%		
-Residential Burglaries	+19% / +16%	+17% / +22%	+26% / +29%	+6% / +23%	+14% / +9%	+23% / +30%	-18% / -11%	-12% / -6%			-15% / -8%		
-Strong-Arm Robberies	+15% / -2%	+4% / +9%	-1% / +11%	-19% / -7%	+21% / +10%	+21% / +27%	+37% / +34%	+32% / +16%			+35% / +25%		
-Sexual Assaults	-4% / -6%	+2% / +7%	+6% / +14%	-22% / -35%	+41% / +92%	0% / -6%	-33% / -25%	-11% / +7%			-23% / -13%		

* Data not reported due to backlog of crime indexing and coding. The Department is current through 1/08. The Department does not report out annual targets for crimes or incidents.

^Data adjusted to reflect quarterly data by CY versus FY

	Prior Annual Actuals		2006-2007 Quarterly Actuals				2007-2008 Performance						Disc uss
	2005-2006 Actual	2006-2007 Actual	2006-2007 (Jul-Sept)	2006-2007 (Oct-Dec)	2006-2007 (Jan-Mar)	2006-2007 (Apr-Jun)	2007-2008 (Jul-Sept)	2007-2008 (Oct-Dec)	2007-2008 (Jan-Mar)	2007-2008 (Apr-Jun)	2007-2008 YTD	2007-2008 Target	

Annual

Goal: Maintain Status as Safest Big City in America

1. Clearance rate for violent crimes (# cleared/ total cases) ³													
-Homicide	77.8% 21/27	68% 17/25	75% 3/4	54.5% 6/11	66.7% 4/6	100% 4/4	66.7% 8/12	63.6% 7/11			65.2% 15/23		
-Rape	22.3% 53/238	18.4% 45/244	23.3% 14/60	16.7% 10/60	10.8% 7/65	23.7% 14/59	26.2% 11/42	23.5% 12/51			24.7% 23/93		
-Robbery	22.8% 220/963	21.8% 232/1063	19.9% 53/266	23.1% 60/260	21.7% 59/272	22.6% 60/265	26.4% 73/276	29.4% 75/255			27.9% 148/531		
-Aggravated Assault	36.2% 839/2319	34.5% 827/2394	39.9% 226/567	33.2% 188/566	32% 207/646	33.5% 206/615	40.1% 259/646	35.0% 187/534			37.8% 446/1180		
2. % of assigned cases that result in criminal filings or are otherwise successfully resolved	88.2%	89%	88.5%	91%	94%	83%	99%	90%	103.8%*		97.6%	84%	✓
3. % of victims rating services as a 4 or better in the areas of responsiveness and interactions	95%	95%	94%	86%	98%	100%	89%	89%	97%		95%	80%	
4. % of participants in intervention programs completing programs (TABS - Truancy Abatement Burglary Suppression)	1.7%	32.5%	45%	28%	36%	21%	23%	17%	23%		21%	33%	
-# of youth participating (all youth programs)	6,258	6,044	530	1,597	2,144	1,773	201	901	2,273		3,375	6,200	

³ The Department does not report out annual targets for crimes or incidents. Data is not yet available for Qtr 3 2007/2008 due to a backlog.

*The Bureau of Investigations carries an open caseload of cases assigned during previous reporting periods. For instance, homicide cases are entered into the Records Management System (RMS) and remain open until solved, thus there will be periods when cases resolved will exceed cases assigned within a specific quarter. During the 3rd reporting period, more cases were resolved than were assigned, thus the +104% figure.

	Prior Annual Actuals		2006-2007 Quarterly Actuals				2007-2008 Performance						Disc uss
	2005-2006 Actual	2006-2007 Actual	2006-2007 (Jul-Sept)	2006-2007 (Oct-Dec)	2006-2007 (Jan-Mar)	2006-2007 (Apr-Jun)	2007-2008 (Jul-Sept)	2007-2008 (Oct-Dec)	2007-2008 (Jan-Mar)	2007-2008 (Apr-Jun)	2007-2008 YTD	2007-2008 Target	

5. % of intervention program participants who do not re-offend within 12 months of exiting program	NEW	NEW	NEW	NEW									
6. Average cost per call for service	\$143.18	\$131.78	\$119.38	\$125.02	\$153.85	\$128.85	\$124.84	\$130.81	\$155.33		\$138.90	\$161.42	

Biennial

Goal: Maintain Status as Safest Big City in America

1. % of residents surveyed who perceive themselves to be "Safe" or "Very Safe" walking during the day/night													
- In their neighborhood													
City-wide	90%/72%	BIENNIAL	90%/68%										
SNI	90%/65%												83%/53%
-In the City park closest to residence													
City-wide	84%/51%	BIENNIAL	84%/44%										
SNI	84%/47%												75%/36%
- In the Downtown area													
City-wide	71%/43%	BIENNIAL	65%/38%										
SNI	76%/49%												72%/43%



**Performance Report
Public Safety, Finance & Strategic Support Committee
Fire Department**

Reporting Period: Jan 1, 2008 – March 31, 2008

Prior Annual Actuals		2006-2007 Quarterly Actuals				2007-2008 Performance						
2005-2006 Actual	2006-2007 Actual	2006-2007 (Jul-Sept)	2006-2007 (Oct-Dec)	2006-2007 (Jan-Mar)	2006-2007 (Apr-Jun)	2007-2008 (Jul-Sept)	2007-2008 (Oct-Dec)	2007-2008 (Jan-Mar)	2007-2008 (Apr-Jun)	2007-2008 YTD	2007-2008 Target	Discuss

Quarterly

Goal: Maintain Status as Safest Big City in America

1. # of fire injuries (benchmark annually)	71	32	8	10	4	10	9	9	10		28	N/A	
2. % of time the initial responding unit arrives within 8 minutes after 9-1-1 call is received	79%	79%	78%	79%	80%	79%	79%	76%	79%		78%	80%	✓
3. Number of emergency responses													
- Fire	3,211	3,130	887	748	688	807	879	857	666		2,402	N/A	
- Medical	40,777	41,436	10,304	10,128	10,265	10,739	10,739	10,933	11,159		32,831		

Annual

Goal: Maintain Status as Safest Big City in America

1. % of fires contained:	82%	68%	ANNUAL	74%	85%									
- In room of origin	94%	92%										97%	90%	
- In structure of origin														
2. % of fires where cause was determined (broken out by causal factors)	N/A*	N/A**	ANNUAL	N/A**	N/A**									
3. % of fire inspections that were signed off	N/A*	66%***	ANNUAL	N/A**	100%									
- State-mandated		22%***											80%	
- Permitted (non-mandated)														

* New measure.

** Collection of this data is co-dependent on the implementation of the Fire Department's new records management system. Staff expects to have this information following the completion of the RMS implementation in July 2008.

*** Estimated value. Collection of this data is co-dependent on the implementation of the Fire Department's new records management system.



Performance Report
Public Safety, Finance & Strategic Support Committee
Office of Emergency Services

Reporting Period: January 1, 2008 – March 31, 2008

	Prior Annual Actuals		2006-2007 Quarterly Actuals				2007-2008 Performance						Discuss
	2005-2006 Actual	2006-2007 Actual	2006-2007 (Jul-Sept)	2006-2007 (Oct-Dec)	2006-2007 (Jan-Mar)	2006-2007 (Apr-Jun)	2007-2008 (Jul-Sept)	2007-2008 (Oct-Dec)	2007-2008 (Jan-Mar)	2007-2008 (Apr-Jun)	2007-2008 YTD	2007-2008 Target	

Quarterly

Goal: Maintain Status as Safest Big City in America

1. # of "near miss" emergencies averted	NEW	7	4	0	3	0	1	1	2		4	N/A	✓
---	-----	---	---	---	---	---	---	---	---	--	---	-----	---

Annual

Goal: Maintain Status as Safest Big City in America

1. % of City neighborhoods with San José Prepared! Teams - All 429 neighborhoods - SNI neighborhoods	30% 50%	35% 38%	ANNUAL	13% 70%	35% 70%	✓								
2. % of City staff trained in emergency management systems - Senior staff - All other staff	NEW	94% 82%	ANNUAL	90% 75%	95% 85%									

Biennial

Goal: Maintain Status as Safest Big City in America

1. % 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	59% 68% 70%	59% 68% 70%	BIENNIAL	61% 68% 71%	60% 75% 70%	✓								
---	-------------------	-------------------	----------	----------	----------	----------	----------	----------	----------	----------	----------	-------------------	-------------------	---