



Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Kay Winer

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

DATE: May 9, 2007

Approved

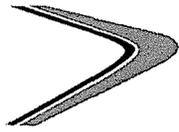
Date

5/9/07

Please find attached for your review the materials submitted by Management Partners for the upcoming Review of Performance Measure Reporting item at the May 21, 2007 Transportation and Environment 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
Chief Deputy City Manager





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

To: Transportation and Environment Council Committee
City of San José

From: Jerry Newfarmer, Nancy Hetrick, and Lynne Barrette

Subject: Performance Measurement Project

Date: May 8, 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 1,000 performance measures on a wide range of programs, services and projects. As an example, staff members providing the core services within the purview of your committee track progress on 275 measures and workload indicators. 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 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 Transportation and Environment Committee has oversight for services provided by four departments and nearly 1,600 employees, at a cost of \$360 million annually. The Committee is assigned responsibility for City services that contribute to:

- *Safe and secure transportation systems*
- *Viable transportation choices that promote a strong economy*
- *Travelers having a positive, reliable and efficient experience*
- *Preserving and improving transportation assets and facilities*
- *Providing a transportation system that enhances community livability*
- *A reliable utility infrastructure*
- *Healthy streams, rivers, marsh and bay*
- *Clean and sustainable air, land and energy*
- *Safe, reliable and sufficient water supply*
- *Safe and functional public facilities infrastructure and equipment*

Specifically, the committee is assigned responsibility for each of the core services within the Airport, Environmental and Utility Services, Transportation and General Services Departments as well as a portion of the Police Department.

These services are integral to achieving many of the Council's goals and strategies including building strong neighborhoods, building better transportation, driving a strong economy, making government work better, and reducing deferred maintenance and infrastructure backlog and developing a strategy to improve the infrastructure.

When we meet with the Committee on May 21 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 Transportation and Environment and Utility 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 21.

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

Attachment

City of San José
 Council Committee for Transportation and Environment

Committee Mission Statement:

To provide the community with safe, secure, and efficient surface and air transportation systems that support San José's livability and economic vitality and to provide environmental leadership through policy development, program design and reliable utility services and infrastructure.

Transportation and Environment Committee

*Forrest Williams, Chair
 Ed Shikada, Committee Staff*

Transportation and Aviation Services

City Service Area

Airport Department

(William Sherry, Director)

\$78.4 Million / 385.5 FTE

Core Services:

- **Airport Customer Service**
- **Airport Environmental Management**
- **Community Air Service**

Police Department

(Robert L. Davis, Chief)

\$9.1 Million / 63 FTE

Core Services:

- **Traffic Safety Services**

Transportation Department

(Jim Helmer, Director)

\$53.9 Million / 328.4 FTE

Core Services:

- **Parking Services**
- **Pavement Maintenance**
- **Street Landscaping Maintenance**
- **Traffic Maintenance**
- **Traffic Operations**
- **Transportation Planning**

Environmental and Utility Services

City Service Area

Environmental Services Department

(John Stufflebean, Director)

\$161.9 Million / 462.5 FTE

Core Services:

- **Manage Potable Water**
- **Manage Recycled Water**
- **Protect Natural & Energy Resources**
- **Manage Recycling & Garbage**
- **Manage Urban Runoff Quality**
- **Manage Wastewater**

Transportation Department

(Jim Helmer, Director)

\$17.7 Million / 150.1 FTE

Core Services:

- **Sanitary Sewer Maintenance**
- **Storm Sewer Management**

General Services Department

(Peter Jensen, Director)

\$38.5 Million / 201.75 FTE

Core Services:

- **Facilities Management**
- **Fleet and Equipment Services**

Airport Department

(William Sherry, Director)

TRANSPORTATION AND AVIATION SERVICES CORE SERVICES

- **Airport Customer Service:** *Ensure that Airport users have a good travel experience by having adequate access to the Airport; convenient and available parking; safe and user-friendly facilities; and a variety of quality choices of travel services while at the Airport.*
- **Airport Environmental Management:** *Manage the environmental impact of the Airport on the community to ensure that it is a "good neighbor" as it meets the air transportation needs of the region.*
- **Community Air Service:** *Provide air services necessary to meet identified business, leisure and economic development needs of the region.*

Core Services	Key Performance Measures	Key Workload Indicators
Airport Customer Service <i>Airport Service</i> <i>Airport Facilities</i> <i>Airport Access</i> 2006-07 Adopted: \$52.2 M / 256.88 FTE	% of time public parking is available Average travel time from Airport entrances to airline terminal Pass Annual Federal Aviation Regulation FAR 139 inspection with no discrepancies identified % of capital projects delivered within two months of approved baseline schedule % of capital projects delivered within approved baseline budget	Total number of Airport passengers served annually
Airport Environmental Management <i>Airport Land and Water Quality</i> <i>Airport Air Quality Management</i> <i>Airport Noise Management</i> 2006-07 Adopted: \$3 M / 20 FTE	% of noise complaints responded to within one day Compliant operations as % of total Airport flight operations % of customers rating the Airport response to noise issues as satisfactory or better	Total number of environmental noise complaints received Total number of non-compliant curfew intrusions occurring

<p>Community Air Service <i>Air Service Needs</i> <i>Airport Facility and Infrastructure Planning</i></p> <p>2006-07 Adopted: \$1.95 M / 8.66 FTE</p>	<p>Regional air service market share: -Passengers -Cargo</p> <p>Airline cost per enplaned passenger</p>	<p>Total number of annual operations (take-offs and landings)</p> <p>Total number of Airport passengers served annually</p> <p>Total regional air service market (number of passengers)</p>
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Police Department

(Robert L. Davis, Chief)

TRANSPORTATION AND AVIATION SERVICES CORE SERVICES

- **Traffic Safety Services:** *Provide for the safe and free flow of traffic through enforcement, education, investigation, and traffic control.*

Core Services	Key Performance Measures	Key Workload Indicators
Traffic Safety Services <i>Enforcement</i> <i>Investigation</i> <i>Education</i> <i>Traffic Control</i> 2006-07 Adopted: \$9.1 M / 63 FTE	Total number of injury crashes per 1,000 population Number of pedestrian and bicycle-related injury crashes per 1,000 population % change of crashes in 10 high crash locations	Number of traffic accidents reported Number of hazardous moving violation citations issued Number of traffic complaints received

Transportation Department

Jim Helmer, Director

TRANSPORTATION AND AVIATION SERVICES CORE SERVICES

- **Parking Services:** *Provide clean and convenient public parking by managing on-street and off-street parking, implementing effective policies and regulations and ensuring understanding and compliance with policies and regulations.*
- **Pavement Maintenance:** *Maintain and repair the pavement on the City's street network to allow for optimum street service life and the safe and efficient travel of the motoring public.*
- **Street Landscape Maintenance:** *Provide for the management and maintenance of street landscapes, street trees, and sidewalks in order to provide a safe and aesthetically pleasing streetscape.*
- **Traffic Maintenance:** *Ensure the proper operation of the City's traffic devices and streetlights by providing maintenance and repair of traffic signals, streetlights, traffic safety devices, signs and roadway markings.*
- **Transportation Operations:** *Provide for the safe and efficient movement of vehicles and pedestrians by optimizing traffic flow, calming neighborhood traffic, providing traffic safety education, and installing traffic improvements.*
- **Transportation Planning and Project Delivery:** *Plan and develop the City's transportation system through local and regional programs.*

Core Services	Key Performance Measures	Key Workload Indicators
Parking Services <i>Manage Off-Street Parking</i> <i>Manage On-Street Parking</i> 2006-07 Adopted: \$11.8 M / 54.44 FTE	% of downtown parking zones meeting parking demand % of Parking Services costs offset by revenue	Number of parking citations issued
Pavement Maintenance <i>Maintain Street Pavement</i> 2006-07 Adopted: \$6.5 M / 57.47 FTE	% of pavement surfaces annually rated in "acceptable" or better condition (50 or greater on a 1-100 scale) -Arterial -Other % of corrective pavement repairs completed within two days (priority) and 30 days (non-priority)	Miles of paved roadway maintained Miles of streets: -Surface sealed -Resurfaced

<p>Street Landscape Maintenance <i>Maintain Street Landscaping</i> <i>Manage Care of City Street Trees</i> <i>Maintain Undeveloped Rights-of-Way</i> <i>Manage Special Landscape Programs</i> <i>Inspect & Repair Sidewalks</i></p> <p>2006-07 Adopted: \$11.2 M / 61.26 FTE</p>	<p>% of street landscapes in good condition (City-supported)</p> <p>% of urban forest in optimal condition</p>	<p>Acres of street landscapes maintained</p> <ul style="list-style-type: none"> - Special assessment district acres - City-supported acres <p>Number of sidewalk repairs completed</p>
<p>Traffic Maintenance <i>Maintain Traffic Devices</i> <i>Maintain Streetlight Systems</i></p> <p>2006-07 Adopted: \$11.1 M / 45.6 FTE</p>	<p>% of time streetlights are operational</p> <p>% of traffic signal malfunctions responded to within 30 minutes</p> <p>% of traffic signals, signs and markings meeting visibility and operational guidelines</p>	<p>Number of traffic signals</p> <p>Number of streetlights</p> <p>Number of traffic and street name signs</p> <p>Number of square feet of markings</p>
<p>Transportation Operations <i>Optimize Arterial Traffic Conditions</i> <i>Promote Transportation Safety</i> <i>Enhance Neighborhood Traffic Conditions</i></p> <p>2006-07 Adopted: \$7.5 M / 63.8 FTE</p>	<p>% of traffic signals optimally programmed</p>	<p>Number of traffic congestion complaints received</p> <p>Number of pedestrian and bike injury crashes</p>
<p>Transportation Planning and Project Delivery <i>Plan Transportation System</i> <i>Manage Capital Improvement Program</i> <i>Policy Analysis and Advocacy</i> <i>Coordinate Regional Transportation Projects</i></p> <p>2006-07 Adopted: \$4.2 M / 33.7 FTE</p>	<p>% of Transportation CIP projects delivered within two months of approved baseline schedule</p> <p>% of Transportation CIP projects delivered within approved baseline budget</p>	<p>Number of local Transportation projects in CIP database</p> <p>Dollar amount of projects in 5-year Traffic CIP</p>

Environmental Services Department

John Stufflebean, Director

ENVIRONMENTAL AND UTILITY SERVICES CORE SERVICES

- **Manage Potable Water:** *Develop, operate and maintain the City's municipal potable water system.*
- **Manage Recycled Water:** *Develop, operate, and maintain a recycled water system that reduces effluent to the Bay and provides a reliable and high quality alternative water supply.*
- **Manage Recycling and Garbage Services:** *Collect, process and dispose of solid waste to maximize diversion from landfills and protect public health, safety and the environment.*
- **Manage Urban Runoff Quality:** *Promote the health of the South Bay watershed through regulatory programs that prevent pollution from entering the storm sewer system and waterways.*
- **Manage Wastewater:** *Manage wastewater for suitable discharge into the South San Francisco Bay and for beneficial reuse to protect the environment and public health.*
- **Protect Natural and Energy Resources:** *Promote enhanced air quality, environmentally responsible land use, and conservation of water and energy resources.*

Core Services	Key Performance Measures	Key Workload Indicators
Manage Potable Water <i>System Operations</i> <i>System Maintenance</i> <i>Regulatory Compliance</i> <i>Customer Service</i> <i>System Expansion</i> <i>System Improvements</i> 2006-07 Adopted: \$19.5 M / 33.62 FTE	% of water samples meeting or surpassing state and federal water quality standards % of customer service requests handled within 24 hours % of municipal water assets in working condition Cost per million gallons of potable water delivered	Millions of gallons of water delivered per year to MWS customers Average gallons of potable water use per capita per day Total number of MWS customers served
Manage Recycled Water <i>System Operations and Maintenance</i> <i>Regulatory Compliance</i> <i>Customer Connection Services</i> <i>Education and Marketing</i> <i>System Expansion and Development</i>	Millions of gallons of water per day diverted from flow to the Bay through recycled water during dry weather periods Millions of gallons of recycled water delivered annually	Total number of South Bay Water Recycling customers served

<p>2006-07 Adopted: \$4 M / 15.03 FTE</p>	<p>% of time recycled water quality standards are met or surpassed</p> <p>% of recycled water assets in working condition</p> <p>Cost per million gallons of recycled water delivered</p>	
<p>Manage Recycling and Garbage Services <i>Develop and Administer Programs to Maximize Diversion</i> <i>Provide Customer Service</i> <i>Manage Collection, Processing, and Disposal Contracts</i></p> <p>2006-07 Adopted: \$69 M / 51.46 FTE</p>	<p>% of solid waste diverted from landfills (state mandate: 50%)</p> <p>% of residential pickups completed as scheduled</p> <p>% of service requests addressed within contract established timeframes</p> <p>Cost per ton for solid waste collection, transfer and disposal</p>	<p>Total tons of solid waste diverted from landfills by category</p> <p>Total tons of residential solid waste landfilled</p> <p>Total number of residential households served</p>
<p>Manage Urban Runoff Quality <i>Illegal Discharge Response Program (ICID)</i> <i>Industrial Inspection Program (IND)</i> <i>Water Quality Monitoring Program</i> <i>Inter-Departmental Technical Support</i> <i>Inter-Agency Collaboration</i> <i>Education and Outreach</i></p> <p>2006-07 Adopted: \$5.8 M / 25.43 FTE</p>	<p>% of Urban Runoff Management Plan tasks completed by target date</p>	<p>Number of stormwater NPDES permit work plan tasks completed by target date</p>
<p>Manage Wastewater <i>Source Management and Control</i> <i>Operation of Treatment System and Processes</i> <i>Maintain Equipment and Facilities</i> <i>Regulatory Compliance</i> <i>Regulatory Development and Technical Guidance</i> <i>Process Control Monitoring</i> <i>System Improvements</i></p>	<p>Millions of gallons per day discharged to the Bay during average dry weather season (State order: 120 mgd or less)</p> <p>% of time NPDES pollutant discharge requirements are met or surpassed</p> <p>Cost per million gallons of treated wastewater (during dry weather season)</p> <p>% of wastewater assets in working condition</p> <p>% of CIP projects delivered:</p>	<p>Average millions of gallons treated per day</p> <p>Total population in service area</p>

<p>2006-07 Adopted: \$53.2 M / 271.5 FTE</p>	<p>-within approved baseline budget -within approved baseline schedule</p>	
<p>Protect Natural and Energy Resources <i>Manage Green Building Program</i> <i>Implement Sustainable Energy Practices</i> <i>Promote Improved Air Quality</i> <i>Development Review and Land Use Policy Implementation</i> <i>Protect and Monitor Groundwater Quality</i> <i>NPDES Permits Development</i> <i>Habitat Protection</i> <i>Water Conservation</i></p> <p>2006-07 Adopted: \$2.7 M/ 6.46 FTE</p>	<p>Number of Urban Environmental Accords implemented (21 Total)</p> <p>% of energy conserved in City facilities</p> <p>% of City vehicles: -Using alternative fuels -Ultra-low emission vehicles</p> <p>% of new and existing buildings incorporating Green Building Guidelines: -Applicable Public Buildings -Commercial Buildings -Attached Residential</p>	

Transportation Department

Jim Helmer, Director

ENVIRONMENTAL AND UTILITY SERVICES CORE SERVICES

- **Sanitary Sewer Maintenance:** *To provide timely and effective cleaning and repair of the sanitary sewer collection system to ensure uninterrupted sewage flow to the Water Pollution Control Plant.*
- **Storm Sewer Management:** *To maintain and operate the storm sewer system in a way that ensures proper flow and is environmentally sensitive to the regional water tributary system and to the South San Francisco Bay.*

Core Services	Key Performance Measures	Key Workload Indicators
Sanitary Sewer Maintenance <i>Maintain Sanitary Sewer System</i> 2006-07 Adopted: \$10.1 M / 89.85 FTE	% of sewer line segments without obstruction % of blockages cleared within 4 hours of notification	Miles/number of sewer line segments maintained Miles of sanitary sewer lines cleaned Number of sanitary sewer main line stoppages cleared
Storm Sewer Management <i>Maintain Storm Sewer System</i> <i>Provide Street Sanitation</i> <i>Manage Stormwater Pollution Control</i> 2006-07 Adopted: \$6.8 M / 53.44 FTE	% of storm sewer inlets without obstruction % of storm sewer inlet blockages cleared within 24 hours	Miles/number of storm sewer segments maintained Number of storm sewer inlets maintained Number of storm sewer inlet stoppages identified and cleared Number of residential curb miles swept

General Services Department

(Peter Jensen, Director)

CORE SERVICES

- **Facilities Management:** *Provide safe, efficient, comfortable, attractive, and functional buildings and facilities.*
- **Fleet and Equipment Services:** *Manage safe and effective fleet and radio communications assets.*

Core Services	Key Performance Measures	Key Workload Indicators
Facilities Management <i>Facilities Maintenance Services</i> <i>Facilities Improvement Services</i> <i>Special Event Support Services</i> <i>Technical Services</i> <i>Graffiti Abatement</i> 2006-07 Adopted: \$20 M / 105.5 FTE	Cost of maintenance per square foot maintained % of health and safety concerns mitigated within 24 hours % of facilities with a staff condition assessment rating of good or better	Total square feet maintained Total number of buildings/facilities maintained
Fleet and Equipment Services <i>Provide Repair and Maintenance of City Fleet and Equipment</i> <i>Manage the Acquisition and Equipping of the Entire City Fleet</i> <i>Manage Fuel Availability and Distribution</i> <i>Manage Radio Communications and Equipment</i> 2006-07 Adopted: \$17.4 M / 89.5 FTE	% of fleet availability by class of equipment % of alternative fuel vehicles in fleet % of fleet in compliance with replacement criteria: - Emergency - General	Total number of vehicles and equipment

City of San José
Council Committee for
Transportation and Environment

Customer/Employee 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 reflect data gathered through these survey instruments. These measures have not been included in the Core Services matrix because new data is only available on a biennial basis.

The following list of measures will be discussed at the Council Committee meeting scheduled for May 21.

Airport Department

% of customers rating airport facilities and amenities as good or excellent (Airport Customer Service)

% of customers rating frequency of air service good or excellent (Community Air Service)

% of customers able to reach desired destinations from the Airport (Community Air Service)

Police Department

% of traffic complainants who rate response a 4 or better on a scale of 1 to 5 (Traffic Safety)

Transportation Department

Transportation and Aviation Services CSA

**% of customers rating parking services good or better based upon availability, satisfaction, appearance, comfort (4 or better on a 1-5 scale) (Parking Services)*

**% of residents rating "neighborhood" streets in "acceptable" or better condition (Pavement Management)*

**% of residents rating adequacy of street lighting as "good" or better (Traffic Maintenance)*

**% of residents rating commute traffic flow as "acceptable" or better: (Transportation Operations)*

- city streets
- freeways and expressways

**% of customers rating access to major activity centers as "easy" (Transportation Operations)*

**% of residents rating traffic impacts in their neighborhood as “acceptable” or better
(Transportation Operations)*

**% of residents rating traffic conditions as safe while: (Transportation Operations)*

- Driving*
- Bicycling*
- Walking*

Environmental and Utilities CSA

% of customers rating services good or better based upon timeliness and effectiveness (Sanitary Sewer Maintenance)

% of streets rated clean (Storm Sewer Maintenance)

Environmental Services Department

% of municipal water service customers rating services as good or excellent, based on reliability, water quality and responsiveness (Manage Potable Water)

% of recycled water customers rating service as good or excellent, based on reliability, water quality and responsiveness (Manage Recycled Water)

% of residential customers (single and multi-family) rating collection services as good or excellent (Manage Recycling and Garbage Services)

General Services Department

**% of customers who rate facility services as good or excellent based on timeliness of response and quality of work (Facilities Management)*

**% of public who rate publicly accessed buildings as good or excellent (Facilities Management)*

**% of customers who rate service good or better for: (Fleet and Equipment Services)*

- Timeliness*
- Quality*
- Convenience*
- Courtesy*