



Memorandum

TO: PUBLIC SAFETY, FINANCE AND
STRATEGIC SUPPORT COMMITTEE

FROM: Dolan Beckel

SUBJECT: SEE BELOW

DATE: April 3, 2024

Approved

Date

4/9/2024

**SUBJECT: PUBLIC SAFETY CITY SERVICE AREA PERFORMANCE MEASURE
STATUS REPORT**

RECOMMENDATION

Accept the status report on performance modernization updates for the Public Safety City Service Area including updated mission, outcomes, strategic goals and updated community indicators, performance measures, and activity and workload highlights.

BACKGROUND

The Public Safety City Service Area (CSA) and the corresponding departmental Core Services underwent a performance management modernization in Fiscal Year (FY) 2023-2024, as part of a larger CSA-wide effort. This initiative included modernizing the elements of the Public Safety CSA structure and the corresponding departmental Core Services performance measures and activity and workload highlights, as well as adding community indicators in the CSA section that inform the equity, efficiency, and effectiveness of the City's service delivery system (see Attachment A for glossary of terms).

The initiative is a collaboration between the Public Safety CSA, the City Manager's Office of Administration, Policy, and Intergovernmental Relations, the City Manager's Budget Office, the Office of Racial Equity, and the Information Technology Department. The modernization updates will be reflected in the Proposed Operating Budget for FY 2024-2025.

This effort is distinct from the City Council Focus Areas and Scorecards which reflect the four priority policy areas on which the City Council expects staff focus to produce actionable and measurable solutions with outcomes and performance measures with a more frequent reporting cadence to Council. The Focus Areas include Increasing Community Safety; Reducing Unsheltered Homelessness; Cleaning Up Our Neighborhoods; and Attracting Investment in Jobs and Housing. To ensure the Focus Areas reflect the ongoing service delivery work by

departments, the outcomes are generally reflected in the corresponding CSA community indicator dashboards, and the performance measures are often included at either the CSA or core service-level performance measures.

This Committee item is consistent with the 2023-2024 City Manager's Foundational Strategic Support Focus Area of *Driving Organizational Performance*. The ongoing work plan is:

- For 2023-2024, the Public Safety and Community and Economic Development CSAs were modernized, and Neighborhood Services CSA was updated to integrate the Housing Department's Homelessness Interventions and Solutions Core Service.
- For FY 2024-2025, three additional City Service Areas and those related departmental Core Services will undergo performance management modernization: Strategic Support, Environmental and Utility Services, and Transportation and Aviation Services.

ANALYSIS

The City uses a performance-based budget as required in City Council Policy 1-18. All performance at the core service level must be consistent with the mission statements at the department level and the outcomes of the CSA at the City level, meeting the performance as well as budget goals and policies established by the Mayor and City Council. The CSA performance modernization initiative allows the Administration to report more meaningful measures and performance targets and forecasts in the budget to demonstrate accountability, guide service and program improvement, share progress, solicit ideas, influence change, and inform stakeholders. Through this modernization effort, while community indicators were added, the number of total measures reported decreased, enabling a clearer focus and a more effective logic model structure. A snapshot of the overall Public Safety CSA is shown in Table 1. In addition, the qualitative elements of the CSA were updated, including the mission, outcomes, and strategic goals.

Table 1. Summary of Measurement Changes to the Public Safety CSA

CSA Element	Past State (# of measures)	Updated State (# of measures)	Summary of Change
Community Indicators	0	7	Added for the first time.
CSA Performance Measures	11	17	55% increase. <ul style="list-style-type: none"> 0% remained unchanged or moved to the CSA level unchanged. (0) 18% modified CSA PMs. (3) 47% net new CSA PMs. (8) 35% modified Core Service PMs and moved to CSA level. (6)
Core Service Performance Measures	33	20	39% decrease.
Core Service Activity and Workload Highlights	46	34	26% decrease.

The modernization initiative involved five steps:

1. **Kickoff and CSA Assessment:** Identify existing conditions and conduct department leadership interviews to assess current level of usefulness of performance metrics.
2. **Define CSA Outcomes and Community Indicators:** Complete a gap analysis to inform removal, modifications, and additions to the mission, outcomes, strategic goals, and performance metrics. Use department leadership and subject matter expert (SME) feedback to identify preliminary community indicators.
3. **Update CSA and Core Service Performance Metrics:** Use feedback to workshop drafts with SMEs of the proposed updated mission, outcomes, strategic goals, and performance metrics.
4. **Publish Updated CSA and Department Sections in the Operating Budget:** Updated mission, outcomes, strategic goals, and performance metrics are included in the published budget.

During steps 2 and 3 above, department staff were asked to review and propose more meaningful measures using the following guidelines:

- **Frequency:** How often is the measure collected and reported? Does the measure adopt an adequate time horizon for impact? Can the measure be collected reliably over a specific time period? Is there a lag between the time of collection and the time of reporting?

- **Equity:** Can the measure be disaggregated by race/ethnicity, geographic location, income, and other categories to measure disparities?
- **Credibility:** Is the measure used by other agencies? Is it peer-reviewed, evidence-based, or part of a standard? Can it be used to benchmark against other cities or jurisdictions across categories that matter to the policy or program? Is the methodology sufficiently accurate and precise?
- **Scope:** Is the measure representative in ways that matter to the population impacted by the policy or program? What perspective and scale does the measure capture, including human, economic, material, environmental, and social? Is the measure strengths-focused and culturally responsive?
- **Relevancy:** Does that measure clearly align with an organizational or community goal? Is it meaningful to a range of stakeholders? Is it actionable? Is it understandable to all audiences?

The results of the Public Safety CSA modernization effort are included in the six tables below (see Attachment B for the full measure definitions and sources). These include changes to the mission, outcomes, strategic goals, and CSA performance measures, as well as the Core Service performance measures and activity and workload highlights. A summary of the tables is:

- Table 2. CSA Mission, Outcomes, and Strategic Goals
- Table 3: CSA Community Indicators and Performance Measures
- Table 4. City Manager's Office measures by core service
- Table 5. Fire Department measures by core service
- Table 6. Independent Police Auditor measures by core service
- Table 7. Police Department measures by core service

Table 2. CSA Mission, Outcomes, and Strategic Goals

Mission: Engage the community to partner on public safety and emergency prevention, mitigation, preparedness, response, and recovery.	
Outcome 1: A safer San José with effective emergency response services.	Outcome 2: Resilient communities that are prepared for emergencies.
Strategic Goal 1.1: Sustain a vibrant, safe community.	Strategic Goal 2.1: Prepare the community for emergencies through public safety education.
Strategic Goal 1.2: Build community trust through responsive safety services.	Strategic Goal 2.2: Cultivate community-led partnerships to respond to emergencies.
Strategic Goal 1.3: Safeguard life, property, and the environment.	Strategic Goal 2.3: Mitigate and prepare for disasters and crime through planning and prevention.

Table 3. CSA Community Indicators and Performance Measures

Outcome 1. A Safer San José with Effective Emergency Response Services
<p>Community Indicators:</p> <ul style="list-style-type: none"> • City Safety Perception. <i>(Police, Fire, Office of Emergency Management (OEM))</i> • Reported Violent Crimes by Type. <i>(Police)</i> • Reported Property Crimes by Type. <i>(Police)</i> • Police Use of Force. <i>(Police)</i> <p>Performance Measures:</p> <ul style="list-style-type: none"> • Quality of Fire Protection and Prevention. <i>(Fire)</i> • Quality of Emergency Medical Services. <i>(Fire)</i> • Resident Household Emergency Preparedness. <i>(OEM)</i> • Quality of Police Protection. <i>(Police)</i> • Quality of Traffic Law Enforcement. <i>(Police)</i> • Fire Emergency Responsiveness. <i>(Fire)</i> • Emergency Medical Services Responsiveness. <i>(Fire)</i> • Police Emergency Responsiveness. <i>(Police)</i> • Emergency Calls for Service. <i>(Police)</i> • Change in Crime Incidents. <i>(Police)</i> • Police Case Clearance Rate. <i>(Police)</i> • Motor Vehicle Collisions. <i>(Police)</i> • Emergency Plans and Annexes Status. <i>(OEM)</i>
Outcome 2. Resilient Communities that are Prepared for Emergencies
<p>Community Indicators:</p> <ul style="list-style-type: none"> • Emergency Alert System Registration. <i>(OEM)</i> • Community Risk Index. <i>(OEM)</i> • Alternatives to Incarceration. <i>(Police)</i> <p>Performance Measures:</p> <ul style="list-style-type: none"> • Fire Safety Incidents by Type. <i>(Fire)</i> • Police Call Service by Type. <i>(Police)</i> • Community Emergency Response Team Certification Rate. <i>(OEM)</i> • Disaster Service Worker Training Completion Rate. <i>(OEM)</i>

Table 4. City Manager's Office measures by core service

Core Service 1. City-Wide Emergency Management
<p>Performance Measures:</p> <ul style="list-style-type: none"> Completed Emergency Management Training. <p>Activity and Workload Highlights:</p> <ul style="list-style-type: none"> Coordinated courses, trainings, and exercises. Activations of the Emergency Management Organization. Community Emergency Response Team (CERT) program participants. Emergency Management Communications and Outreach.

Table 5: Fire Department measures by core service

Core Service 1. Emergency Response
<p>Performance Measures:</p> <ul style="list-style-type: none"> Fires contained. Response time breakdown for Priority 1 calls. San Jose Fire Department (SJFD) resource deployment. <p>Activity and Workload Highlights:</p> <ul style="list-style-type: none"> Emergency Incidents Received and Dispatched. Rescue Medic Unit Response transports. Emergency by Type Found on Arrival. Service Requests and Good Intent.
Core Service 2. Fire Prevention
<p>Performance Measures:</p> <ul style="list-style-type: none"> Arson investigations with determination of cause. Occupancies receiving an inspection. Inspections not requiring a re-inspection. Fire Prevention Code Enforcement complaints investigated within one week. <p>Activity and Workload Highlights:</p> <ul style="list-style-type: none"> Arson incidents. Inspections by type. Total annual permitted occupancies. Fire Prevention Code Enforcement complaints investigated. Public Safety Education.

Table 6. Independent Police Auditor measures by core service

Core Service 1. Independent Police Oversight
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Independent Police Auditor recommendations accepted. • Internal Affairs Investigation interviews attended. • San José Police Department Use of Force Reports. <p>Activity and Workload Highlights:</p> <ul style="list-style-type: none"> • Classified complaints. • Outreach presentations/events and attendees. • Policy recommendations. • Internal Affairs Investigation interviews. • Use of Force Reports.

Table 7. Police Department measures by core service

Core Service 1. Crime Prevention and Community Education
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Police department is standardizing a performance measure for Crime Prevention and Community Education. This performance measure will be reported in the FY 2025-2026 Operating Budget. <p>Activity and Workload Highlights:</p> <ul style="list-style-type: none"> • Patrol hours spent on proactive community policing. • Community Presentations (excluding schools). • School Presentations by type.

Core Service 2. Investigative Services
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Cases that are assigned a disposition by type. • Bureau of Investigations I cases by type. • Bureau of Investigations II cases by type. <p>Activity and Workload Highlights:</p> <ul style="list-style-type: none"> • Investigative Services Cases. • Cases that result in criminal filings. • Cases operationally closed.

Core Service 3. Regulatory Services

Performance Measures:

- Staff time spent on cannabis regulatory activities.
- Regulatory permits issued by type.

Activity and Workload Highlights:

- New cannabis employee/manager badge applications processed.
- Cannabis delivery vehicles inspected and approved.
- Gaming Permits.
- Cardroom/key employee license applications.
- Cardroom denials and revocations.

Core Service 4. Respond to Calls for Service and Patrol Support

Performance Measures:

- Average citywide response time to calls (in minutes).
- Annual cost per service call for Police service.
- Average time in which non-emergency calls are answered (in seconds).
- Off-duty Officer Secondary Employment Services special event hours requested that are filled.

Activity and Workload Highlights:

- Service Calls and Online Reports Received.
- Traffic Collisions.
- Neighborhood traffic enforcement requests received.
- Moving Violations (Issued for Cars in Motion).
- Off-duty Officer Secondary Employment Services.

EVALUATION AND FOLLOW-UP

Following the modernization project completion, the City Manager's Budget Office will work with departments to collect data and publish the updated mission, outcomes, strategic goals, and performance metrics in the Proposed Operating Budget released in May. This allows staff and the Council to use the modernized CSA state throughout the budget deliberation process to assess resourcing requests and service delivery performance prior to the approval of the annual budget.

The City Manager's Office is partnering with the Information Technology Department (ITD) on two pieces of future scope to support the modernization efforts: CSA dashboards and a data catalog. The dashboards will provide an interactive display of the Annual Operating Budget's

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performance metrics, providing an easier way to see longer time histories of a metric, and include disaggregated data, when available. The data catalog is an ITD pilot initiative aimed to create a centralized catalog of data for the city allowing staff easier searching and access to data resources. A complementary ITD pilot project is the creation of a data warehouse wherein the data noted in the catalog are stored. Both the CSA dashboards and data catalog are subject to the appropriation of resources in future budget cycles by the City Council.

COORDINATION

This memorandum was coordinated with the City Attorney's Office, the City Manager's Budget Office, the Police Department, the Fire Department, the Office of Emergency Management, the Independent Police Auditor's Office, and the Information Technology Department.

/s/

DOLAN BECKEL

Chief of Staff for the City Manager

The principal author of this memorandum is Jennifer Piozet, Senior Executive Analyst. For questions, please contact jennifer.piozet@sanjoseca.gov.

ATTACHMENTS

Attachment A: City Service Area Glossary of Terms

Attachment B: Public Safety CSA Measure Definitions

Attachment A

City Service Area Glossary of Terms

- 1) ***Activity and Workload Highlights:*** A measure of an output unit within a Core Service. Measures “how much” of the workload is attempted or completed.
- 2) ***Budget Program:*** A set of resources used to deliver a discrete service as part of an operational Core Service.
- 3) ***City Service Area:*** City Service Areas integrate Core Services provided by individual departments into the City’s key lines of business, as viewed from the community’s perspective.
- 4) ***Community Indicator:*** A measure that quantifies the well-being of communities, able to be disaggregated by race/ethnicity, geographic location, and other categories. Measures “what impact” a CSA is producing in the community.
- 5) ***Core Service:*** Department-level key lines of business consisting of one or more Budget Programs.
- 6) ***Core Service Performance Measure:*** A measure that describes “how well” an individual Core Service is being delivered, typically a rate or percentage.
- 7) ***CSA Outcome:*** A qualitative statement of community impact or condition of well-being.
- 8) ***CSA Performance Measure:*** A measure that describes “how well” a group of Core Services is meeting an objective. Measures “how well” a CSA meets community needs.
- 9) ***Forecast:*** A quantitative expectation based on a projected level of output produced over a specified time frame.
- 10) ***Mission:*** A clear, guiding statement for the purpose, values, and goals of a CSA or Department.
- 11) ***Strategic Goal:*** A defined and specific City action, objective, role, or strategy to contribute towards an outcome. The City’s planned response to address service delivery needs and priorities.
- 12) ***Target:*** A quantitative expectation based on assumed resource availability to achieve a specific or anticipated level of performance over a specified time frame.

Attachment B

Public Safety CSA Measure Definitions

Table 1. CSA Community Indicators and Performance Measures

Outcome 1. A Safer San José with Effective Emergency Response Services
<p>Community Indicators:</p> <ul style="list-style-type: none"> • City Safety Perception: % of residents rating how safe San José is as a place to live as “good” or “excellent” (Overall; By City area: North; By City area: South; By City area: East; By City area: West; By City area: Central) (<i>Police, Fire, OEM</i>) • Reported Violent Crimes by Type: Rate per 100,000 persons for reported violent crimes by type (Homicide; Rape; Robbery; Aggravated Assault; Overall) (<i>Police</i>) • Reported Property Crimes by Type: Rate per 100,000 persons for reported property crimes by type (Burglary; Larceny; Vehicle Theft; Overall) (<i>Police</i>) • Police Use of Force: Use of force incidents per 100,000 people by race/ethnicity of civilians involved. (<i>Police</i>) <p>Performance Measures:</p> <ul style="list-style-type: none"> • Quality of Fire Protection and Prevention. % of residents surveyed who rate the quality of fire protection and prevention services as “good” or “excellent” (<i>Fire</i>) • Quality of Emergency Medical Services. % of residents surveyed who rate the quality of Emergency Medical Services (EMS) as “good” or “excellent” (<i>Fire</i>) • Resident Household Emergency Preparedness. % of residents rating household preparedness for a natural disaster or other citywide emergency as “well prepared” or “somewhat prepared” (<i>OEM</i>) • Quality of Police Protection. % of residents surveyed who rate the providing of police protection in their neighborhood as “good” or “excellent” (<i>Police</i>) • Quality of Traffic Law Enforcement. % of residents surveyed who rate the enforcing of traffic laws to protect the safety of pedestrians, cyclists, and drivers as “good” or “excellent” (<i>Police</i>) • Fire Emergency Responsiveness. % of time the initial responding Fire unit arrives to calls (Priority 1 (red lights/siren; less than eight minutes); Priority 2 (no red lights/siren; less than 13 minutes)) (<i>Fire</i>) • Emergency Medical Services Responsiveness. % of Emergency Medical Services (EMS) response time compliance (EMS Code 3 (red lights/siren; less than eight minutes); EMS Code 2 (no red lights/siren; less than 12 minutes)) (<i>Fire</i>) • Police Emergency Responsiveness. % of time first dispatched Police unit arrives to calls. (Priority 1 (present or imminent danger; less than six minutes); Priority 2 (actual or potential injury or property damage; less than 11 minutes)) (<i>Police</i>) • Emergency Calls for Service. % of 9-1-1 calls that are answered less than 15 seconds; Average time in which emergency calls, including 9-1-1 calls, are answered (in seconds); Average time in which Telephone Report Center (TRAC) calls are answered (in minutes) (<i>Police</i>) • Change in Crime Incidents. % change in incidents of selected crime types (change in # of incidents) (Crimes Against Persons (i.e., Assault; Homicide Offenses; Human Trafficking Offenses; Kidnapping/Abduction Sex Offenses, Forcible); Crimes Against Property (i.e., Arson; Burglary/Breaking & Entering; Damage/Vandalism; Larceny; Motor Vehicle Theft; Robbery); Crimes Against Society (i.e., Drug/Narcotic Offenses; Weapon Law Violations)) (<i>Police</i>)

Attachment B (continued)
Public Safety CSA Measure Definitions

Outcome 1. A Safer San José with Effective Emergency Response Services

- **Police Case Clearance Rate.** % of FBI Uniform Part 1 crime cases cleared (Homicide; Rape; Robbery; Aggravated Assault; Burglary; Larceny; Vehicle Theft; Total Cleared) (*Police*)
- **Motor Vehicle Collisions.** Ratio of motor vehicle collisions¹ by type per 1,000 residents (Fatal; Injury; Total) (*Police*)
- **Emergency Plans and Annexes Status.** % of plans and annexes identified in the Emergency Operations Plan that have been completed; % of Emergency Operations Plans-related procedures, protocols, operating guides that have been completed; % of plans that are current (updated within the past 5 years) (*OEM*)

Outcome 2. Resilient Communities that are Prepared for Emergencies

Community Indicators:

- **Emergency Alert System Registration.** % of households registered to receive Alert SCC emergency notifications (*OEM*)
- **Community Risk Index.** A measurement of “expected annual loss” x “social vulnerability” / “community resilience” = “risk index” (Drought; Earthquake; Hail; Heat wave; Landslide; Riverine flooding; Wildfire) (*OEM*)
- **Alternatives to Incarceration.** % of DUI and narcotics offenders that receive alternative services through the Mission Street Recovery Station. (*Police*)

Performance Measures:

- **Types of Fire Safety Incidents.** % change in fire safety incidents by type (Wildfire preparedness; Fire prevention in the home; Fire safety equipment; Seasonal and holiday safety) (*Fire*)
- **Police Call Service Types.** % of Police calls for service by type (Online Reports; Field Events (e.g., traffic stops); Non-Emergency Calls; Emergency Calls (e.g., 9-1-1 calls)) (*Police*)
- **Community Emergency Response Team Certifications.** % of Community Emergency Response Team (CERT) enrollees that graduate with a certification to provide basic disaster response (*OEM*)
- **Completed Disaster Service Worker Trainings.** % of all City employees completing required disaster service worker trainings (State Standardized Emergency Management System (SEMS) Accepted Courses of Instruction (ACI) training; National Incident Management System (NIMS) training) (*OEM*)

Attachment B (continued)
Public Safety CSA Measure Definitions

Table 2. City Manager's Office measures by core service

Core Service 1. City-Wide Emergency Management
<p>Performance Measures:</p> <ul style="list-style-type: none"> • % of assigned Operations Center staff who have completed required Emergency Management Training (Emergency Operations Center (EOC) staff; Department Operations Center (DOC) staff) <p>Activity and Workload Highlights:</p> <ul style="list-style-type: none"> • # of courses, trainings, and exercises coordinated by the Office of Emergency Management (Courses/Trainings; Exercises; Public Outreach Events; Total) • # of activations of the Emergency Management Organization (Level 4 (Normal); Level 3 (Monitor Event – potential threat); Level 2 (Partial Activation – major scheduled event, limited evacuations); Level 1 (Full Activation – regional disaster, extensive evacuations)) • # of Community Emergency Response Team (CERT) program participants that (Enroll; Request and utilize language access resources; Complete certification) • Emergency Management Communications and Outreach (# of social media and website interactions; # of Emergency Operation Center flash report/bulletins issued; # of public outreach events; # of public outreach event attendees)

Table 3. Fire Department measures by core service

Core Service 1. Emergency Response
<p>Performance Measures:</p> <ul style="list-style-type: none"> • % of fires contained (In room of origin; In structure of origin) • % of response time breakdown for Priority 1 calls (red lights/sirens; less than eight minutes) (Dispatch time (less than 2 minutes); Turnout time (less than 2 minutes); Travel time (less than 4 minutes)) • % of emergency calls received resulting in San Jose Fire Department (SJFD) resource deployment <p>Activity and Workload Highlights:</p> <ul style="list-style-type: none"> • # of SJFD Emergency Incidents Received and Dispatched (# of Priority 1 SJFD Responses (red lights/sirens; less than eight minutes) – Received; Dispatched); # of Priority 2 SJFD Responses (no red lights/sirens; less than 13 minutes) – Received; Dispatched) • # of patient transports for Rescue Medic Unit Response • # of Emergency by Type Found on Arrival (Fires (i.e., Structure Fires; Vehicles/Aircraft Fires; Vegetation Fires; Other Fires); Medical Emergencies; Rescue, HAZMAT, USAR, non-fire hazards) • # of Service Requests & Good Intent (incident type reported but no threat or issue found) (Assist invalid; Assist other agency; Lock out (rescue child or animal in locked vehicle); False Alarm/False Call; No incident, wrong location, cancelled enroute; Uncategorized)

Attachment B (continued)
Public Safety CSA Measure Definitions

Core Service 2. Fire Prevention

Performance Measures:

- % of arson investigations with determination of cause
- % of occupancies receiving an inspection (State-mandated; Assemblies (Buildings used to gather 50 or more persons or motion picture buildings for 10 or more persons); Non-mandated)
- % of inspections not requiring a re-inspection
- % of Fire Prevention Code Enforcement complaints investigated within one week

Activity and Workload Highlights:

- Arson incidents (# of total incidents received by the Arson Unit; # of investigations conducted by Arson Unit; # of investigations resulting in arson determination; # of total arson fires in structures; # of total estimated dollar loss due to arson)
- # of inspections by type (State-mandated – Firefighters; Bureau of Fire Prevention staff; Assemblies inspected by Bureau of Fire Prevention staff – Initial; Re-inspection; Total inspections; Non-mandated inspected by Bureau of Fire Prevention staff – Initial; Re-inspection; Total inspection)
- # of total annual permitted occupancies (Hazardous Materials (facilities that store or handle hazardous materials); Fire & Life Safety (completed annually for all new and existing buildings and structures))
- # of Fire Prevention Code Enforcement complaints investigated
- Public Safety Education (Overall # of social media interactions and website visits (i.e., fireworks safety; storm and flood safety; wildfire safety; swimming pool; Halloween safety; kitchen safety; Christmas tree safety; general education); # of public outreach events; # of public outreach event attendees)

Table 4. Independent Police Auditor measures by core service

Core Service 1. Independent Police Oversight

Performance Measures:

- % of Independent Police Auditor recommendations accepted by Police Chief to change policy
- % of San José Police Department Internal Affairs Investigation interviews attended by Independent Police Auditor
- % of San José Police Department Use of Force Reports (Reviewed and analyzed by Independent Police Auditor; Included in Independent Police Auditor Annual Report)

Activity and Workload Highlights:

- # of classified complaints (Received; Audited)
- # of outreach presentations/events and attendees (Total (#/#); To youth (#/#); To immigrant and minority communities (#/#))
- # of Independent Police Auditor policy recommendations (Recommendations made to Police Chief; Accepted by Police Chief to change policy)
- # of San José Police Department Internal Affairs Investigation interviews (Investigation Interviews conducted; Attended by Independent Police Auditor)

Attachment B (continued)
Public Safety CSA Measure Definitions

Core Service 1. Independent Police Oversight

- # of San Jose Police Department Use of Force Reports (Reviewed and analyzed by Independent Police Auditor; Included in Independent Police Auditor Annual Report)

Table 5. Police Department measures by core service

Core Service 1. Crime Prevention and Community Education

Performance Measures:

- Police department is standardizing a performance measure for Crime Prevention and Community Education. This performance measure will be reported in the FY 2025-2026 Operating Budget.

Activity and Workload Highlights:

- # of patrol hours spent on proactive community policing
- Community Presentations (excluding schools) (# of presentations; # of participants)
- School Presentations (# of presentations – Crime Prevention; # of presentations – School Liaison; # of presentations – School Safety)

Core Service 2. Investigative Services

Performance Measures:

- % of cases that are closed with the any one of the following dispositions (Complaint Filed with the County of Santa Clara District Attorney; Lack of Investigative Resources (i.e., staffing and/or victim/witness); Non-Worker: No Leads to Continue Investigation; All Leads Exhausted; All Other Disposition Types)
- % of Bureau of Investigations I cases by type (Family Violence; Juvenile Crimes; Missing Persons; Gang Investigations; Assaults; Sexual Assaults; Human trafficking, sex registration enforcement, and internet crimes; Gun and Hazardous Offender Suppression Team (GHOST))
- % of Bureau of Investigations II cases by type (Accident Reconstruction/Auto Theft; Court Liaison; Covert Response; Financial Crimes; Fraud/Burglary; Homicide; Vehicular Crimes; Robbery)

Activity and Workload Highlights:

- Investigative Services Cases (# of cases received; # of cases assigned; # of outstanding cases (cases currently open))
- # of cases that result in criminal filings
- # of cases operationally closed

Attachment B (continued)
Public Safety CSA Measure Definitions

Core Service 3. Regulatory Services

Performance Measures:

- % of staff time spent on cannabis regulatory activities (Business inspections (i.e., site inspections, video surveillance, delivery vehicle tracking, record reviews, etc.); Background investigations)
- % of regulatory permits issued by type (Street Closure/Block Parties; One-Day Liquor Permits; Massage Businesses; Taxi Permits and Inspections; Secondary Employment; Peddlers; Other)

Activity and Workload Highlights:

- # of new cannabis employee/manager badge applications processed
- # of cannabis delivery vehicles inspected and approved
- Gaming Permits (# of gaming permit applications processed; # of gaming permits issued)
- # of cardroom/key employee license applications
- # of cardroom denials and revocations

Core Service 4. Respond to Calls for Service and Patrol Support

Performance Measures:

- Average citywide response time to calls (in minutes) for (Priority 1 (present or imminent danger) - Average call processing time; Average call queuing time; Average call travel time; Priority 2 (actual or potential injury or property damage) - Average call processing time; Average call queuing time; Average call travel time)
- Annual cost per service call for Police service
- Average time in which non-emergency calls are answered (in seconds)
- % of Off-duty Officer Secondary Employment Services special event hours requested that are filled

Activity and Workload Highlights:

- Service Calls and Online Reports Received (# of emergency calls received; # of non-emergency calls received; # of online reports received; # of officer-initiated calls received; Annual cost of Police to respond to all calls for service (in millions))
- Traffic Collisions (# of total traffic collisions; # of injury traffic collisions; # of fatal traffic collisions)
- # of neighborhood traffic enforcement requests received
- Moving Violations (Issued for Cars in Motion) (# of Driving Under the Influence (DUI) arrests (Traffic Enforcement generated); # of hazardous and non-hazardous moving violation citations (Traffic Enforcement Unit))
- Off-duty Officer Secondary Employment Services (# of special events coordinated; # of officer work permits processed; Cost of providing Secondary Employment capability)