Public Safety City Service Area Performance Management Modernization

Public Safety, Finance, and Strategic Support
(PSFSS) Committee

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Agenda

To provide an update on the modernization of performance measures for the Public Safety City Service Area

- Approach and components
- Snapshot of changes
- Summary of updates to the mission, outcomes, strategic goals, community indicators, and performance metrics

Diagram of Public Safety CSA Core Services and Budget Programs

The Public Safety CSA has eight core services that are mapped to four departments/offices
Within those core services 41 budget programs that detail the service delivery work

CORE SERICES/BUDGET PROGRAMS

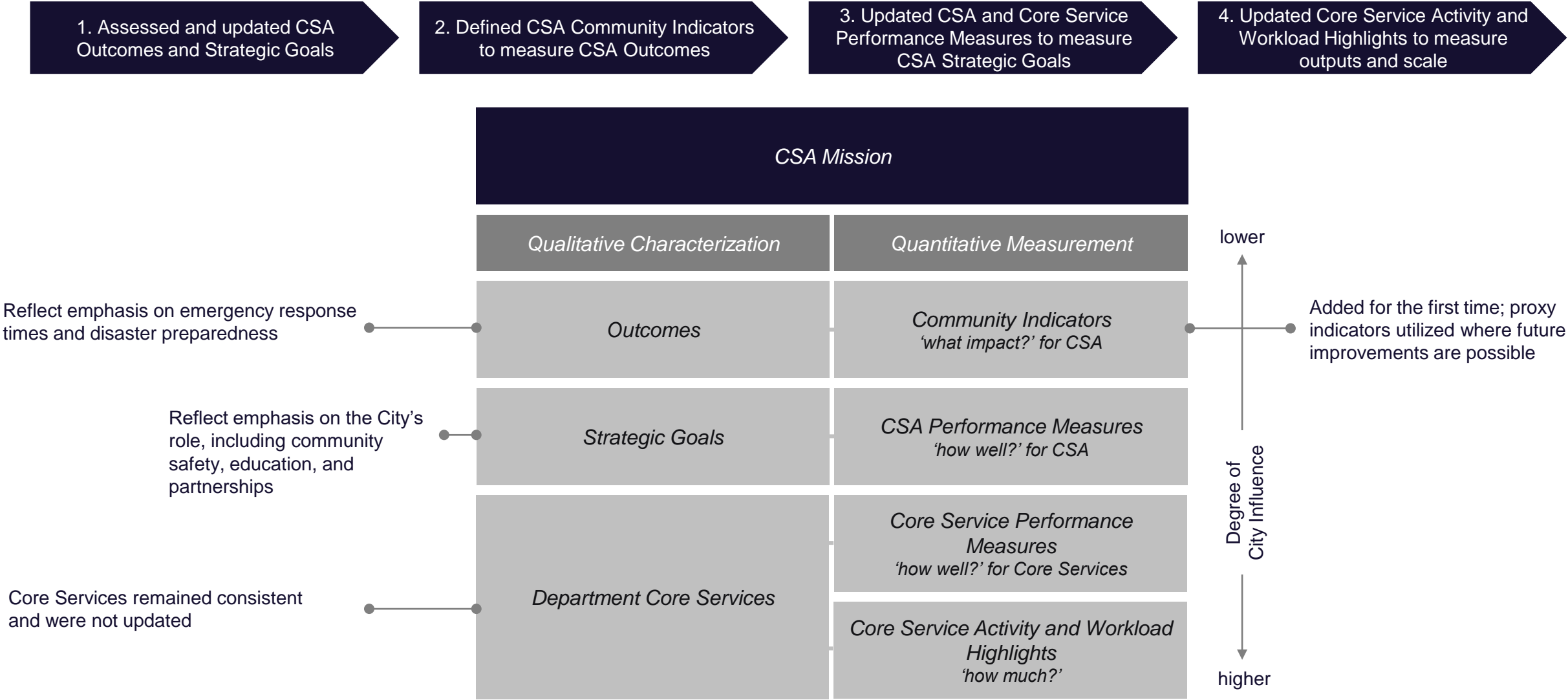| Office of the City Manager	Fire Department	Police Department	
• **City-Wide Emergency Management** • Emergency Management	• **Emergency Response** • Fire and Emergency Medical Services Dispatch • Fire and Emergency Medical Services Response • Fire Stations / Apparatus Operations and Maintenance • Fire Sworn Training • Special Operations - Airport Rescue and Fire Fighting • Special Operations - Hazardous Incident Team • Special Operations - Urban Search and Rescue	• **Crime Prevention and Community** • Crime Prevention • School Liaison / Truancy Abatement • School Safety • **Investigative Services** • Assaults • Court Liaison • Crime Analysis • Family Violence • Financial Crimes / Burglary • Gang Investigations • Homicide / Crime Scene • Internal Affairs • Investigations Administration • Juvenile / Missing Persons • Robbery • Sexual Assaults • Special Investigations	• **Regulatory Services** • Cannabis Regulation • Gaming Control • Permits • **Respond to Calls for Service and Patrol Support** • 9-1-1 Call Taking & Police Dispatch • Air Support • Airport Division • Downtown Services • Field Operations Administration • Field Patrol • Metro • Reserves / Volunteers • Special Operations • Traffic Enforcement • Violent Crimes Enforcement
Independent Police Auditor • **Independent Police Oversight** • Oversight of Police Misconduct Complaints and Public Outreach	• **Fire Prevention** • Fire Cause Investigation • Fire Safety Education, Review, and Inspections		

*Strategic Support functions of each Office and Department are separate core services than those listed above.

3

2023-2024 Budgeted FTEs by CSA

Public Safety
2,593

Neighborhood Services
1,451

Environmental and Utility Services
804

Strategic Support
800

Transportation and Aviation Services
606

Community and Economic Development
514

Strat… Support - Council Appoi…
271

City Service Area Performance Management

Systematically aligning qualitative and quantitative elements to monitor and evaluate services

1. Assessed and updated CSA Outcomes and Strategic Goals

2. Defined CSA Community Indicators to measure CSA Outcomes

3. Updated CSA and Core Service Performance Measures to measure CSA Strategic Goals

4. Updated Core Service Activity and Workload Highlights to measure outputs and scale

CSA Mission	
Qualitative Characterization	**Quantitative Measurement**
Outcomes	Community Indicators 'what impact?' for CSA
Strategic Goals	CSA Performance Measures 'how well?' for CSA
Department Core Services	Core Service Performance Measures 'how well?' for Core Services
	Core Service Activity and Workload Highlights 'how much?'

Reflect emphasis on emergency response times and disaster preparedness

Reflect emphasis on the City's role, including community safety, education, and partnerships

Core Services remained consistent and were not updated

Added for the first time; proxy indicators utilized where future improvements are possible

lower

Degree of City Influence

higher

A Guide to Good Measures | Criteria

When evaluating the meaningfulness of a measure, consider the following attributes:

1 **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 time of collection and time of reporting?

2 **Equity.** Can the measure be disaggregated by race/ethnicity, geographic location, income, and other categories to measure disparities?

3 **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?

4 **Scope.** Is the measure representative in ways that matter to the population impacted by the policy or program? Can the measure capture multiple perspectives or scales, including human, economic, material, environmental, and social factors? Does the measure capture strengths and positive attributes versus deficits and negative attributes? Does the measure consider cultural context?

5 **Relevancy.** Does that measure clearly align to an organizational or community goal? Is it meaningful to a range of stakeholders? Is it actionable? Is it understandable to all audiences?

Current and Pending Future States
By CSA framework element

CSA Element	Current State (# of measures)	Future State (# of measures)	Summary of Change
Community Indicators	0	7	Added for the first time
CSA Performance Measures	11	17	55% increase in the number of measures. 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 in measure volume, enabling clearer focus
Core Service Activity & Workload Highlights	46	34	26% decrease in measure volume, enabling clearer focus

Modernization Hypothesis

These changes to the CSA structure will enable a more meaningful and data-informed foundation for City decision-making and service delivery

Public Safety CSA | Future State
Updated Mission, Outcomes, and Strategic Goals

Mission:	Engage the community to partner on public safety and emergency prevention, mitigation, preparedness, response, and recovery.

Outcomes:	1. A safer San José with effective emergency response services.	2. Resilient communities that are prepared for emergencies.

Strategic Goals:	SG 1.1: Sustain a vibrant, safe community. SG 1.2: Build community trust through responsive safety services. SG 1.3: Safeguard life, property, and the environment.	SG 2.1: Prepare the community for emergencies though public safety education. SG 2.2: Cultivate community-led partnerships to respond to emergencies. SG 2.3: Mitigate and prepare for disasters and crime through planning and prevention.

Core Services	*Office of the City Manager* • City-Wide Emergency Management	*Fire Department* • Emergency Response • Fire Prevention	*Independent Police Auditor* • Independent Police Oversight	*Police Department* • Crime Prevention and Community • Investigative Services • Regulatory Services • Respond to Calls for Service and Patrol Support

Community Indicators by Outcome

Measurement that quantifies trends affecting Outcomes (the well-being of communities), typically a rate or percentage, typically able to be disaggregated by race/ethnicity, geographic location, and/or other categories.

CSA Map	

▶ **CSA Outcomes and Community Indicators** *"what impact?"*
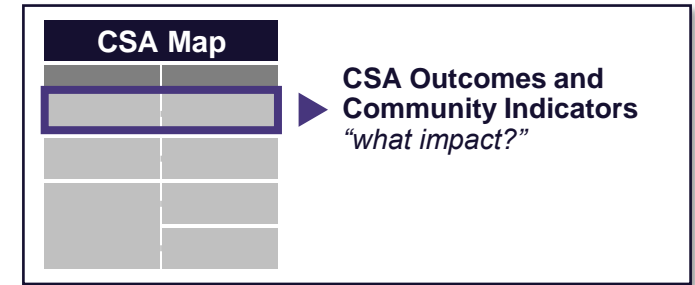
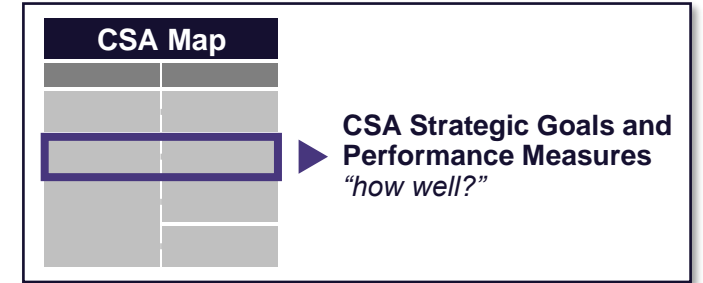| Outcome 1. A Safer San José with Effective Emergency Response Services |
|---|
| **Community Indicators:** |
| 1.1. San José as a Safe Place to Live (Police, Fire, OEM) |
| 1.2. Reported Violent Crimes by Type (Police) |
| 1.3. Reported Property Crimes by Type (Police) |
| 1.4. Police Use of Force (Police) |

Outcome 2. Resilient Communities that are Prepared for Emergencies
Community Indicators:
2.1. Emergency Alert System Registration (OEM)
2.2. Community Risk Index (OEM)
2.3. Alternatives to Incarceration (Police)

CSA Performance Measures by Outcome

A measure that describes 'how well' a group of core services are meeting an Objective, typically a rate or percentage.

CSA Map

CSA Strategic Goals and Performance Measures *"how well?"*

Outcome 1. A Safer San José with Effective Emergency Response Services
Performance Measures:
1.1.1. Quality of Fire Protection and Prevention (Fire)
1.1.2. Quality of Emergency Medical Services (Fire)
1.1.3. Resident Household Emergency Preparedness (OEM)
1.1.4. Quality of Police Protection (Police)
1.1.5. Quality of Traffic Law Enforcement (Police)
1.2.1. Fire Emergency Responsiveness (Fire)
1.2.2. Emergency Medical Services Responsiveness (Fire)
1.2.3. Police Emergency Responsiveness (Police)
1.2.4. Emergency Calls for Service (Police)
1.3.1. Change in Crime Incidents (Police)
1.3.2. Police Case Clearance Rate (Police)
1.3.3. Motor Vehicle Collisions (Police)
1.3.4. Emergency Plans and Annexes Status (OEM)

Outcome 2. Resilient Communities that are Prepared for Emergencies
Performance Measures:
2.1.1. Types of Fire Safety Incidents (Fire)
2.1.2. Police Call Service Types (Police)
2.2.1. Community Emergency Response Team Certifications (OEM)
2.3.1. Completed Disaster Service Worker Trainings (OEM)

Independent Police Auditor Core Service

Core Service Performance Measure. A measure that describes 'how well' an individual core service is being delivered, typically a rate or percentage.

Activity and Workload Highlights. A measure of an output unit within a Core Service. Measures "how much" of the workload is attempted or completed.

Core Service 1. Independent Police Oversight

Performance Measures (PM):

PM 1. Independent Police Auditor recommendations accepted.

PM 2. Internal Affairs Investigation interviews attended.

PM 3. San Jose Police Department Use of Force Reports.

Activity and Workload Highlights (AWH):

AWH 1. Classified complaints.
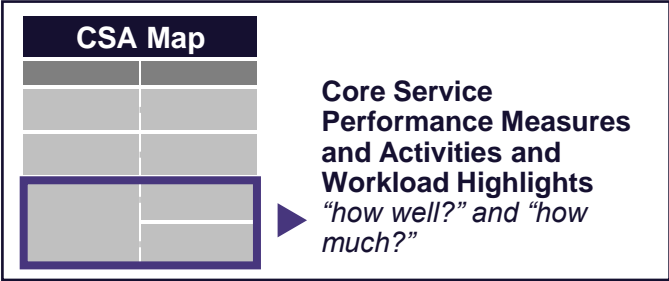
AWH 2. Outreach presentations/events and attendees.

AWH 3. Policy recommendations.

AWH 4. Internal Affairs Investigation interviews.

AWH 5. Use of Force Reports.

Department Core Service Metrics

CSA Map

Core Service Performance Measures and Activities and Workload Highlights
"how well?" and "how much?"

CSA Mission	
Qualitative Characterization	*Quantitative Measurement*
Outcomes	*Community Indicators* *'what impact?' for CSA*
Strategic Goals	*CSA Performance Measures* *'how well?' for CSA*
Department Core Services	*Core Service Performance Measures* *'how well?' for Core Services*
	Core Service Activity and Workload Highlights *'how much?'*

CORE SERICES/BUDGET PROGRAMS

Office of the City Manager
- City-Wide Emergency Management

Independent Police Auditor
- Independent Police Oversight

Fire Department
- Emergency Response
- Fire Prevention

Police Department
- Crime Prevention and Community
- Investigative Services
- Regulatory Services
- Respond to Calls for Service and Patrol Support

12

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.

Next Steps

- Budget Office to publish the updated mission, outcomes, strategic goals, and performance metrics in FY 24-25 Operating Budget

- Public Safety CSA will share performance measures during the Budget Study Sessions

- Future scope (subject to future resources): ITD leading the creation of CSA Dashboards and Data Catalog

Team Appreciation

- **CMO:** Lee Wilcox, Claudia Chang, Tom Westphal, Peter Hamilton, Gabriel Orozco Silva

- **ITD:** Arti Tangri, Angela Zhao, Ali Farahani, Albert Gehami

- **Office of Emergency Management:** Ray Riordan, Alvin Galang, Helen Trinh, Jay McAmis

- **Independent Police Auditor:** Karyn Sinunu-Towery, Vivian Do

- **Fire Department:** Chief Robert Sapien, Mathew Chacko, Athena Trede, Jacob Pisani, James Dobson, Patrick Chung, Lawrence Chua, Gregory Tuyor

- **Police Department:** Chief Anthony Mata, Paul Joseph, Jaime Jimenez, Monique Villarreal, Paul Hamblin, Wendy Sollazzi, Judi Torrico, Lisa Perez, Stephen Lagorio, Heather Randol, Brian Shab, Jennifer Otani, Michael Stahl, Janet Phan

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APPENDIX

Office of Emergency Management Core Service

Core Service Performance Measure. A measure that describes 'how well' an individual core service is being delivered, typically a rate or percentage.

Activity and Workload Highlights. A measure of an output unit within a Core Service. Measures "how much" of the workload is attempted or completed.

Core Service 1. City-Wide Emergency Management

Performance Measures:
- Completed Emergency Management Training.

Activity and Workload Highlights:
- Coordinated courses, trainings, and exercises.
- Activations of the Emergency Management Organization.
- Community Emergency Response Team (CERT) program participants.
- Emergency Management Communications and Outreach.

Fire Department Core Service

Core Service Performance Measure. A measure that describes 'how well' an individual core service is being delivered, typically a rate or percentage.
Activity and Workload Highlights. A measure of an output unit within a Core Service. Measures "how much" of the workload is attempted or completed.

Core Service 1. Emergency Response

Performance Measures:
- Fires contained.
- Response time breakdown for Priority 1 calls.
- San Jose Fire Department (SJFD) resource deployment.

Activity and Workload Highlights:
- Emergency Incidents Received and Dispatched.
- Rescue Medic Unit Response transports.
- Emergency by Type Found on Arrival.
- Service Requests & Good Intent.

Core Service 2. Fire Prevention

Performance Measures:
- 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.

Activity and Workload Highlights:
- Arson incidents.
- Inspections by type.
- Total annual permitted occupancies.
- Fire Prevention Code Enforcement complaints investigated.
- Public Safety Education.

Police Department Core Service

Core Service Performance Measure. A measure that describes 'how well' an individual core service is being delivered
Activity and Workload Highlights. A measure of an output unit within a Core Service. Measures "how much" of the workload is attempted or completed.

Core Service 1. Crime Prevention and Community Education	Core Service 2. Investigative Services	Core Service 3. Regulatory Services	Core Service 4. Respond to Calls for Service and Patrol Support
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:** • Patrol hours spent on proactive community policing. • Community Presentations (excluding schools). • School Presentations by type.	**Performance Measures:** • Cases that are assigned a disposition by type. • Bureau of Investigations I cases by type. • Bureau of Investigations II cases by type. **Activity and Workload Highlights:** • Investigative Services Cases. • Cases that result in criminal filings. • Cases operationally closed.	**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.	**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.

Performance Management Initiative

Outlining a facilitated approach to modernizing the elements of the CSAs structure

W52	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13	W14	W15	W16	W17	W18	W19	W20	W21	W22	W23	W24	W25	W26	W27	W28	W29	W30	W31	W32	W33	W34
26-Jun	3-Jul	10-Jul	17-Jul	24-Jul	31-Jul	7-Aug	14-Aug	21-Aug	28-Aug	4-Sep	11-Sep	18-Sep	25-Sep	2-Oct	9-Oct	16-Oct	23-Oct	30-Oct	6-Nov	13-Nov	20-Nov	27-Nov	4-Dec	11-Dec	18-Dec	25-Dec	1-Jan	8-Jan	15-Jan	22-Jan	29-Jan	5-Feb	12-Feb	19-Feb

Task 1: Kickoff and CSA Assessment (CED + Public Safety)

Task 2: Define CSA Outcomes and Community Indicators (CED + Public Safety)

Task 3: Update CSA and Department Performance Measures and Outputs

Dec. 13th: Public Safety CSA Final Reveal to Leadership

Winter 2024 Task 4: Collect historical performance measure data

Winter 2024 Task 5: Publish CSA and Department Sections

Future Task: Publish a CSA Dashboard

Next Steps

1. Address any final iterations identified by CSA leadership team

2. Post-survey of CSA leadership team

3. Collect historical data for updated measures as part of the standard Budget Office process

4. Publish final structure with the Budget Office in the 2024-2025 Proposed Operating Budget

Performance Management Approach

CMO initiative team and CSA/Department roles and responsibilities

Task 1: Kickoff and CSA Assessment	Task 2: Define CSA Outcomes and Community Indicators	Task 3: Update CSA and Core Service Performance Measures	Task 4: Publish CSA and Department Sections
CMO Activities: 1. Identify existing CSA and department-level performance management artifacts 2. Interview DCMs, Directors, Department Leadership to collect input on CSA outcomes and performance measures	**CMO Activities:** 1. Use feedback to identify gaps in CSA Outcomes and Strategic Goals 2. Suggest removals, additions, or modifications to cover all core service delivery 3. Use feedback to identify and propose community indicators	**CMO Activities:** 1. Iterate on feedback to identify remaining gaps in CSA and Core Service level performance measures 2. Iterate on feedback to identify community indicators 3. Update operating budget document templates	**CMO Activities:** 1. Finalize dashboards, community indicators, CSA and core service performance measures, and activity and workload highlights 2. Collect historical data for finalized performance measures and activity and workload highlights 3. Create CSA performance measure dashboard visuals 4. Create community indicator dashboard visuals
CSA Role: 1. Provide feedback on and wish list of current mission, outcomes, strategic goals, performance measure and activity and workload highlights 2. Identify any Department performance management and core service SMEs to serve as point of contact to help coordinate and build new performance measures and activity and workload highlights	**CSA Role:** 1. SME provide feedback on initial gap analysis and suggested additions/removals/ modifications 2. SME provide feedback on community indicators and identity any gaps	**CSA Role:** 1. SME provide feedback on CSA performance measure placement under strategic goals 2. SME provide detailed feedback and suggestions on proposed performance measures and activity and workload highlights, including ensuring clear terminology definitions and data sources	**CSA Role:** 1. SME provide any final clarifications or data 2. CSA leadership approve final sections 3. SME provide historical fiscal year data 4. SME complete methodology documentation (i.e., data source, collection or reporting frequency, calculation methodology/formulas, etc.).

Why Measuring Matters

Performance management in local government is a powerful tool for impact and storytelling

1   **Demonstrate Accountability.** Describe the service narrative and justify conclusions on the impact of a program on target populations and, in particular, accountability for disparities across groups.

2   **Guide Service Improvement.** Ensure use of quantitative and qualitative evidence in iterating programs and services forward to improve outcomes for impacted communities.

3   **Share Progress, Challenges, Lessons Learned, Best Practices, and Models for Replications.** Assess efforts towards producing intended outcomes, service effectiveness, and need for resource adjustments.

4   **Solicit Reflections and Ideas.** Expanding learning opportunities by engaging more audiences in translating data into action and, in particular, elevating community voices and redistributing decision-making power.

5   **Educate Stakeholders and Influence Change.** Engage potential audiences including community-based organizations, impacted communities, funders, elected officials, internal staff, partners, and media.

CSA Performance Management Glossary

Mission. A clear, guiding statement for the purpose, values, and goals of a CSA.

Outcome. A qualitative statement of community impact or condition of well-being. These are likely influenced by the actions of many other actors and by a multitude of external pre-conditions.

Community Indicator. Measurement that quantifies trends affecting Outcomes (the well-being of communities), typically a rate or percentage, typically able to be disaggregated by race/ethnicity, geographic location, and/or other categories.

Objective. A defined and specific City action, role, or strategy to contribute towards an Outcome, also referred to as a strategic goal.

CSA Performance Measure. A measure that describes 'how well' a group of core services are meeting an Objective, typically a rate or percentage.

Core Service. Department level key lines of business.

Core Service Performance Measure. A measure that describes 'how well' an individual core service is being delivered, typically a rate or percentage.

Activity and Workload Highlights. A measure of an output unit within a Core Service. Measures "how much" of the workload is attempted or completed.

CSA Mission	
Qualitative Representation	*Quantitative Measurement*
Outcome	*Community Indicator* "what impact?"
Strategic Goal / Objective	*CSA Performance Measure* "how well?"
Core Services	*Department Performance Measure* "how well?"
	Activity and Workload Highlights "how much?"

low

Degree of City Influence