

CITY CLERK'S OFFICE
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2017-18 Target	2017-18 Actual	2018-19 Target	2018-19 6 Months
Elections	1. Percent of official election notices published without errors and on time	N/A	N/A	100%	100%
	2. Percent of Statement of Economic Interests processed correctly and submitted on time	100%	99% ^(A)	100%	90% ^(B)
Legislative	3. Percent of agenda packets prepared and distributed five days before Council meeting	100%	91% ^(C)	100%	100%
	4. Percent of agendas and minutes posted at least 72 hours prior to a regular Council	100%	100%	100%	100%
	5. Percent of minutes prepared for City Council meeting without errors of fact	>98%	88% ^(D)	>98%	100%
	6. Percent of resolutions and ordinances processed within five days after a Council meeting is held	>90%	99%	>90%	98%
	7. Percent of legal hearing notices prepared, noticed, and mailed within legal deadlines	100%	100%	100%	100%
Records Management	8. Percent of agenda items uploaded to imaging system each agenda production week	100%	100%	100%	100%
Administrative/ Support to Council	9. Percent of Council service requests responded to within one working day of receipt	100%	100%	100%	100%

(A) One Commissioner filed late.

(B) Three advisory body member filings are currently overdue.

(C) An agenda item was not received in a timely manner and there was an issue with internet outage.

(D) Draft minutes were prepared for 25 City Council meetings. The draft minutes of three City Council meetings include errors of fact which were corrected at the time of City Council approval.

	Meets or exceeds target
	Unfavorable by 10.0 percent or less
	Did not meet target by more than 10.0 percent

CITY ATTORNEY'S OFFICE
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2017-18 Target	2017-18 Actual	2018-19 Target	2018-19 6 Months
City Attorney's Office	1. Total cost of legal services, in-house and outside counsel, as a percent of General Operating Fund expenditures	<2%	1.0%	<2%	1.0%
	2. Percent of claims entered into the claim reporting system, reported to ACCEL, and directed to appropriate departments for response within 5 working days of receipt of the claim	>90%	100%	>90%	100%
	3. Percent of standard contracts reviewed within 2 working days	>85%	100%	>85%	100%
	4. Percent of complex contracts reviewed within 20 working days	>80%	100%	>80%	100%
	5. Percent of code enforcement cases responded to within 5 working days of receipt of complaint or observation of violation	>95%	99%	>95%	99%

CITY MANAGER'S OFFICE
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2017-18 Target	2017-18 Actual	2018-19 Target	2018-19 6 Months
City Management Division	1. Percentage of City Manager's Office cost as a percent of the General Operating Fund expenditures ^(A)	<2%	1.4%	<2%	1.4%
	2. Number of in-person outreach activities the Multilingual Community Outreach Program conducted to support City initiatives (attendance at special events, community and resident meetings)	60	50 ^(B)	60	31
	3. Number of communications regarding the City's position on legislation or legislative issues made annually to the State Legislature, Congress, and other branches of government	9	15	9	7
	4. Number of topics initiated via Online Community Engagement Feedback with Open City Hall	5	5	5	4
	5. Number of Community Information and Outreach Program products provided (newsletters, press releases, Internet postings, media contacts, etc.)	400	658 ^(C)	400	387 ^(D)
Human Resources Division	6. Employee turnover rate	<10%	8%	<10%	6.3%
	7. Percent of recruitments/vacant positions filled by existing personnel (excludes promoting within positions classified as I/II)	>30%	30%	>30%	37%
	8. Percent of new employee orientations conducted within seven days of hire	>98%	100%	>98%	100%
	9. Percent of retirement planning informational meetings conducted with retiring employees	>90%	100%	>90%	95%
	10. Percent of employee benefit inquiries responded to within two working days	>90%	99%	>90%	96%

(A) Percentage is for the City Management Division only.

(B) Staff conducted 10 fewer outreach activities than expected as a significant amount of staff time was used to conduct the Spanish Language Civic Academy.

(C) There was a high volume of media contacts due to the Revenue Ballot Measures, Precise Plans, and Homelessness interests.

(D) We had an unusually busy Fall with unique media contacts (231 from July 1 - Dec 31).

INFORMATION TECHNOLOGY DEPARTMENT
 PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2017-18 Target	2017-18 Actual	2018-19 Target	2018-19 6 Months
Information Technology	1. Cost of information technology as a percent of total City department expenditures	<3%	2.4%	<3%	2.3%
	2. Percent of time network is up ^(A)	>98%	99%	>98%	99% ^(B)
	3. Percent of time the City's website is up		New for FY18-19	>98%	99%

(A) Does not include network events not under the City's control.

(B) Does not include the 2.5 day network outage due to Comcast issue.

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2017-18 Target	2017-18 Actual	2018-19 Target	2018-19 6 Months
Financial Management	1. Accuracy of final budget numbers – percent of budget corrections needed due to error	<2%	0.1%	<2%	0.1%
	2. Percent of time portfolio's market-risk target (modified duration) is within:				
	– 3.0 percent of the benchmark (policy requires 25.0 percent of time within 3.0 percent)	>50%	92%	>50%	100%
	– 15.0 percent of the benchmark (policy requires 100.0 percent of time within 15.0 percent)	100%	100%	100%	100%
	3. Percent of utility bills processed and mailed 10 working days from last meter reading date	>95%	90% ^(A)	>90%	60% ^(B)
4. Percent of utility accounts and accounts receivables written off as a percent of total receivables	<2%	0.1%	<2%	0.1%	
Accounting	5. Percent of correcting accounting entries to total accounting entries	<10%	5.3%	<10%	4.2%
	6. Percent of month-end closes completed within 10 working days (target assumes June and July will not close within 10 working days due to year-end workload)	83%	83%	83%	100%
	7. Cost of Accounts Payable processing as a percent of total dollars spent	<1%	0.2%	<1%	0.2%
	8. Cost per payroll check issued (cost of payroll operation to total paychecks issued)	<\$21.00	\$23.80 ^(C)	<\$27.00	\$24.97
	9. Percent of reissued payroll checks versus total issued	<1%	0.04%	<1%	0.15%
	10. Payroll checks issued	21,500	20,914	21,500	10,690

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2017-18 Target	2017-18 Actual	2018-19 Target	2018-19 6 Months
Purchasing and Support Services	11. Cost of procurement services as a percent of total dollars spent	<5.7%	3.5%	<6%	2.7%
	12. Percent of time purchase orders issued timely	>90%	91%	>90%	89%
	13. Percent of time City Council documents are completed timely		New for FY18-19	>90%	99%
	14. Percent of time non-City Council documents are completed timely		New for FY18-19	>90%	98%
	15. Percent of time Copy Center documents are completed timely	>90%	95%	>90%	92%
Risk Management	16. Percent of Workers' Compensation program costs to total payroll	<5%	1.8%	<5%	Reported Annually
	17. Percent of hours lost to occupational injury compared to total hours worked	<2.5%	0.6%	<2.5%	Reported Annually
	18. Percent of dollars recovered compared to expenditures paid to repair damage to City property	>85%	100%	>85%	Reported Annually

- (A) Public Works changed their meter reading schedule due to staffing levels which resulted in some read dates to be more than 10 working days ahead of the billing dates. The target has been adjusted for Fiscal Year 2018-19.
- (B) No billings were scheduled during holiday weeks causing the time between read date and billing to be longer than 10 days. The measure and target will be reviewed for Fiscal Year 2019-20.
- (C) Fiscal Year 2017-18 target did not reflect full staffing, there were several prior years, with staff vacancies. The target has been adjusted for Fiscal Year 2018-19.

COMMUNITY DEVELOPMENT DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2017-18 Target	2017-18 Actual	2018-19 Target	2018-19 6 Months
Planning	1. Percentage of on-time response rates by Project Coordinating Committee members	>75%	59% ^(A)	>75%	61% ^(B)
Economic Development	2. Number of contacts with businesses interested in relocating or expanding in Mountain View	50	62	50	30
Housing and Neighborhood Services	3. Percent of Federally funded contracts carried out in compliance with City and Federal requirements	100%	100%	100%	100%
Building Inspection	4. Percent of time where City provides 24-hour building inspection response for those inspection requests received by 3:00 p.m. on weekdays	>95%	100%	>95%	100%
	5. Percent of time that City meets five-day turnaround plan check for all Fast Track submittals that meet building inspection criteria	>90%	83% ^(C)	>90%	79% ^(C)

(A) Lower due to high volume of submittals and staffing vacancies. For Fiscal Year 2017-18, Planning received 973 on-time comments out of 1,657 items.

(B) Lower due to high volume of submittals and staffing vacancies. For the first half of Fiscal Year 2018-19, Planning received 524 on-time comments out of 866 items.

(C) Due to the expansion of the Fast Track process, this requires coordination with other divisions and departments which all have staffing issues.

PUBLIC WORKS DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2017-18 Target	2017-18 Actual	2018-19 Target	2018-19 6 Months
Transportation and Business Services	1. Pounds of disposed waste per person per day	<7.8	3.5	<7.8	3.4
	2. Percent of Facilities Division work orders completed in 30 days or less	>95%	92% ^(A)	>90% ^(A)	88% ^(B)
	3. Percent of Fleet Division work orders completed in 30 days or less	>95%	96%	>95%	97%
	4. Percent of time frontline fleet units are available (Public Services and Community Services field vehicles)	>95%	98%	>95%	97%
Engineering	5. Percent of construction projects completed with less than 10.0 percent time increase over the original contract award	>85%	100%	>85%	100%
	6. For Capital Improvement Projects, the percentage of times the low bid is within 25.0 percent of the Engineer's Estimate	>75%	82%	>75%	86%
	7. Percent of time all tentative maps and private development applications are reviewed within the departmental standard review time	>85%	64% ^(C)	>70% ^(D)	62% ^(E)
	8. Percent of time building plans are reviewed within the departmental standard review time	>90%	97%	>90%	100%
	9. Pavement condition index (PCI) for asphalt (Metropolitan Transportation Commission rating scale of 0-100, 70-100 being very good)	>75	72 ^(F)	>75	N/A ^(G)

PUBLIC WORKS DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2017-18 Target	2017-18 Actual	2018-19 Target	2018-19 6 Months
Public Services	10. Number of feet of sewer mains cleaned	>500,000	643,902	>500,000	516,849
	11. Total number of sanitary sewer overflows	<6	4	<6	1
	12. Total number of water main breaks	<6	2	<6	5 ^(H)
	13. Total number of water quality reportable events	0	0	0	0
	14. Total number of air and/or water quality reportable events at the closed landfills	<4	0	<4	0

- (A) A lower target for Fiscal Year 2018-19 is proposed to reflect the age of our facilities, the increase in the employee population and, therefore, use of our infrastructure, the effects that the healthy economy is having on contractors' response time to our needs, and the improved accuracy of reporting due to the changes in how and when requests are entered into our tracking system.
- (B) Performance missed target due to aging infrastructure, work orders that were reliant on outside vendors and contractors repair schedules that are often beyond our 30 day target, and major projects (i.e. Michael's) taking significant time from staff.
- (C) Two hundred sixty (260) out of 408 excavation permits and 237 out of 376 planning commentaries were reviewed within the standard time. The increase in review time was due to continued high level and complexity of the workload performed by existing staff resources. The additional staffing resources added for Fiscal Year 2017-18 were fully filled at the end of Q2.
- (D) A lower performance measurement is proposed to reflect the additional time needed to provide for the more intensive coordination of complex development projects, inclusive of the large quantity of those projects. The actual performance over the past three fiscal years has shown that the target measurement has not been attained and continues with that trend with the current reporting period.
- (E) 119 out of 203 excavation permits and 121 out of 186 planning commentaries were reviewed within the standard time. The increase in review time was due to continued high level and complexity of the workload performed by existing staff resources. Additionally, staff resources for Fiscal Year 2018-19 were not fully filled during Q2.
- (F) The condition of asphalt is only reassessed every two years. Until it is reassessed, our projected PCI will continue to decrease due to aging/weathering.
- (G) Staff has not received a final PCI determination from the Metropolitan Transportation Commission (MTC) as of December 31, 2018.
- (H) The water main breaks occurred on aging pipes. All breaks are documented and prioritized on a break history spreadsheet for future Capital Improvement Projects (CIP) Water Main Replacement.

COMMUNITY SERVICES DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2017-18 Target	2017-18 Actual	2018-19 Target	2018-19 6 Months
Administration	1. Number of open space acres per 1,000/population: Including North Bayshore area	>3	13.4	>3	13.4
	Excluding North Bayshore area	>3	2.6 ^(A)	>3	2.6 ^(A)
Center for the Performing Arts	2. Number of use days ^(B)	>430	573	>450	270
	3. Number of performances	>365	555	>390	242
	4. Percent of clients surveyed who rate the theatre experience as "very good" or "outstanding"	>90%	85% ^(C)	>90%	94%
	5. Percent of patrons surveyed who say they enjoyed their experience at the MVCPA	>90%	96%	>90%	97%
Shoreline	6. Number of Rengstorff House rentals	>500	520	>500	340
Shoreline Golf Links	7. Number of paid rounds of golf	>74,000	65,749 ^(D)	>74,000	30,201 ^(D)
	8. Number of tournament rounds	>5,000	5,562	>5,000	2,341
	9. Number of memberships	>775	756 ^(D)	>775	693 ^(E)
Forestry	10. Average maintenance cost per landscaped median acre	<\$10,000	\$8,096	<\$10,000	\$5,925
	11. Number of trees planted	>256	256	>256	Report Annually
	12. Number of trees trimmed	>2,700	2,726	>2,700	1,694
Parks and Open Space	13. Average maintenance cost per park acre (not including Shoreline park)	<\$22,000	\$16,361	<\$22,000	10,146
	14. Average water consumption per park acre	<820 units	370 units ^(E)	<820 units	194 units ^(E)

COMMUNITY SERVICES DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2017-18 Target	2017-18 Actual	2018-19 Target	2018-19 6 Months
Recreation	15. Percentage of class registrations completed online (net, not including golf, tennis, drop-in or lap swim)	>60%	77%	>65%	74%
	16. Number of participants registered in Recreation classes	>8,000	8,501	>8,000	Report Annually
	17. Number of facility rental hours:				
	Community Center	N/A ^(F)	N/A ^(F)	>1,000 ^(F)	N/A ^(F)
	Senior Center	>500	1,055	>550	802
	Adobe Building	>600	817	>650	478
	Gyms	>5,940	6,352	>5,940	2,676
	Athletic Fields	>18,700	27,662 ^(E)	>30,000	14,755
	18. Barbecue Rentals	>1,000	7,178 ^(G)	>5,000 ^(G)	5,863
	19. Annual Citywide volunteer hours	>40,000	42,235 ^(H)	>45,000	23,054
	20. Number of Lap Swim participants	>26,000	25,803 ^(I)	>26,000	13,141
	21. Number of swim lesson participants	>2,100	2,418	>2,200	2,203
	22. Number of meals served through the Senior Center Nutrition Program	>30,000	32,597	>30,000	15,722
	23. Number of summer camp participants	>1,500	2,029	>1,800	1,848
	24. Number of preschool participants	>75	79 ^(F)	>80	64 ^(F)
	25. Number of participants in contract classes	>2,600	4,481	>3,300	2,728
	26. Number of attendees participating at teen programs and events	>8,000	10,584	>9,000	4,038
27. Number of permits issued for special events and activities	>125	166	>125	104	

COMMUNITY SERVICES DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2017-18 Target	2017-18 Actual	2018-19 Target	2018-19 6 Months
---------	---	-------------------	-------------------	-------------------	---------------------

- (A) Citywide target set at three acres per 1,000 population as defined by the City's Park Land Dedication Ordinance. The City continues to develop new open space but an increase in population has kept the actual below target.
- (B) Total includes rental of the rehearsal studio.
- (C) Received a total of 13 responses, of which two were "satisfactory". The small number of responses gave these two lower ratings more weight, which lowered the percentage.
- (D) Competition from Moffett Golf Course and the reopening of Baylands Golf Course in Palo Alto in May 2018 have affected number of rounds and membership.
- (E) Due to renovation of multiple athletic fields, rental hours and water use is down compared to prior years.
- (F) The Community Center will be closed for renovation and expansion with plans to reopen in 2019. The Fiscal Year 2018-19 target is based on a partial year opening. As a result, Preschool was moved to The View Teen Center in the interim.
- (G) Due to a software upgrade by the Recreation Division and to better track the use of facilities, the reservation metric for Barbeque Rentals was changed to private rental hours instead of number of bookings for Fiscal Year 2017-18. This matches the metric for other rental facilities, which switched to private rental hours in previous years.
- (H) Due to the Library renovation, the Library needed approximately 1,100 less volunteer hours. The Office of Emergency Services also had approximately 2,000 less volunteer hours due to volunteers retiring or moving out of the area. Also, the CERT program is now coordinated with neighboring communities, reducing the number of volunteer instructor hours.
- (I) With Recreation's current registration system, ActiveNet, Master's swimmers, who also utilize the pool for lap swim, were not counted in this total. Staff has modified their process to account for these lap swim participants so they will be reflected in Fiscal Year 2018-19 Actuals.

LIBRARY SERVICES DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2017-18 Target	2017-18 Actual	2018-19 Target	2018-19 6 Months
Public Services	1. Number of visits to the Library	>600,000	560,956 ^(A)	>600,000	290,796
	2. Total circulation	>1,300,000	1,176,679 ^(A)	>1,300,000	611,069
	3. Number of items circulated per capita	>17	14.8 ^(A)	>17	15 ^(B)
	4. Questions answered per capita	>1	0.7 ^(C)	>0.8	0.6 ^(C)
	5. Total attendees at Library programs	>50,000	39,491 ^(A)	>50,000	21,765 ^(D)
	6. Satisfaction rate of Library programs	>80%	91%	>80%	96%
	7. Percentage of circulation that is customer self-check	>92%	93%	>92%	95%
	8. Percentage of materials returned at automated returns	>85%	87%	>85%	84%
Support Services	9. Average number of calendar days between receipt of new item and availability to check out	<12	8.3	<10	6.8
	10. New book and media items processed	>24,000	30,934	>24,000	11,398
	11. Number of public computer sessions in the Library	>50,000	48,275 ^(A)	>50,000	20,697 ^(E)

(A) The measures were affected by the remodel of the Library with major portions of the building being closed and most programs on hiatus.

(B) The overall total circulation in many libraries is steadily decreasing with more information available on the Internet. The amount of total circulation across neighboring Silicon Valley libraries are also reporting a decline. Although the overall total circulation is decreasing, the circulation of electronic items is steadily increasing.

(C) The volume of reference questions has declined with more information available on the Internet. However, staff is spending more time on complex and technology-related questions. Neighboring Silicon Valley libraries are also reporting a decline in reference activity of up to 21.0 percent. The Fiscal Year 2018-19 Target has been updated.

(D) The measures were affected by the remodel of the Library with major portions of the building being closed and most programs on hiatus. Many programs were steadily added as programs were developed and planned. The process program planning can take several weeks or months to implement. A large amount of staff vacancies in the first of the fiscal year, including one of the Public Service Manager positions, also caused less programs to be

(E) The volume of public computer sessions has declined most likely due to users bringing in their own electronic devices and connecting to the Library's wireless network; and the reduction of public computers on the second floor from 36 to 26 after the remodel. The target for FY 2019-20 will be reviewed.

FIRE DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2017-18 Target	2017-18 Actual	2018-19 Target	2018-19 6 Months
Suppression	1. For all structure fires, 60 seconds turn-out, 4 minutes for the first engine company to arrive and 8 minutes for the complete full first-alarm assignment.	>90%	100%	>90%	42% ^(A)
	2. For all EMS calls, 60 seconds turn-out time and 6 minutes 59 seconds for the first ALS apparatus to arrive.	>95%	95%	>95%	70% ^(A)
Fire and Environmental Protection:	3. Percent of plans checked within fifteen working days of receipt by division.	100%	100%	100%	100%
	4. Number of inspections conducted by Environment Safety Section.	1,600	1,418 ^(B)	1,600	976

(A) During this rating period, the Fire Department has experienced technological communications issues resulting in lower-than-expected performance outcomes. An example of technological issues we've experienced pertains to "En Route" signals - those that are transmitted wirelessly via cellular technology - which may not have been received in a timely manner by the Computer Aided Dispatch (CAD) system. Technology glitches such as these can produce faulty data and inaccurate performance outcomes.

Another factor in lower-than-expected performance outcomes may be due to vacancies in support service positions as we did not have an analyst to monitor turnout and response times. Analytical support is instrumental in our ability to proactively address these issues. The Fire Department believes that the lack of oversight due to vacancies in the analytical support position created an unintentional lapse in the necessary process of informing and updating fire personnel on the importance of meeting certain performance measure standards (e.g., exiting the fire stations within 60 seconds).

An ongoing delay in arrival times is a topic that must be considered further. Such delays may be a result of technological glitches among wireless communications between the CAD system and Fire Apparatus vehicles. Or, perhaps delays are a result of increased traffic conditions as population density continues to increase in Mountain View. In an effort to aid in answering these questions and to address the above issues, the Fire Department has hired an analyst to monitor performance measures and to review further steps and actions to improve turnout and response times.

(B) Below target due to new hire (Hazardous Materials Specialist) training and the Environmental & Safety Protection Inspector vacancy between March and June 2018.

POLICE DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2017-18 Target	2017-18 Actual	2018-19 Target	2018-19 6 Months
Field Operations	1. Sustain a violent crime rate below the rate most recently reported by the California Department of Justice for Santa Clara County.	<249	197	<306 ^(A)	88
	2. Sustain property crime rate below the rate most recently reported by the California Department of Justice for Santa Clara County.	<2,292	1,534	<2,297 ^(A)	715
	3. Sustain a fatal and injury traffic collision rate that is below the rate most recently reported by the California Highway Patrol for Santa Clara County.	<375.6	232	<254.9 ^(A)	132
	4. Maintain an average response time (dispatch to on-scene) of 5 minutes or less to emergency (Priority 0) calls for service.	<5	2.2	<5	3.4
	5. Continue an opt-in growth of 20% per year across digital media platforms.	>20%	48% ^(B)	>20%	19%
Special Operations	6. Sustain a violent and property crime clearance rate above the rate most recently reported by the California Department of Justice for Santa Clara County.	>14.4%	14.1%	>12.6% ^(A)	15.7%
Public Safety Support Services	7. Answer 95% of incoming calls to 9-1-1 within 9 seconds.	>95%	96%	>95%	91% ^(C)
	8. Dispatch 95% of emergency (Priority 0) and urgent (Priority 1) calls in less than two minutes.	>95%	83% ^(D)	>95%	98%

(A) The target was updated from the Fiscal Year 2018-19 Proposed Budget to reflect the most recent rates.

(B) The Police Department continues to see a large increase in our Nextdoor and Snapchat followers. Our core platforms, Facebook and Twitter, saw much slower growth than usual.

(C) The Emergency Communications Center switched to a new 911 telephone system on June 20, 2018 and it may be reporting additional 911 call setup time for each call. Staff is looking into this issue and will reevaluate and revise this measure if needed.

(D) The actual does not address outside factors that may have delayed a call being dispatched.