

CITY CLERK'S OFFICE
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2018-19 Target	2018-19 Actual	2019-20 Target	2019-20 6 Months
Elections	1. Percentage of official election notices published without errors and on time	100%	100%	100%	N/A
	2. Percentage of Statement of Economic Interests submitted on time	100%	95% ^(A)	100%	100%
Legislative	3. Percentage of agenda packets prepared and distributed five days before Council meeting	100%	100%	100%	93%
	4. Percentage of minutes prepared for a City Council meeting without errors of fact	>98%	97% ^(B)	>98%	89% ^(C)
	5. Percentage of resolutions and ordinances processed within five days after a Council meeting is held	>90%	97%	>90%	82% ^(D)
	6. Percentage of legal hearing notices prepared, noticed, and mailed within legal deadlines and per the City's noticing guidelines ^(E)	100%	96% ^(F)	100%	100%
Administrative/ Support to Council	7. Percent of Council service requests responded to within one working day of receipt	100%	100%	100%	100%

(A) Nine filings were not submitted on time.

(B) Draft minutes were prepared for 32 City Council meetings. The draft minutes of three City Council meetings included errors of fact, which were corrected at the time of City Council approval.

(C) Draft minutes were prepared for nine City Council meetings. The draft minutes of one City Council meeting included an error of fact, which was corrected at the time of City Council approval.

(D) Fifty-one (51) resolutions and ordinances were processed. Nine were not processed for the Mayor's signature within five days. Final processing of ordinances and resolutions are contingent on submittal of final documents by multiple departments.

(E) Measure updated for Fiscal Year 2019-20 from "Percentage of legal hearing notices prepared, noticed, and mailed within legal deadlines."

(F) Two hearing notices were not noticed in a timely manner. They were re-noticed for new hearing dates.

	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	2018-19 Target	2018-19 Actual	2019-20 Target	2019-20 6 Months
City Attorney's Office	1. Total cost of legal services, in-house and outside counsel, as a percentage of General Operating Fund expenditures	<2%	1.4%	<2%	1.3%
	2. Percentage 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. Percentage of standard contracts reviewed within 2 working days	>85%	99%	>85%	99%
	4. Percentage of complex contracts reviewed within 20 working days	>80%	100%	>80%	100%
	5. Percentage of code enforcement cases responded to within 5 working days of receipt of complaint or observation of violation	>95%	99%	>95%	97%

CITY MANAGER'S OFFICE
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2018-19 Target	2018-19 Actual	2019-20 Target	2019-20 6 Months
City Management Division	1. Percentage of City Manager's Office cost as a percent of the General Operating Fund expenditures ^(A)	<2%	1.7%	<2%	1.5%
	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	62	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	13	9	4 ^(B)
	4. Number of Community Information and Outreach Program products provided (newsletters, press releases, Internet postings, media contacts, etc.)	400	799 ^(C)	600	587 ^(D)
Human Resources Division	5. Employee turnover rate	<10%	9%	<10%	4%
	6. Percentage of recruitments/vacant positions filled by existing personnel (excludes promoting within positions classified as I/II)	>30%	29% ^(E)	>30%	37%
	7. Percentage of new employee orientations conducted within seven days of hire	>98%	100%	>98%	100%
	8. Percentage of retirement planning informational meetings conducted with retiring employees	>90%	96%	>90%	100%
	9. Percentage of employee benefit inquiries responded to within two working days	>90%	97%	>90%	98%

Sustainability Division: Performance and workload measures for Sustainability are currently being developed through a strategic planning process.

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

CITY MANAGER'S OFFICE
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2018-19 Target	2018-19 Actual	2019-20 Target	2019-20 6 Months
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- (B) The number of communications regarding the City's position on legislation or legislative issues varies annually based on the City Council Major Goals, City priorities, and the number of proposed legislative actions in the State Legislature, Congress, or other branches of government that could have a positive or adverse effect on the City. The number of communications does not include all types of engagement or legislative matters. This performance measure will be revised as part of the planned expansion of the legislative program.
- (C) There was a high volume of media contacts due to major Council items, housing and homelessness interest, among other topics.
- (D) One hundred and thirty-eight (138) of these were unique media contacts (documented by topic and reporter).
- (E) The City encourages employees to seek advancement and prefers to fill vacancies from within whenever practical. For Fiscal Year 2018-19, the City filled 37 vacancies by promotions through competitive recruitment processes and was short of meeting the target by an equivalent of 2 promotions.

INFORMATION TECHNOLOGY DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2018-19 Target	2018-19 Actual	2019-20 Target	2019-20 6 Months
Information Technology	1. Cost of information technology as a percent of total City department expenditures	<3%	2.6%	<3%	2.6%
	2. Percent of time the City's website is up	>98%	99%	>98%	99%
	3. Percentage of IT Helpdesk Tickets responded to within SLA targets ^(A)		New for FY19-20	>80%	97%

(A) IT Service Level Agreement (SLA) targets:

- Critical Priority within 30 business minutes (system down or work stopped for multiple business units).
- Medium Priority within 1 business hour (system degraded or performance affected for multiple users).
- Low Priority within 8 business hours (system degraded or performance affected for single user).

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2018-19 Target	2018-19 Actual	2019-20 Target	2019-20 6 Months
Financial Management	1. Accuracy of final budget numbers – percentage of budget corrections needed due to error	<2%	0.1%	<2%	0.1%
	2. Percentage 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%	100%	>50%	83%
	– 15.0 percent of the benchmark (policy requires 100.0 percent of time within 15.0 percent)	100%	100%	100%	100%
	3. Percentage of utility bills processed and mailed 10 working days from last meter reading date	>90%	80% ^(A)	>80%	60% ^(B)
4. Percentage of utility accounts and accounts receivables written off as a percent of total receivables	<2%	0.1%	<2%	0.1%	
Accounting	5. Percentage of correcting accounting entries to total accounting entries	<10%	4.5%	<10%	4.2%
	6. Percentage 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%	75% ^(C)	83%	83%
	7. Cost of Accounts Payable processing as a percentage of total dollars spent	<1%	0.2%	<1%	0.2%
	8. Cost per payroll check issued (cost of payroll operation to total paychecks issued)	<\$27.00	\$25.50	<\$30.00	\$25.38
	9. Percentage of reissued payroll checks versus total issued	<1%	0.13%	<1%	0.04%
	10. Payroll checks issued	21,500	21,623	21,500	11,313

**FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES**

Program	Performance Measure/ Workload Measures	2018-19 Target	2018-19 Actual	2019-20 Target	2019-20 6 Months
Purchasing and Support Services	11. Cost of procurement services as a percentage of total dollars spent	<6%	5%	<5%	4%
	12. Percentage of time purchase orders issued timely	>90%	86% ^(C)	>89%	91%
	13. Percentage of time City Council documents are completed timely	>90%	99%	>90%	99%
	14. Percentage of time non-City Council documents are completed timely	>90%	98%	>90%	99%
	15. Percentage of time Copy Center documents are completed timely	>90%	95%	>90%	97%
Risk Management	16. Percent of Workers' Compensation program costs to total payroll	<5%	1.8%	<5%	Reported Annually
	17. Percentage of hours lost to occupational injury compared to total hours worked	<2.5%	0.5%	<2.5%	Reported Annually
	18. Percentage of dollars recovered compared to expenditures paid to repair damage to City property	>85%	100%	>85%	Reported Annually

- (A) No billings were scheduled during holiday weeks causing the time between read date and billing to be longer than 10 days. The target has been adjusted for Fiscal Year 2019-20.
- (B) No billings were scheduled during holiday weeks causing the time between read date and billing to be longer than 10 days. Additionally, processing utility rate changes affected the timing of billing in the beginning of the fiscal year.
- (C) The percentage of month-end closes completed within 10 working days and the timelines of purchase orders issued were affected by vacancies.

COMMUNITY DEVELOPMENT DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2018-19 Target	2018-19 Actual	2019-20 Target	2019-20 6 Months
Planning	1. Percentage of on-time response rates by Project Coordinating Committee members	>75%	62% ^(A)	>75%	48% ^(B)
Economic Development	2. Number of contacts with businesses interested in relocating or expanding in Mountain View	50	54	50	21 ^(C)
Housing and Neighborhood Services	3. Percentage of Federally funded contracts carried out in compliance with City and Federal requirements	100%	100%	100%	100%
	4. Number of low-/moderate-income persons served by City housing programs		New for FY19-20	3,750 ^(D)	2,217
Building Inspection	5. Percentage of time where City provides 24-hour building inspection response for those inspection requests received by 3:00 p.m. on weekdays	>95%	100%	100%	100%
	6. Number of Inspections Performed		New for FY19-20	32,100	32,564
	7. Number of Plan Checks Performed		New for FY19-20	4,200	3,167

(A) Lower due to high volume of submittals and staffing vacancies. For Fiscal Year 2018-19, Planning received 1,059 on-time comments out of 1,721 items.

(B) Lower due to high volume of submittals and staffing vacancies. For the first six months of Fiscal Year 2019-20, Planning received 435 on-time comments out of 904 items.

(C) The actual is trending below the target due to limited staffing resources.

(D) The new performance measure was added to better gauge the effectiveness of the City's Federally funded housing activities, including public services and capital projects.

PUBLIC WORKS DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2018-19 Target	2018-19 Actual	2019-20 Target	2019-20 6 Months
Transportation and Business Services	1. Pounds of disposed waste per person per day	<7.8	3.4	<7.8	3.9
	2. Percentage of Facilities Division work orders completed in 30 days or less	>90%	86% ^(A)	>90%	89% ^(B)
	3. Percentage of Fleet Division work orders completed in 30 days or less	>95%	97%	>95%	95%
	4. Percentage of time frontline fleet units are available (Public Services and Community Services field vehicles)	>95%	98%	>95%	98%
Engineering	5. Percentage of construction projects completed with less than 10.0 percent time increase over the original contract award	>85%	93%	>85%	100%
	6. For capital improvement projects, the percentage of time the low bid is within 25.0 percent of the Engineer's Estimate	>75%	92%	>75%	86%
	7. Percentage of time all tentative maps and private development applications are reviewed within the departmental standard review time	>70%	61% ^(C)	>70%	65% ^(D)
	8. Percentage of time building plans are reviewed within the departmental standard review time	>90%	95%	>90%	94%
	9. Pavement condition index (PCI) for asphalt (Metropolitan Transportation Commission rating scale of 0-100, 70-100 being very good)	>75	63 ^(E)	>75	63 ^(F)

PUBLIC WORKS DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2018-19 Target	2018-19 Actual	2019-20 Target	2019-20 6 Months
Public Services	10. Number of feet of sewer mains cleaned	>500,000	995,488 ^(G)	>500,000	566,203
	11. Total number of sanitary sewer overflows	<6	4	<6	1
	12. Total number of water main breaks	<6	9 ^(H)	<6	4 ^(I)
	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) 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. Michaels) taking significant time from staff.
- (B) Performance missed target due to aging infrastructure, tasks that were reliant on outside contractors' schedules, and resources spent on major projects such as the Citywide card access upgrade and multiple CIPs.
- (C) Two hundred fifty-four (254) out of 456 excavation permits and 277 out of 417 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.
- (D) One hundred forty-one (141) out of 219 excavation permits and 138 out of 212 planning commentaries were reviewed within the standard time. The increase in review time was due to continued high level and complexity of the work performed by existing staff resources. The additional staffing resources added for Fiscal Year 2019-20 have not yet been fully filled.
- (E) The MTC hired a new consulting firm to assess the City's PCI in Fiscal Year 18-19 (different firm than the one who conducted the assessments in previous years). After an audit by the MTC, it was determined that some of the previous years' assessments may be incorrect and the current PCI results are correct.
- (F) The City has completed resurfacing and reconstruction projects in the first six months of Fiscal Year 2019-20 that may not be considered in the current PCI. A new assessment will be completed in the second half of Fiscal Year 2019-20.
- (G) Feet of sewer mains area cleaned exceeded goal due to having a full (seven-worker) crew and two working VacCons for the entire fiscal year.
- (H) A majority of the breaks with the exception of one are due to aging infrastructure. Four main breaks are in areas that will be addressed in Fiscal Year 2019-20 in the Annual Water Main Replacement, Project 17-21. One main break was in an area that was subsequently replaced in Project 14-21. One main break was due to high pressure from a malfunctioning pressure transducer that has been addressed. The other three main breaks were beam breaks that are usually caused by settlement and age.
- (I) The four main breaks were due to aging infrastructure. Three of the main breaks were cast pipes that showed pitting and found beam breaks upon excavation. The fourth was an asbestos cement pipe small beam break that had been burning for a prolonged period of time.

COMMUNITY SERVICES DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2018-19 Target	2018-19 Actual	2019-20 Target	2019-20 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)	>450	559	>450	247
	3. Number of performances	>390	504	>390	222
	4. Percentage of clients surveyed who rate the theatre experience as "very good" or "outstanding"	>90%	94%	>90%	100%
	5. Percentage of patrons surveyed who say they enjoyed their experience at the MVCPA	>90%	98%	>90%	99%
Shoreline	6. Number of Rengstorff House rentals	>500	549	>500	355
Shoreline Golf Links	7. Number of paid rounds of golf	>74,000	56,713 ^(C)	69,100	31,748 ^(D)
	8. Number of tournament rounds	>5,000	4,439 ^(C)	>5,100	2,500
	9. Number of memberships	>775	603 ^(C)	>740	695
Forestry	10. Average maintenance cost per landscaped median acre	<\$10,000	\$9,032	<\$10,000	\$6,414
	11. Number of trees planted	>256	275	>256	201
	12. Number of trees trimmed	>2,700	2,847	>2,700	1,580
Parks and Open Space	13. Average maintenance cost per park acre (not including Shoreline park)	<\$22,000	\$19,519	<\$22,000	\$12,331
	14. Average water consumption per park acre	<820 units	514 units ^(E)	<820 units	495 units

COMMUNITY SERVICES DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2018-19 Target	2018-19 Actual	2019-20 Target	2019-20 6 Months
Recreation	15. Percentage of class registrations completed online (net, not including golf, tennis, drop-in or lap swim)	>65%	75%	>70%	74%
	16. Number of participants registered in Recreation classes	>8,000	9,023	>8,300	Reported Annually
	17. Number of facility rental bookings/hours:				
	Community Center	>1,000 ^(F)	1,170 ^(F)	>5,000	2,862
	Senior Center	>550	1,093	>550	627
	Adobe Building	>650	914	>650	389
	Gyms	>5,940	5,298 ^(G)	>5,940	2,551 ^(H)
	Athletic Fields	>30,000	28,414 ^(E)	>30,000	13,888
	18. Barbecue Rentals	>5,000	9,895	>5,000	5,897
	19. Annual Citywide volunteer hours	>45,000	49,226	>45,000	23,740
	20. Number of Lap Swim participants	>26,000	25,648 ^(I)	>26,000	12,939
	21. Number of swim lesson participants	>2,200	2,399	>2,200	2,205
	22. Number of meals served through the Senior Center Nutrition Program	>30,000	32,475	>30,000	17,688
	23. Number of summer camp participants	>1,800	1,848	>1,800	1,630
	24. Number of preschool participants	>80	71 ^(F)	>80	62
	25. Number of participants in contract classes	>3,300	4,033	>3,600	2,660
	26. Number of attendees participating at teen programs and events	>9,000	9,636	>9,000	4,181 ^(J)
27. Number of permits issued for special events and activities	>125	167	>125	93	

COMMUNITY SERVICES DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2018-19 Target	2018-19 Actual	2019-20 Target	2019-20 6 Months
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- (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) 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. An abnormally large number of rainy days in Fiscal Year 2018-19 were on weekends. In addition, the wildfires in fall 2018 lowered air quality to a point that deterred golfers for approximately three weeks.
- (D) Competition from Moffett Golf Course and the reopening of Baylands Golf Course in Palo Alto in May 2018 continue to have an affect on the number of rounds and memberships along with rain earlier in the fiscal year than estimated for the target.
- (E) Due to renovation of multiple athletic fields, rental hours and water use is down compared to prior years.
- (F) The Community Center was closed for renovation and expansion from August 2018 to March 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) In order to reduce barriers for youth sports groups to utilize the gyms, they are no longer required to rent for a full quarter. They can now rent a partial quarter. This has led to lower rental hours but more reflective of actual gym use.
- (H) A number of summer and fall renters have experienced lower enrollment, resulting in half day rentals instead of full days or cancellations of programs.
- (I) A wet winter reduced the number of lap swimmers.
- (J) Teen programs increase in the second half of the year with events such as Teen Job Fairs and Teen Week.

LIBRARY SERVICES DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2018-19 Target	2018-19 Actual	2019-20 Target	2019-20 6 Months
Public Services	1. Number of visits to the Library	>600,000	588,081 ^(A)	>600,000	313,405
	2. Total circulation	>1,300,000	1,249,572 ^(A)	>1,100,000	628,323
	3. Number of items circulated per capita	>17	16.4 ^(B)	>14	7.7
	4. Questions answered per capita	>0.8	0.6 ^(C)	>0.5	0.3
	5. Total attendees at Library programs	>50,000	46,726 ^(D)	>50,000	24,041
	6. Satisfaction rate of Library programs	>80%	96%	>90%	92%
	7. Percentage of circulation that is customer self-check	>92%	96%	>92%	96%
	8. Percentage of materials returned at automated returns	>85%	96%	>85%	86%
Support Services	9. Average number of calendar days between receipt of new item and availability to check out	<10	7	<10	6
	10. New book and media items processed	>24,000	25,555	>22,000	12,426
	11. Number of public computer sessions in the Library	>50,000	43,142 ^(E)	>30,000	22,283

(A) The measures may have been affected by customers slowly returning to the Library upon the finished remodel and as programs were steadily added.

(B) The overall total circulation in many libraries is steadily decreasing with more information being available on the Internet. The amount of total circulation across neighboring Silicon Valley libraries is also reporting a decline. Although the overall total circulation is decreasing, the circulation of electronic items is steadily increasing. The Fiscal Year 2019-20 Target was updated.

(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 2019-20 Target was updated.

(D) Many programs were steadily added as programs were developed and planned, which can take several weeks or months to implement. A high amount of staff vacancies led to fewer programs being planned or implemented.

(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 Fiscal Year 2019-20 Target was updated.

FIRE DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2018-19 Target	2018-19 Actual	2019-20 Target	2019-20 6 Months
Suppression	1. For all structure fires: <ul style="list-style-type: none"> • Response of 90 seconds turn-out time • Response of 4 minutes for the first engine company to arrive • Response of 8 minutes for all MVFD apparatus on the first alarm assignment to arrive 		New for FY19-20	>90%	100%
			New for FY19-20	>90%	100%
			New for FY19-20	>90%	100%
	2. For all EMS calls: <ul style="list-style-type: none"> • Response of 60 seconds turn-out time • Response of 6 minutes 59 seconds for the first ALS apparatus to arrive 		New for FY19-20	>95%	100%
			New for FY19-20	>95%	100%
Fire and Environmental Protection	3. Percent of plans checked within 15 working days of receipt by division	100%	100%	100%	100%
	4. Number of inspections conducted by Environment Safety Section	1,600	1,597 ^(A)	1,500	793

(A) Lower due to new hire (Environmental & Safety Protection Inspector) training and increase in inspection compliance (enforcement activity) of new development projects.

POLICE DEPARTMENT
PERFORMANCE MEASURES/WORKLOAD MEASURES

Program	Performance Measure/ Workload Measures	2018-19 Target	2018-19 Actual	2019-20 Target	2019-20 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	<306	178	<315	98
	2. Sustain property crime rate below the rate most recently reported by the California Department of Justice for Santa Clara County	<2,297	1,720	<2,320	825
	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	<254.9	244	<370.5	131
	4. Maintain an average response time (dispatch to on-scene) of 5 minutes or less to emergency (Priority 0) calls for service	<5	2.5	<5	3.2
Special Operations	5. Continue an opt-in growth of 20% per year across digital media platforms	>20%	14% ^(A)	>20%	10% ^(B)
	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	>12.6%	14.6%	>11%	20%
Public Safety Support Services	7. Answer incoming calls to 9-1-1 within 9 seconds	>95%	92% ^(C)	>95%	95%
	8. Dispatch emergency (Priority 0) and urgent (Priority 1) calls in less than two minutes	>95%	96%	>95%	96%

(A) While the department has seen increases across the board, major changes to Twitter and Facebook over the last fiscal year have impacted growth on the platforms.

(B) Changes by Facebook and Instagram to their platform has downgraded viewership. There were two major service outages during the months of August and September that disrupted the Twitter platform, resulting in unreliable data for new followers.

(C) The Emergency Communications Center switched to a new 9-1-1 telephone system on June 20, 2018, and the lower percentage may reflect additional 9-1-1 call setup time for each call. Staff is looking into this issue and will reevaluate and revise this measure if needed.