Activity or Performance Measure	Apr-2009	Feb-2010	Apr-2010	Period-to-Period		Year-to-Year	
				% Change	Trend	% Change	Trend
Public Safety							
Total number of serious violent crimes reported (homicide, forcible rape, robbery and aggravated assault, per 100,000 population)	57.6	56.5	52.0	-8.0%	Positive	-9.7%	Positive
Total number of serious property crimes reported (burglary, larceny-theft, motor vehicle theft, and arson, per 100,000 population)	339.1	292.3	317.9	8.8%	Negative	-6.3%	Positive
Percentage of fire/medical emergency calls responded to within 5 minutes	91.4%	88.1%	88.5%	0.5%	Neutral	-3.2%	Negative
Average daily county jail population	1,957	2,002	1,680	-16.1%	Positive	-14.2%	Positive
Percentage of 9-1-1 calls answered within 10 seconds	91%	92%	91%	-1.1%	Negative	0.0%	Neutral
Average 9-1-1 daily call volume	1,247	1,399	1,413	1.0%	Neutral	13.3%	Negative
Health, Human Services, and Employment							
Average daily population of San Francisco General Hospital	405	415	420	1.2%	Negative	3.7%	Negative
Average daily population of Laguna Honda Hospital	766	761	763	0.3%	Neutral	-0.4%	Neutral
Total number of Healthy San Francisco participants	39,761	50,768	52,477	3.4%	Positive	32.0%	Positive
New patient wait time in days for an appointment at a DPH primary care clinic	22	25	23	-8.0%	Positive	4.5%	Negative
Percentage of all available homeless shelter beds used	89.5%	89.0%	91.0%	2.2%	Positive	1.7%	Neutral
Average nightly homeless shelter bed use	1,050	1,091	1,085	-0.5%	Neutral	3.3%	Negative
Total number of children in foster care	1,486	1,363	1,401	2.8%	Negative	-5.7%	Positive
Streets and Public Works							
Average score of streets inspected using street maintenance litter standards (1 = acceptably clean to 3 = very dirty)	2.22	2.10	2.05	-2.4%	Positive	-7.7%	Positive
Percentage of street cleaning requests responded to within 48 hours	92.7%	92.0%	92.0%	0.0%	Neutral	-0.8%	Neutral
Percentage of graffiti requests on public property responded to within 48 hours	43.3%	13.0%	85.0%	553.8%	Positive	96.3%	Positive
Percentage of pothole requests repaired within 72 hours	69.7%	30.0%	35.0%	16.7%	Positive	-49.8%	Negative

Activity or Performance Measure	Apr-2009	Feb-2010	Apr-2010	Period-to-Period		Year-to-Year	
				% Change	Trend	% Change	Trend
Public Transit							
Percentage of MUNI buses and trains that adhere to posted schedules	74.5%	72.9%	73.8%	1.2%	**Positive**	-0.9%	Neutral
Average daily number of MUNI customer complaints regarding safety, negligence, discourtesy, and service delivery	72.8	71.1	65.8	-7.5%	**Positive**	-9.6%	**Positive**
Recreation, Arts, and Culture							
Average score of parks inspected using park maintenance standards	88.0%	91.0%	90.0%	-1.1%	**Negative**	2.3%	Neutral
Total number of individuals currently registered in recreation courses	11,307	7,093	17,627	148.5%	**Positive**	55.9%	**Positive**
Total number of park facility (picnic tables, sites, recreation facilities, fields, etc.) bookings	9,027	11,258	11,892	5.6%	**Positive**	31.7%	**Positive**
Total number of visitors at public fine art museums (Asian Art Museum, Legion of Honor, de Young)	167,992	225,437	159,881	-29.1%	**Negative**	-4.8%	**Negative**
Total circulation of materials at main and branch libraries	837,709	839,752	920,821	9.7%	**Positive**	9.9%	**Positive**
Environment, Energy, and Utilities							
Drinking water reservoirs storage as a percentage of normal for this month	106.3%	122.0%	123.0%	0.8%	Neutral	15.7%	**Positive**
Average monthly water use by City departments (in millions of gallons)	138.4	127.5	124.6	-2.3%	**Positive**	-10.0%	**Positive**
Average daily residential per capita water usage (in gallons)	53.0	51.2	51.0	-0.5%	Neutral	-3.7%	**Positive**
Average monthly energy usage by City departments (in million kilowatt hours)	73.5	72.4	72.2	-0.2%	Neutral	-1.7%	Neutral
Average daily tons of garbage going to landfill	1,144.6	1,020.4	1,035.0	1.4%	**Negative**	-9.6%	**Positive**
Percentage of total solid waste diverted from landfill through curbside recycling	49.9%	53.2%	57.0%	7.1%	**Positive**	14.2%	**Positive**

Activity or Performance Measure	Apr-2009	Feb-2010	Apr-2010	Period-to-Period		Year-to-Year	
				% Change	Trend	% Change	Trend
Permitting and Inspection							
Value (estimated cost, in millions) of construction projects for which new building permits were issued	$121.0	$64.4	$112.0	73.9%	**Positive**	-7.5%	**Negative**
Percentage of all building permits involving new construction and major alterations review that are approved or disapproved within 60 days	57%	55%	53%	-3.6%	**Negative**	-7.0%	**Negative**
Percentage of all applications for variance from the Planning Code decided within 120 days	56%	30%	44%	46.7%	**Positive**	-21.4%	**Negative**
Percentage of life hazard or lack of heat complaints responded to within one business day	100.0%	100.0%	100.0%	0.0%	Neutral	0.0%	Neutral
Percentage of customer-requested construction permit inspections completed within two business days of requested date	93.0%	95.0%	97.0%	2.1%	**Positive**	4.3%	**Positive**
Customer Service							
Average daily number of 311 calls	10,804	8,913	7,843	-12.0%	**Negative**	-27.4%	**Negative**
Percentage of 311 calls answered by call takers within 60 seconds	77.6%	74.5%	83.4%	11.9%	**Positive**	7.5%	**Positive**
Quality score of 311 call takers	97%	97%	97%	0.0%	Neutral	0.0%	Neutral

Notes:

The barometer is currently issued every other month, covering even months.

The period-to-period change reflects the change since the last even month (e.g., for the April 2010 barometer, change since February 2010).

The year-to-year change reflects the change since the same month last year (e.g., for the April 2010 barometer, change since April 2009).

A period-to-period change of less than or equal to +/-1% and a year-to-year change of less than or equal to +/-3% is considered "Neutral."

Data reported for the most recent month is either data for that month or the most recent data available. See the measure details for more information.

For additional detail on measure definitions and department contact information, please see www.sfgov.org/controller/performance.

Values for prior periods (February 2010 or April 2009) may be revised in this report relative to their original publication in the barometer.

Activity or Performance Measure	Department	Performance Pattern	Measure Description	Measure Technical Description
Public Safety				
Total number of serious violent crimes reported (homicide, forcible rape, robbery and aggravated assault, per 100,000 population)	Police	Trending down is positive	Number of offenses divided by 100,000 population. Uniform Crime Report (UCR) violent crimes are: homicide, forcible rape, robbery and aggravated assault.	Collection Method: Number of UCR Violent Part I crimes divided by current San Francisco population and multiplied by 100,000. Population FY 2008: 829,848, FY 2009 & FY 2010: 842,625 (CA Dept of Finance E-2 Report). Timing: Monthly.
Total number of serious property crimes reported (burglary, larceny-theft, motor vehicle theft, and arson, per 100,000 population)	Police	Trending down is positive	Number of crimes divided by 100,000 population. UCR Part I property crimes are burglary, larceny-theft, motor vehicle theft and arson.	Collection Method: Number of Part I Property crimes divided by current San Francisco population and multiplied by 100,000. Population FY 2008: 829,848, FY2009 & FY2010: 842,625 (Source: CA Department of Finance, E-2 Report). Timing: Monthly.
Percentage of fire/medical emergency calls responded to within 5 minutes	Fire	Trending up is positive	Percentage of all incidents responded to in under five minutes (total response time (critical response interval (CRI)) from call intake to arrival on scene of first unit). Includes all calls the Department responds to with lights and sirens, not just those requiring possible medical care.	Raw data is stored at Department of Emergency Management and aggregated at Fire Department headquarters.
Average daily county jail population	Sheriff	Trending down is positive	Overcrowding creates security and safety issues for the Department and drives costs in many directions. Approximately 75% of those jailed are pretrial felony prisoners, who either cannot be released or cannot make bail. Housing such prisoners can require greater security precautions. An average daily population above the rated capacity can also drive demand for additional facilities.	Collection Method: Average Daily Population (ADP) is compiled by Sheriff's staff from reports issued daily from each jail. Records are located in City Hall, Room 456. Timing: Data available 5am daily. Population represents all in-custody people.
Percentage of 9-1-1 calls answered within 10 seconds	Emergency Management	Trending up is positive	The State of California 9-1-1 Office recommends that all 9-1-1 calls are answered within 10 seconds. There is no state or federal mandate. Our Center strives to answer 90% of all 9-1-1 calls within 10 seconds.	Collection Method: All calls introduced through the 9-1-1 State switch are captured in an automatic telephone call distribution system produced by Nortel Networks. This system analyzes the time it takes from the call to hit the message switch, then time it takes for our call takers to answer and process the call for service. All equipment housed at 1011 Turk.
Average 9-1-1 daily call volume	Emergency Management	Trending down is positive	This number represents the number of 9-1-1 telephone calls received and presented to the San Francisco Division of Emergency Communications on a daily basis.	Our statistics are continuously collected by our Nortel Network equipment. This information is collated daily and composed into weekly, monthly, and annual reports to reflect the call volume thus allowing us to allocate staff as needed.
Health, Human Services, and Employment				
Average daily population of San Francisco General Hospital	Public Health	Trending down is positive	The daily count of patients at SFGH (aka: Average Daily Census or ADC) is the number of admitted inpatients at SFGH at approximately 12 midnight, when the census is taken. This measure totals the daily census for a month, divided by the number of days in the month. The measure separates the average monthly census by services (acute medical/surgical, acute psychiatry, skilled nursing, and long-term behavioral health) and also provides the total for the hospital.	The daily count is tracked by the Hospital's computer system - SMS Invision Clinical Data System; maintained by DPH Community Health Network/SFGH. The reporting database is updated monthly, within 10 days of the following month. The data is 99% reliable within one month. Reports are run on an ad hoc basis.
Average daily population of Laguna Honda Hospital	Public Health	Trending down is positive	Laguna Honda Hospital (LHH) is a long-term care facility that provides a residential setting for physically or cognitively impaired individuals who require continuous nursing assistance, rehabilitation services, medical care, and monitoring. LHH also offers acute care for those patients whose condition changes to require this level of care. The daily count of patients (aka: Average Daily Census or ADC) is the total number of residents in-house at LHH at the time the census is taken each day.	Admissions, discharges, and transfers (relocations) are entered into the Invision Clinical Data System when any of these activities occur. Reports for ADC data (from Invision) can be generated for daily, monthly and/or quarterly basis. Numbers are drawn from the Monthly Average Census Report, using the SNF Occupied + M7A + L4A columns.
Total number of Healthy San Francisco participants	Public Health	Trending up is positive	This number represents enrollees in the Healthy San Francisco program (HSF). HSF is a comprehensive health coverage program for uninsured San Francisco residents, age 18 through 64 years old. Enrollment first began in July 2007 for lower income residents and has grown as more health clinic sites joined and as enrollment requirements expanded. This measure was added to the system in January 2009	The enrollment number is derived from the One-E-App program. One-E-App is a web-based eligibility and enrollment application and system of record for Healthy San Francisco. Reports are run monthly and ad hoc.

Activity or Performance Measure	Department	Performance Pattern	Measure Description	Measure Technical Description
New patient wait time in days for an appointment at a DPH primary care clinic	Public Health	Trending down is positive	This measure shows the number of calendar days that a new patient would have to wait for a routine primary care appointment and/or examination. This assumes that the patient is not reporting any health issue and is not yet established with a primary care provider. The Healthy San Francisco program has set a goal of 60 calendar days for a new enrollee to wait for a primary care appointment.	This data is collected manually by a DPH staff person who searches the DPH computerized appointment system (Invision) for the first possible routine appointment at each primary care clinic or, if required, calls the clinic to inquire about next appointment availability for a new & routine patient appointment. The report represents a point in time, the day the report is done. To obtain one monthly number for the measure, the wait for each clinic is added together and divided by the number of clinics (13).
Percentage of all available homeless shelter beds used	Human Services	Trending up is positive	This is the average percentage of shelter beds (single adult) available that have been reserved and used on a nightly basis.	Data for this measure is derived from the CHANGES shelter bed reservation system.
Average nightly homeless shelter bed use	Human Services	Trending down is positive	The numbers reported here represent the average number of beds (single adult) used during the month.	Data for this measure is reported via the CHANGES system, but the actual number of beds available is based upon negotiated contracted obligations.
Total number of children in foster care	Human Services	Trending down is positive	This measure provides a count of the number of children with an open case in foster care at the end of each month that data is being reported.	The data source for this measure is the Child Welfare Services Case Management System (CWS/CMS). CWS/CMS is a longitudinal statewide database that can be queried for current and historical data.
Streets and Public Works				
Average score of streets inspected using street maintenance litter standards (1 = acceptably clean to 3 = very dirty)	Public Works	Trending down is positive	Average score of the inspection results of selected routes for the street cleanliness standard 1.1, which is based on a scale from 1 to 3. (For each 100 curb feet, 1 = under 5 pieces of litter; 2 = 5 - 15 pieces of litter; and 3 = over 15 pieces of litter). See maintenance standards manual for details.	For selected blocks, an inspector assigns a score from 1 to 3 to each 100 curb feet, for blocks of selected routes. Block and route averages are calculated. This measure provides the average of routes inspected for the selected time period. It includes only DPW inspections. Inspections were conducted on a combination of 11 residential and 11 commercial routes. Clean Corridors routes are excluded. Data collection: Data source are MNC Excel files, and summaries are generated by the Controller's Office. Data for these "district" inspections, are available every other month.
Percentage of street cleaning requests responded to within 48 hours	Public Works	Trending up is positive	DPW receives requests to address street cleaning issues primarily through 311. Our goal is to resolve these issues within 48 hours of receiving the request.	Collection Method: Dated services requests and action taken data is entered into the Bureau of Street Environmental Services' 28 Clean Access database. Timing: Data is available on a daily basis.
Percentage of graffiti requests on public property responded to within 48 hours	Public Works	Trending up is positive	DPW receives calls from the public to report graffiti, primarily through 311. DPW crews respond to these calls and abate the graffiti on public property. Our goal is to abate within 48 hours. If the graffiti is on private property, the property owner is notified to abate. This metric only measures abatements on public property.	Collection Method: Dated service requests and action taken data is logged into the Bureau of Street Environmental Services' 28 Clean Access database. Timing: Data is available on a daily basis.
Percentage of pothole requests repaired within 72 hours	Public Works	Trending up is positive	DPW receives calls from the public reporting potholes. Our goal is to repair these potholes within 72 hours.	Collection Method: Dated service requests and action taken data is entered into the Bureau of Street and Sewer Repair's Pothole database daily. Timing: Data is available on a monthly basis.
Public Transit				
Percentage of MUNI buses and trains that adhere to posted schedules	Municipal Transportation Agency	Trending up is positive	Definition: Each line is checked at least once in each six month period. Such checks are conducted no less often than 10 weekdays and weekends per period. An annual checking schedule is established for the routes. The order in which the routes are checked is determined monthly through a random selection process. To the extent automated systems can be substituted at less cost for such checks, or the measurement of any performance standard, such systems will be used.	Method: Check the designated lines using criteria of -1/+4 minutes. Periods of time includes morning rush (6am-9am), midday (9am-4pm), evening rush (4pm-7pm), and night (7pm-1am). Supervisors conduct a one-hour check at a point at mid-route during all four time periods stated above. Timeframe: Data is available approximately 60 days after each quarter closes. The annual goal for the forthcoming fiscal year is traditionally approved by the SFMTA Board of Directors in April or May. For the barometer report, data is reported on a quarterly basis.
Average daily number of MUNI customer complaints regarding safety, negligence, discourtesy, and service delivery	Municipal Transportation Agency	Trending down is positive	Definition: Customers may provide feedback regarding Muni services through 311, sfmta.com, by mail, and by fax.	Method: Feedback data is pulled from the Trapeze system on a monthly basis and divided by the number of days in the month to come up with the average daily number of complaints.

Activity or Performance Measure	Department	Performance Pattern	Measure Description	Measure Technical Description
Recreation, Arts, and Culture				
Average score of parks inspected using park maintenance standards	Recreation and Parks	Trending up is positive	The average rating for neighborhood parks category only (i.e. an average of the neighborhood parks' percentages for meeting parks standards). The ratings for Neighborhood Parks have been chosen to be included as a performance measure as they represent the majority of RPD property types, include almost all park features rated, and are geographically dispersed throughout the City	Collection Method: RPD staff conducts quarterly park evaluations. Hard copies turned in to clerical staff for data entry into Park Evaluations database. Hard copies kept on file by clerical staff. Data Location: Park Evaluations Database. "Neighborhood Parks" is an established category of City parks and broken out in the current database reports (BY PARK TYPE BY DISTRICT REPORT). Timing: This data is available quarterly, no more than 30 days after the previous quarter end. For the barometer report, data is reported on a quarterly basis and 1 month in arrears.
Total number of individuals currently registered in recreation courses	Recreation and Parks	Trending up is positive	Measure indicates number of program participants for all age categories. It includes all recreation programs except aquatics programs. This number will establish a baseline standard that needs to be tracked in order to understand participation trends in programs overall. We will also be able to calculate the proportion of program participants by each age category.	Collection Method: CLASS recreation management software records all individuals (termed clients within the CLASS system) registered for any kind of program RPD offers. Timing: CLASS implementation launched in January 2007, with preliminary data available in May 2007. Data is now available quarterly, based on RPD's new annual program calendar with 4 sessions (Spring, Summer, Fall, Winter). Baseline data will be captured in FY 08 and 09 and the Department will begin to set targets in FY 10. For the barometer report, data is reported on a quarterly basis and 1 month in arrears.
Total number of park facility (picnic tables, sites, recreation facilities, fields, etc.) bookings	Recreation and Parks	Trending up is positive	Measure indicates number of park facilities being booked.	Collection Method: CLASS recreation management software currently only has the capacity to measure field permitting. Information about picnic table rentals, indoor recreation center bookings, and other types of facility rentals will be available in CLASS beginning in 2010. For the barometer report, data is reported on a quarterly basis and 1 month in arrears.
Total number of visitors at public fine art museums (Asian Art Museum, Legion of Honor, de Young)	Fine Arts Museums and Asian Art Museum	Trending up is positive	This measure aggregates data from 3 separate measures for the Asian Art Museum, Legion of Honor, and de Young Museum.	CON to manually calculate measure from data entered directly into PM system.
Total circulation of materials at main and branch libraries	Public Library	Trending up is positive	Number of items (books and other materials) circulated to the public (children, youth & adults) from all libraries.	Collection Method: Statistics generated from the Library's automated circulation system; Information Technology Division. Timing: Reports are generated monthly. For barometer, add both branch & main library measures together.
Environment, Energy, and Utilities				
Drinking water reservoirs storage as a percentage of normal for this month	Public Utilities Commission	Trending up is positive	Beginning of month total system storage (i.e. Hetch Hetchy, Cherry, Eleanor, Water Bank, Calaveras, San Antonio, Crystal Springs, San Andreas, Pilarcitos) as percentage of long-term median (water year 1968 to 2007).	The long-term median of total system storage at the beginning of the month was calculated using data stored in Form 11 for Hetch Hetchy Division and in WISKI database for Water Supply & Treatment Division for water years 1968 to 2007 (40-year period). 1968 was selected as the first year for the calculation to include San Antonio Reservoir. The current beginning of month total system storage is reported as a percentage of the long-term median.
Average monthly water use by City departments (in millions of gallons)	Public Utilities Commission	Trending down is positive	12-month rolling monthly average of total water use by City departments, in million gallons.	12-month rolling monthly average computed from total monthly amount of billed water usage for municipal departments per report 892-Monthly Sales and Revenue, converted to million gallons.
Average daily residential per capita water usage (in gallons)	Public Utilities Commission	Trending down is positive	Annual rolling average of daily residential water use per person.	Daily per capita usage computed using twelve months of city residential usage per report 892-Monthly Sales and Revenue, divided by 365 and estimated 2009 population of 818,887, the 2008 US Census number multiplied by the 2008 growth rate.
Average monthly energy usage by City departments (in million kilowatt hours)	Public Utilities Commission	Trending down is positive	Energy use by City departments in kilowatt hours (kWh) in millions for the month based on 12-month rolling average	Energy use by City departments in kilowatt hours (kWh) in millions for the month based on 12-month rolling average and maintained in our Electric Billing System.
Average daily tons of garbage going to landfill	Environment	Trending down is positive	Average daily tons of garbage going to landfill.	Total materials San Francisco sends to landfill, calculated by dividing the monthly tonnage by the number of days in the month. Universe is municipal, residential, commercial, industrial.
Percentage of total solid waste diverted from landfill through curbside recycling	Environment	Trending up is positive	Percentage of total solid waste diverted from landfill through curbside recycling.	Percentage of recycling (blue cart) and compostables (green cart) collected, factored against disposal tonnage (black cart). Universe is residential and small commercial customers.

Activity or Performance Measure	Department	Performance Pattern	Measure Description	Measure Technical Description
Permitting and Inspection				
Value (estimated cost, in millions) of construction projects for which new building permits were issued	Building Inspection	Trending up is positive	The construction valuation is driven by customer demand, the number of projects approved for construction, major developments, and the overall economic climate. This construction valuation or number of permits issued for construction cannot be estimated.	Collection Method: This is a new measure for DBI. The data entered for April 2008 and April 2009 is actual data, not estimated cost as indicated on Column C. The data is collected through our automated Permit Tracking System and is based on the fees collected for permits issued. Timing: Available on a weekly/monthly basis.
Percentage of all building permits involving new construction and major alterations review that are approved or disapproved within 60 days	Planning	Trending up is positive	When a member of the public wants to conduct major physical improvements to existing construction or to develop property, the proposal comes to the Planning Department for review to ensure the project conforms with existing land use requirements as specified in the Planning Code.	Collection Method: Data is stored in the Department of Building Inspection's permit tracking database, housed at 1650 Mission Street Timing: Data updates are available on a monthly basis.
Percentage of all applications for variance from the Planning Code decided within 120 days	Planning	Trending up is positive	A variance allowing a project to vary from the strict quantitative standards of the Planning Code may be granted after a public hearing before the Zoning Administrator. Variances are typically requested for projects that do not meet the Planning Code standards for rear yards, front setbacks, parking requirements, and open space requirements. The 4 month target is based on a reasonable time to complete the lowest priority applications.	Collection Method: Data stored in Department's case intake database, housed at 1650 Mission Street. Timing: Data updates are available on a monthly basis.
Percentage of life hazard or lack of heat complaints responded to within one business day	Building Inspection	Trending up is positive	This measure addresses response time for complaints received from the public regarding life hazards or lack of heat. Complaints are received in person, by phone, email, through the internet, and mail. Response consists of contacting person making complaint and visiting the building. Measure changed in FY 02-03 to reflect 24-hour turnaround instead of 48 hours, but the data reflecting the 24-hour target was reported for the first time in FY 07. Definition of life hazard includes abandoned buildings, which may not need an inspection.	Collection Method: Staff in Housing Inspection Services utilize the Complaint Tracking System to maintain a record of complaints received and responded to. Response data is compiled into monthly, quarterly and annual reports. Timing: Statistics are available two weeks after the end of the month (i.e., statistics for September will be available on October 15th.)
Percentage of customer-requested construction permit inspections completed within two business days of requested date	Building Inspection	Trending up is positive	Customers request inspection of construction to meet permit requirements. Customers contact inspection divisions via phone to set up appointments. Inspections are completed when inspectors visit sites to conduct inspection.	Collection Method: Daily logs are entered into Oracle database; this information is compiled into monthly, quarterly and annual reports. Timing: Statistics are available two weeks after the end of the month (i.e., statistics for September will be available on October 15th.)
Customer Service				
Average daily number of 311 calls	Administrative Services	Trending up is positive	The average daily number of calls received at 311 which includes those calls that were "answered" and those that were "abandoned." An "abandoned" call is defined as a call that comes into 311, but the caller decides to hang up because of a long wait time or other reasons.	Calculation: The total number of calls received which includes "answered" and "abandoned" divided by the number of days in that particular month. Source: The CMS application is used to track call volumes at 311. Frequency: Call volumes are reported on a daily basis with data for the previous day.
Percentage of 311 calls answered by call takers within 60 seconds	Administrative Services	Trending up is positive	The percentage of calls answered within 60 seconds versus the total number of calls received on a monthly basis. This metric of answering 50% of calls in 60 seconds was developed in July 2008 as a performance measure for 311.	Calculation: The number of calls answered within 60 seconds divided by the total number of calls received during the measurement interval. Data Source: Avaya's Call Management System (CMS) will be utilized to determine the number of calls answered within 60 seconds and the total number of calls received. Frequency: Monthly.
Quality score of 311 call takers	Administrative Services	Trending up is positive	The quality assurance rating for 311 is determined by conducting observations of randomly selected calls into the call center by a quality manager and supervisors. The monitoring will cover all 8 key critical main elements: greeting, listening, speaking, call handling, problem process, resource utilization, and closing. This metric was developed in July 2008 as a performance measure for 311.	Calculation: The number of accurate activities conducted on a call divided by the number of possible activities (Checklist). Source: The NICE application will be utilized to score a minimum of 5 calls per month per customer service representative. Frequency: Monthly

Performance Pattern Notes:
   Trending up is positive: The trend of a measure is positive when the current value is above the prior value.
   Trending down is positive: The trend of a measure is positive when the current value is below the prior value.