

**THE PERFORMANCE MANAGEMENT AND BUDGET SYSTEM  
OF THE CITY OF SUNNYVALE, CALIFORNIA**

John Mercer

**INTRODUCTION**

On August 3, 1993, President Bill Clinton signed into law the Government Performance and Results Act, requiring all departments and agencies of the U.S. government to develop five-year strategic plans, annual performance plans with measurable goals, and annual performance reports showing actual results. Also included in the legislation is a provision requiring that in fiscal years 1998 and 1999, there be at least five pilot projects in performance budgeting.

Authored by Senator William V. Roth, Jr., this legislation was directly inspired by the comprehensive system of performance management and budgeting used by the city of Sunnyvale, California. Known as "The Heart of Silicon Valley", Sunnyvale has a population of 120,000 and is located about 40 miles south of San Francisco.

Sunnyvale's system has attracted significant national and international attention since its development and implementation in the 1970's. However, only recently has the Federal government of the United States become aware of this city's sophisticated system of program performance measurement and recognized that it may offer lessons of broader application.

In 1991 officials from the U.S. General Accounting Office (GAO) and the Office of Management and Budget (OMB) visited the city to study its system. In 1992, in testimony before the U.S. Senate Committee on Governmental Affairs, OMB testified that Sunnyvale's system, "stands out as the single best example of a comprehensive approach to performance measurement that we have found in the United States. . . One underlying reason for the success achieved in Sunnyvale is the fact that every program manager uses the system to plan, manage, and assess progress on a day-to-day basis."

**THE PLANNING AND MANAGEMENT SYSTEM**

The General Plan

Sunnyvale's comprehensive Planning and Management System (PAMS) begins with the city's General Plan. As the long-term policy document for the city, the General Plan is both a statement of purpose and a guideline of general direction for moving from existing conditions to desired conditions.

It is comprised of seven elements (Transportation, Community Development, Environmental Management, Public Safety, Socio-Economics, Cultural, and Planning and Management) and various sub-elements, covering each of the 24 fundamental areas of city services. For example, Water Resources and Noise are sub-elements of the Environmental Management element, and Fiscal Management and Community Participation are sub-elements of the Planning and Management element.

Each of these documents is a 20-year strategic plan, providing a long-term vision of what the city hopes to achieve in a particular area of municipal responsibility. Each plan is both a problem statement and an integrated set of goals, policies, and actions.

A sub-element goal is a statement describing a general community condition which the city is trying to achieve or maintain through its operating programs. Grouped within the sub-elements are the Community Condition Indicators, which are statistical measures of existing conditions within the city (such as library visits per capita). These indicators provide a quantitative expression of the sub-element goals (which are usually broad, general statements that describe the ideal condition). Changes in the Community Condition Indicators from year to year provide an objective basis for assessing progress in achieving the goals.

In addition to the goals and community condition indicators, the sub-elements include assumptions (outlining what conditions and trends will affect the future and what objectives would need to be pursued to ensure that the desired conditions will be achieved) and action statements (describing specific, short-term steps that must be taken to achieve the city's goals and objectives).

Together, these 24 strategic plans form the blueprint for what type of community the city would like to become over the next two decades. The plans are reviewed and updated approximately every five years, to reflect changing community conditions. This is done with considerable involvement from the public, through both citizen advisory committees and direct public participation.

Properly executed, the General Plan's long-term goals and policies should be reflected in every aspect of daily municipal operations, including the weekly agenda of the elected City Council. It is the purpose of the other parts of the Planning and Management System to ensure this happens.

## Ten-Year Resource Allocation Plan

Each year the city adopts a 10-year financial plan, projecting year by year over the next decade the city's revenues, operating costs, capital construction costs, and debt service. This financial plan, known officially as the Resource Allocation Plan (RAP), is structured to support the goals of the 24 elements and sub-element strategic plans. A capital project would not be scheduled in the 10-year financial plan, for instance, unless it were aimed at achieving one or more strategic goals, such as maintaining a certain level of traffic flow along major city streets.

In addition to keeping the city on track toward achieving its long-term vision, the 10-year plan serves another very useful purpose. It indicates the multi-year fiscal impacts of adopted policies. By projecting implementation costs over a 10-year period, it shows whether today's commitments can be sustained over the long term.

For example, if in a particular year the city has a surplus in its budget, a group of citizens might urge that a swimming pool be built in their neighborhood. If the City Council were to approve such an expenditure, it would also have to put into the 10-year RAP the projected operating and maintenance costs (accounting for inflation) for all the remaining years. This step might show the budget going into a deficit beginning in year seven or eight. Sunnyvale's City Council could then more easily show the citizens that despite the current budget surplus, the city cannot really afford the proposed project. In the alternative, the city might decide to go ahead with the project, but also to raise a tax or cut back a service elsewhere in order to bring the long-term projections back into balance. The 10-year RAP prevents the city from suddenly coming to the edge of a financial cliff and having to take drastic action.

These 10-year projections are not intended to be accurate predictions of the actual revenues and costs. The city does not expect that the numbers shown in its fiscal year 1993-94 plan for FY 2002-03 will necessarily hold true. However, each year as FY 2002-03 comes closer, the projected numbers will be steadily adjusted in small increments, so that the final modifications after FY 2001-02 are relatively minor. This is, unless a significant change in policy or some external factor occurs, which would then be reflected through larger changes in the financial plan.

Regarding operating costs, the 10-year RAP is a projection of the inflation adjusted costs of the current levels of service. With respect to revenues, the city puts serious effort into anticipating trends which will affect those income streams. For instance, because there is a municipal tax on utility bills, the

city consults with the telephone and electric companies on their projections of usage and rates.

The city has a policy of not projecting in its 10-year financial plan intergovernmental funding for the period beyond which current law expressly authorizes such funding. For example, if a particular grant from the Federal government has been authorized by Congress for a three-year period (three to five years is typical), then the dollars are put into the city's 10-year financial plan only for those years. This means the city must show alternative funding sources for the program in subsequent years, or indicate that the program will then be dropped. Only if Congress re-authorizes funding would that money then be anticipated by the city.

### Two-Year Performance Budget

The cost projections of the current service levels, as reflected in the 10-year Resource Allocation Plan, are derived from the two-year Performance Budget (itself part of the RAP). While the city budget is technically adopted annually, the second year of the budget cycle generally addresses minor modifications and budget supplements.

Sunnyvale's budget is a service-oriented document, placing its primary focus on the level of service to be provided to the community and how much that service will cost. City officials first developed this type of operating budget in 1979, and it is the major tool for implementation of the 20-year General Plan.

The Performance Budget is organized around the same seven elements as the General Plan. Within these elements are a total of 82 budget programs, each associated with one or more sub-elements. For example, within the Transportation element are four programs (such as Traffic Engineering and Street Lighting), while within the Cultural element there are 17 programs (such as Tennis Activities and Cultural Arts Services). Under these budget programs are listed over 300 different service level objectives, stated as measurable performance goals. Arrayed under these objectives are about 1500 separate tasks, covering every type of activity in which city employees engage.

The premise of this arrangement is that if all the tasks are completed, all of the service objectives should be accomplished--and if all the objectives for that year are accomplished, the city should be on track to achieve the strategic goals of the General Plan's elements and sub-elements.

Two distinguishing features of Sunnyvale's budget should be noted. One is that it is not organized by city department, but rather by General Plan element. The Parks and Recreation

Department may be responsible for a budget program listed under the Cultural element and for one listed under the Community Development element, for instance.

Another distinguishing feature is that the budget funds tasks, not line-item object accounts. In other words, it shows what activity a worker in a budget program will engage in and what that costs, not how much the program will spend on wages, postage, or travel. These line-item object accounts are used, however, to calculate the unit cost of each task.

For example, one of the six budget programs within the Public Safety element is Program 411-Police Services, with a budget of \$12,602,686 for FY 1993-94, projected to increase to \$19,560,767 by FY 2002-03. As with each of the 82 budget programs, there is a Program-wide Objective, containing a cost-oriented performance standard and summarizing at the broadest level the effectiveness desired. For Police Services it is:

"Promote the safety of the community and an atmosphere of security, primarily through the deterrence and prevention of crime and by the apprehension of offenders in order that the city remains within the lowest 25% of Part 1 crimes for cities of comparable size at a cost of \$103.82 per capita."

(Part 1 crimes are the major crime categories for which the Federal Bureau of Investigation keeps nationwide statistics.) Listed under this program-wide objective are eleven program service level objectives, including Objective 411F:

"Provide quality investigations to aid the District Attorney in the prosecution of criminal cases in order that criminal charges are filed on 90% of the cases submitted for review."

As in this example, the service objective is generally a two-part sentence, describing both the service to be provided and the measurable standard with which its results will be compared.

There are several Performance Indicators for each service objective, used to determine actual quantity and quality of service achieved. These are listed in the back of each program's performance budget, along with the numerical goal for each. (For Police Services, the Performance Indicators for Objective 411F include the number of criminal complaints requested, the percent issued, and the percent denied.) A Standard Operating Procedure (SOP) for each service objective specifies how, when, and by whom its performance shall be measured and recorded. Random compliance audits are conducted to verify accuracy of reported results.

Listed in the budget under each service objective are the tasks. For Objective 411F there are two. Task 41131 is "Maintain liaison with courts and District Attorney". Shown next to that task is the type of production unit, in this case "complaints requested" (i.e., criminal charges requested to be brought). Next on the line is shown the number of production units, in this case "3,900". Then is shown the unit cost, "\$32.06", followed by the number of work hours to be expended, "3926", and finally the budgeted cost of \$125,025.18.

The other task under this service objective is 41132, "Assist in court prosecutions". For this task, budgeted at \$206,482.78, the units are the actual work hours (4200). This is frequently the case, but it is also common that the task units of production are items such as "number of investigations", "collisions investigated", "emergency responses", and "citations". In every instance, however, the number of work hours is indicated. This is key, because Sunnyvale managers do not actually budget dollars. They budget work hours. The cost attributed to each work hour will vary, depending on what task it is related to, under the city's full-cost accounting system.

The manager of the Police Services program does have an accounting of program expenditures shown in the traditional line-item format, but it is not part of the formal budget. For this particular program there are 61 line-item accounts, such as "regular salaries", "contract personnel", "retirement", "office supplies", "books and publications", "travel and meeting expense", "facilities rent-city", and "telephone equipment rental-city".

These 61 items total the identical amount shown in the Performance Budget for all the costs of all the tasks under Police Services (\$12,602,685.71). The program manager apportions the costs of the various line-items to the appropriate tasks in the Performance Budget.

A vital characteristic of Sunnyvale's budget is that it fully allocates all costs of a program to its underlying tasks. For example, in calculating the cost of a robbery investigation, that task is charged an appropriate portion of whichever of the Police Services' 61 line-item accounts are relevant. The robbery investigation task would certainly be charged for such items as regular salaries, leave time, pensions, and mileage. It would probably not be charged for prisoners meals.

An important aspect of this full-cost accounting system is its use of rental charges. All programs are charged rent for city-owned facilities and equipment. For any item that will eventually have to be replaced, every task within every budget program is charged for its appropriate share of the expected

replacement cost. The money generated is held in reserve for the stated purpose.

Therefore, in the above robbery investigation example, the budgeted cost of all such investigations would reflect rental charges for photocopy equipment, computers, telephone equipment, office space, etc.

Every city employee reports on a timecard the number of production units completed and how many hours are to be charged against which task codes during the workday. The specific task might be as broad as "provide administration" or as narrow as "inform political candidates of sign requirements".

Tracking the number of hours spent on a task allows the city to calculate the actual cost of rendering the service, compared to the budgeted amount. Comparing those figures with the number of each type of production unit completed allows the city to measure efficiency, as these are the measures of output used to accomplish a task.

Together, the ten-year Resource Allocation Plan and the two-year Performance Budget establish a process to assist management in scheduling work and resources to carry out the policies and achieve the goals of the General Plan. When managers prepare their base budgets (i.e., the amount necessary to maintain services at the previous year's level and to meet any new Federal or State requirements), they review service objectives, units per hour, unit costs, numbers of units, and performance indicators. From this data, they determine what resources they will need, and then budget the required work hours.

#### Management Achievement Plans

On an annual basis the city develops for each management employee a performance contract, called a Management Achievement Plan (MAP). These are comprehensive documents, which outline the manager's assignments for the coming year, placing primary emphasis on the budgetary service objectives for which the manager is responsible.

The Management Achievement Plan is the fundamental link between the individual manager and the Planning and Management System. By clarifying the precise role of the manager in fulfilling all the city's goals for the year, the MAP is also the basis for completion of the manager's Management Achievement Plan Report (MAPR) and for preparation of the Management Achievement Plan Audit (MAPA).

The Map has four parts of varying weight, specifying what the manager is to accomplish in each. Part I relates to program budget performance. Depending on the particular manager's degree

of responsibility for managing the program's budget and achieving its service objectives, the weight assigned this part would be between 15% and 65%.

Part II is for major work assignments and job responsibilities, also with a weight of between 15% and 65%. The total for parts I and II must equal 80%. Part III covers the general expectations of all managers (such as serving all citizens with courtesy and impartiality, functioning as a team player, maintaining a neat appearance, etc.) and is weighed 15%. Part IV is a set of personalized goals for career and professional development, at 5%.

#### Periodic Management Reports

Every four weeks each program manager receives management information reports showing how the program is achieving compared with planned goals. The reports contain data on revenues, work hours, units of production produced per work hour, cost per work hour, and percent of budget used to date. The City Manager also receives these reports, and is able to determine government-wide performance regarding service quality and overall productivity.

#### Management Achievement Plan Reports

The year-end Management Achievement Plan Report is a manager's self-evaluation based on established budget objectives and other job responsibilities. It gives program managers the opportunity to review the statistical performance of their programs, comment on significant activity for the year, and indicate needed changes in program activity and structure.

The MAPR includes two types of management-by-objective reporting. One is information on the Performance Indicators for each program objective. Data on actual performance is added by the program manager, based on information compiled during the year. This is auditable data that has been collected under the methods established by standard operating procedures. Based on the pre-established criteria for each Performance Indicator, the program manager determines if the indicator's numerical goal was met, exceeded, or not met.

The other type of management-by-objective information involves translating the data for each task into Equivalent Units. The concept of Equivalent Units was developed by the city to permit it to compare the relative productivity of dissimilar programs, and to calculate and track the overall productivity of the entire city government.

A particular task's equivalent units are based on the number of hours it takes to complete one unit of production. If it takes six minutes to complete a particular production unit, that



one would be converted into .1 Equivalent Units. If another task's production unit takes 1.5 hours to complete, it would be valued at 1.5 Equivalent Units. Once a task's equivalent unit value is established it does not change. For the first year, the number of work hours applied to a task will equal the number of Equivalent Units produced, but in subsequent years this may not be the case.

Sunnyvale has found the Equivalent Unit device to have several valuable applications. For example, by dividing a program's total number of Equivalent Units produced by the number of work hours expended, productivity changes can be calculated and tracked. By comparing a program's Equivalent Unit costs with historical data, the trend will show whether the program's cost efficiency is increasing or decreasing.

### Pay for Performance

The Management Achievement Plan Audit is the superior's evaluation of the manager's performance and is the basis for establishing compensation. The Management Achievement Plan Report forms the basis for these performance audits. Since 1978 all Sunnyvale management personnel have been on a pay-for-performance system. They are evaluated and compensated based on their performance in meeting the goals specified for them in their Management Achievement Plan.

Depending upon goal accomplishment, a manager's evaluation can result in an annual reduction in compensation of up to five percent, or a one-time bonus of as much as ten percent. (These compensation changes are made in relation to a salary "control point", a figure which is itself adjusted on the basis of being the average salary for a comparable position in certain comparable cities.)

This system directly links a manager's pay with the achievement of particular service objectives specified in the budget, which objectives are themselves linked to the long-term goals of the General Plan. In this way, the city government ensures that managers are focused on implementing the policies adopted by the Mayor and City Council, and that program activities reflect those priorities.

In Sunnyvale's system, the primary incentive is to achieve the specified levels of service (quantity and quality) more efficiently. In other words, managers are rewarded more for meeting a service objective at less cost than for exceeding the objective at the budgeted cost. This is because the city would rather save the money than exceed the service level goal, and thereby have the option of increasing some other service level the following year.

## Annual Performance Report

At the close of the fiscal year, a city-wide performance report is prepared that analyzes the efficiency, productivity, and effectiveness of each service area. It compares achievement with planned results. An Annual Performance Report is submitted by the City Manager's office to the Mayor and City Council, and a summary document is made available to the public.

### THE SYSTEM'S EFFECTIVENESS

Sunnyvale's performance management and budget system evolved out of a more rudimentary effort to link budget with performance in the early 1970's. That initial attempt used the traditional line-item budget, shown under a set of program performance goals. In 1977 the city began a serious effort to recast the budget information into a new format, with its hierarchy of goals, objectives, and tasks. The General Plan was made meaningful. Long-term financial planning was extended and made more sophisticated. The pay-for-performance system was developed. These were all linked into a comprehensive Planning and Management System.

The system is certainly information intensive. The amount of data it generates, its sophistication and complexity, might all lead an observer to conclude that this system attempts too much. And yet for Sunnyvale it works. As OMB pointed out in its report to Congress, Sunnyvale managers actually use this data on a daily basis. The information does affect City Council decisions, particularly those that have a long-term impact.

Sunnyvale uses 35% to 45% fewer employees to deliver most services than do other city's of comparable size and type. Its per capita taxes are lower than those cities, and its budget is in the low-end range also, but its personnel are better paid. From 1986 to 1993, its costs per unit of service, adjusted for inflation, have dropped 38%.

Perhaps the best test of Sunnyvale's system is the satisfaction of its citizenry. In recent years the city has increasingly used citizen satisfaction surveys to measure the quality of various services. Probably the most significant one was the comprehensive survey of its residents by a professional polling company a few years ago. The study found that 93% of Sunnyvale residents rated overall city services as "good" or "excellent" (the other choices were "fair" and "poor").

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PROGRAM 411 PROGRAM PERFORMANCE BUDGET  
FY 1993/94

PROGRAM 411

OBJECTIVE 411A

HOURS

UNIT COST

UNITS

TYPE OF UNITS

\*\* PROGRAM WIDE OBJECTIVE \*\* FOR PROGRAM 411 POLICE SERVICES

COST

PROMOTE THE SAFETY OF THE COMMUNITY AND AN ATMOSPHERE OF SECURITY, PRIMARILY THROUGH THE DETERRENCE AND PREVENTION OF CRIME AND BY THE APPREHENSION OF OFFENDERS IN ORDER THAT THE CITY REMAINS WITHIN THE LOWEST 25% OF PART 1 CRIMES FOR CITIES OF COMPARABLE SIZE AT A COST OF \$103.82 PER CAPITA.

OBJECTIVE 411A REDUCE DEATHS, INJURIES AND PROPERTY LOSS BY PROVIDING TIMELY ON-SCENE POLICE SERVICES TO EMERGENCY CALLS WITHIN 7 MINUTES (FROM TIME RECEIVED BY DISPATCH) 90% OF THE TIME, AND TO URGENT CALLS WITHIN 11 MINUTES (FROM TIME RECEIVED BY DISPATCH) 90% OF THE TIME, WITH AN OVERALL CITIZEN SATISFACTION RATING OF AT LEAST 80%.

TASK: 41104 PROVIDE EMERGENCY POLICE & FIRE SERVICES

EMERGENCY RESPONSES

13,650.0

75.60

10,500

EMERGENCY RESPONSES

793,760.16

TOTALS FOR OBJECTIVE 411A:

13,650.0

(EQ UCOSI) 37.89

(EQ UNITS) 20,947.50

793,760.16

OBJECTIVE 411B PROMOTE SAFETY AND COMMUNITY CONFIDENCE BY PROVIDING SERVICE TO ALL NON-EMERGENCY CALLS FOR ASSISTANCE ON POLICE-RELATED PROBLEMS WITH AN OVERALL SATISFACTION RATING OF AT LEAST 80%.

TASK: 41101 PROVIDE NON-EMERGENCY POLICE SERVICES

NON-EMERGENCY RESPONSES

123,965.0

129.99

51,000

NON-EMERGENCY RESPONSES

6,629,322.39

TOTALS FOR OBJECTIVE 411B:

123,965.0

(EQ UCOSI) 50.38

(EQ UNITS) 131,585.30

6,629,322.39

OBJECTIVE 411C ENSURE A SAFE AND ORDERLY FLOW OF PEDESTRIAN, BICYCLE, AND VEHICULAR TRAFFIC BY PROVIDING PATROL AND RADAR ENFORCEMENT TO ACHIEVE A ZERO PERCENT INCREASE PER YEAR IN THE RATIO OF ACCIDENTS PER MILLION MILES TRAVELED.

TASK: 41111 CONDUCT TRAFFIC SAFETY OPERATIONS

TRAFFIC CITATIONS

10,950.0

27.36

20,000

TRAFFIC CITATIONS

547,227.88

TASK: 41112 PROVIDE PEDESTRIAN TRAFFIC ENFORCEMENT

CITATIONS

250.0

26.01

500

CITATIONS

13,009.17

TASK: 41122 CONDUCT BICYCLE SAFETY OPERATIONS

BICYCLE CITATIONS

250.0

23.84

550

BICYCLE CITATIONS

13,003.17

PROGRAM PERFORMANCE BUDGET  
FY 1993/94

PROGRAM 411

OBJECTIVE 411C

TASK:	TYPE OF UNITS	UNITS	UNIT COST	HOURS	COST
41123 PROVIDE CROSSING GUARD SERVICES	WORK HOURS	17,765	12.58	17,765.0	223,427.89
41124 CONDUCT MAJOR COLLISION INVESTIGATION SUPPORT COLLISIONS INVESTIGATED		150	322.76	950.0	48,413.27
41161 PROVIDE SELECTIVE TRAFFIC ENFORCEMENT	CITATIONS	12,000	42.55	8,763.0	510,556.59
<b>TOTALS FOR OBJECTIVE 411C:</b>		<u>(EQ UNITS) 24,522.24</u>	<u>(EQ UCOSI) 55.28</u>	<u>38,928.0</u>	<u>1,355,631.77</u>

OBJECTIVE 411F PROVIDE QUALITY INVESTIGATIONS TO AID THE DISTRICT ATTORNEY IN THE PROSECUTION OF CRIMINAL CASES IN ORDER THAT CRIMINAL CHARGES ARE FILED ON 90% OF THE CASES SUBMITTED FOR REVIEW.

TASK:	TYPE OF UNITS	UNITS	UNIT COST	HOURS	COST
41131 MAINTAIN LIAISON WITH COURTS AND DISTRICT ATTORNEY COMPLAINTS REQUESTED		3,900	32.06	3,928.0	125,025.16
41132 ASSIST IN COURT PROSECUTIONS	WORK HOURS	4,200	49.64	4,200.0	208,482.76
<b>TOTALS FOR OBJECTIVE 411F:</b>		<u>(EQ UNITS) 7,853.06</u>	<u>(EQ UCOSI) 43.56</u>	<u>8,128.0</u>	<u>333,507.96</u>

OBJECTIVE 411H ACHIEVE A CLEARANCE RATE ON THE FOUR MAJOR FBI INDEX CRIME CATEGORIES OF MURDER, RAPE, ROBBERY AND BURGLARY ABOVE THE NATIONAL AVERAGE FOR CITIES OF POPULATION 100,000 TO 250,000.

TASK:	TYPE OF UNITS	UNITS	UNIT COST	HOURS	COST
41148 INVESTIGATE RAPES	NUMBER OF INVESTIGATIONS	35	1,909.53	1,240.0	66,833.42
41149 INVESTIGATE ROBBERIES	NUMBER OF INVESTIGATIONS	100	697.34	1,300.0	69,733.60
41150 INVESTIGATE BURGLARIES	NUMBER OF INVESTIGATIONS	650	465.36	5,760.0	302,462.34
41151 INVESTIGATE MURDERS	NUMBER OF INVESTIGATIONS	5	38,568.23	3,670.0	192,841.14
<b>TOTALS FOR OBJECTIVE 411H:</b>		<u>(EQ UNITS) 13,320.14</u>	<u>(EQ UCOSI) 47.44</u>	<u>11,970.0</u>	<u>631,890.50</u>

PROGRAM 411 PROGRAM PERFORMANCE BUDGET FY 1983/84

OBJECTIVE 4111 OBJECTIVE 4111

COST

HOURS

UNIT COST

UNITS

TYPE OF UNITS

OBJECTIVE 4111 CONDUCT FOLLOW-UP INVESTIGATIONS ON ALL ASSIGNED CHILD ABUSE, DOMESTIC VIOLENCE, FRAUDULENT DOCUMENT, INDUSTRIAL THEFT/ESPIONAGE, GRAND THEFT, CORONERS, ATTEMPTED MURDERS, DOMESTIC VIOLENCE AND ASSAULT WITH A DEADLY WEAPON CASES.

TASK: 41152 CONDUCT GENERAL CRIMES INVESTIGATIONS NUMBER OF INVESTIGATIONS 1,200 248.76 5,559.0 298,509.47

TASK: 41153 INVESTIGATE CHILD ABUSE CASES NUMBER OF INVESTIGATIONS 200 686.39 3,834.0 137,277.81

TASK: 41155 SUPERVISE INVESTIGATION ACTIVITIES WORK HOURS 2,730 63.82 2,730.0 174,234.07

TOTALS FOR OBJECTIVE 4111: (EQ UNITS) 15,989.88 (EQ UCOSI) 38.15 12,123.0 610,021.15

OBJECTIVE 411L PROVIDE QUALITY CONTROL OF PUBLIC SAFETY SERVICES BY ASSURING THE DEPARTMENT IS RESPONSIVE TO THE PUBLIC NEEDS BY SEEKING OUT, ACCEPTING, INTERPRETING AND CONSIDERING ALL EXPRESSIONS OF CONCERN ABOUT SERVICES, PRACTICES AND POLICIES, AND COMPLETING THOROUGH INVESTIGATIONS OF COMPLAINTS WITHIN FOUR MONTHS AT LEAST 75% OF THE TIME.

TASK: 41156 PROVIDE QUALITY CONTROL OF P.S. SVCS NUMBER OF INVESTIGATIONS 50 530.17 442.0 26,508.47

TOTALS FOR OBJECTIVE 411L: (EQ UNITS) 963.46 (EQ UCOSI) 27.51 442.0 26,508.47

OBJECTIVE 411N PROMOTE HEALTHY SOCIAL ENVIRONMENT, ESPECIALLY FOR SCHOOLS AND YOUTH BY DEVELOPING INFORMATION TO INITIATE AND CONDUCT 300 INVESTIGATIONS TO STRICTLY ENFORCE DRUG AND VICE LAWS.

TASK: 41154 CONDUCT VICE/NARCOTICS INVESTIGATIONS NUMBER OF INVESTIGATIONS 300 1,400.46 7,640.0 420,137.53

TOTALS FOR OBJECTIVE 411N: (EQ UNITS) 14,484.78 (EQ UCOSI) 28.01 7,640.0 420,137.53

PROGRAM 411

PROGRAM PERFORMANCE BUDGET  
FY 1983/84

OBJECTIVE 411P

TYPE OF UNITS UNITS UNIT COST HOURS COST

OBJECTIVE 411P SUBMIT LATENT FINGERPRINT CASES FOR SCANNING INTO THE SANTA CLARA COUNTY AUTOMATED FINGERPRINT SYSTEM IN ORDER TO IDENTIFY CRIMINAL SUSPECTS.

TASK: 41187 PROCESS LATENT PRINTS

PRINTS PROCESSED	500	143.80	200.0	71,902.25
<b>TOTALS</b>	<u>(EQ UNITS)</u> 214.48	<u>(EQ UCOST)</u> 335.24	<u>200.0</u>	<u>71,902.25</u>

OBJECTIVE 411Q PROVIDE POLICE IN-SERVICE, MANDATORY TRAINING AND TECHNICAL DEVELOPMENT TO SWORN PERSONNEL SUCH THAT CITY AND STATE REQUIREMENTS ARE MET.

TASK: 41171 PROVIDE SPECIAL/ TECHNICAL POLICE TRAINING

A TRAINING HOUR	7,392	58.26	7,392.0	430,661.54
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TASK: 41172 PROVIDE POLICE IN-SERVICE TRAINING

A TRAINING HOUR	9,461	54.14	9,461.0	512,235.61
<b>TOTALS</b>	<u>(EQ UNITS)</u> 16,852.64	<u>(EQ UCOST)</u> 55.95	<u>16,853.0</u>	<u>942,697.15</u>

OBJECTIVE 411Z PERFORM ADMINISTRATIVE AND SUPPORT SERVICES

TASK: 41188 COMPENSATORY TIME USED

WORK HOURS	1	48.33	1.0	48.33
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TASK: 41191 PROVIDE ADMINISTRATION

WORK HOURS	7,590	90.52	7,590.0	687,022.00
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TASK: 41192 PROVIDE SUPPORT SERVICES

WORK HOURS	3,626	27.56	3,626.0	99,967.72
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TASK: 41193 POLICE CONTRACT OVERTIME

WORK HOURS	1	48.33	1.0	48.33
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**TOTALS** FOR OBJECTIVE 411Z:

<u>(EQ UNITS)</u>	11,220.00	<u>(EQ UCOST)</u> 70.15	<u>11,220.0</u>	<u>787,106.38</u>
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**TOTALS** FOR PROGRAM 411:

<u>(EQ UNITS)</u>	257,763.48	<u>(EQ UCOST)</u> 48.89	<u>245,119.0</u>	<u>12,602,685.71</u>
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ONE YEAR BUDGET PROGRAM TOTALS  
BY PROGRAM AND ACCOUNT  
70.14% OF THE FISCAL YEAR HAS PASSED

PROGRAM 411

	1991/92 ACTUAL	1992/93 YEAR TO DATE	1992/93 % TO PLAN	1992/93 PLANNED	% CHANGED	1993/94 PLANNED
PROGRAM 411 POLICE SERVICES						
4001 REGULAR SALARIES	5,160,504.08	3,773,723.86	68.36 %	5,520,032.00	6.59 %	5,883,648.17
4002 CASUAL/SEASONAL	150,298.35	115,580.22	68.67 %	168,303.11	11.28 %	149,315.54
4003 OVERTIME	1,156,836.51	868,752.06	94.53 %	919,003.96	6.76 %	981,106.00
4004 PUBLIC SAFETY SPECIALIST PAY	109,942.47	85,564.90	71.30 %	120,000.00	.00 %	120,000.00
4006 CONTRACT PERSONNEL	44,089.90	17,787.51	70.99 %	25,057.97	3.00 %	25,809.71
4008 FLSA OVERTIME	2,639.09	1,395.26	39.86 %	3,500.00	.00 %	3,500.00
4013 STANDBY PAY	52.40	.00	.00 %	.00	.00 %	.00
4014 LEAVE TIME APPLIED	.00	.00	.00 %	.00	100.00 %	2,609.17
4015 RETIREMENT/INSURANCE APPLIED	.00	.00	.00 %	.00	100.00 %	6,289.87
4016 LEAVE TIME APPLIED	861,367.23	612,458.80	68.36 %	895,901.21	5.80 %	947,885.04
4017 RETIREMENT/INSURANCE APPL	2,896,004.32	2,114,341.50	72.50 %	2,916,269.47	1.80 %	2,968,692.62
4033 OTHER LEAVE TIME	1,014.80	17,744.46	N/A	.00	.00 %	.00
4038 MANAGEMENT ADMIN LEAVE WITH PAY	4,119.19	1,843.22	N/A	.00	.00 %	.00
4041 REGULAR PART-TIME	.00	12,176.00	N/A	.00	100.00 %	22,434.86
Subtotal Personnel	10,486,868.34	7,621,367.89	72.12 %	10,568,067.72	5.14 %	11,111,270.98
4063 SKILLS TRAINING	31,739.79	26,070.35	53.49 %	48,739.51	3.00 %	50,201.70
4100 CUSTODIAL SUPPLIES	361.00	264.97	103.40 %	256.25	3.00 %	263.94
4101 OFFICE SUPPLIES	4,237.72	3,142.80	44.30 %	7,095.08	3.00 %	7,307.93
4102 GENERAL SUPPLIES	81,961.37	21,420.97	41.80 %	61,250.00	3.00 %	52,787.50
4103 CLOTHING, UNIFORMS, EQUIP	2,008.48	1,584.76	77.31 %	2,050.00	3.00 %	2,111.50
4104 GAS, OIL, LUBRICANTS	30.00	27.00	N/A	.00	.00 %	.00
4105 AUTOMOTIVE MATERIALS	73.57	177.40	N/A	.00	.00 %	.00
4106 SMALL TOOLS & IMPLEMENTS	4,646.81	359.49	10.02 %	3,587.50	3.00 %	3,695.13
4107 BOOKS AND PUBLICATIONS	3,303.30	3,617.31	89.50 %	4,041.58	3.00 %	4,182.83
4109 INVESTIGATION EXPENSE	6,290.80	5,612.23	54.75 %	10,250.00	3.00 %	10,557.50
4112 FIRST AID SUPPLIES	2,013.58	2,954.39	576.47 %	512.50	3.00 %	527.88
4121 MATLS: COMMUNICATION EQUIP	214.89	107.18	N/A	.00	.00 %	.00
4123 MATLS: OTHER EQUIPMENT	924.49	508.32	73.60 %	687.89	3.00 %	708.53
4125 MATLS: LAND IMPROVEMENT	438.98	2.00	N/A	.00	.00 %	.00
4201 POSTAGE	62.03	.00	.00 %	.00	.00 %	.00
4221 CONFERENCE ATTENDANCE	7,313.17	5,650.54	50.21 %	11,253.76	3.00 %	11,591.37
4223 TRAVEL AND MEETING EXP.	745.15	382.00	20.37 %	1,875.63	3.00 %	1,931.90
4224 MILEAGE	2,020.60	1,937.50	48.42 %	4,001.52	3.00 %	4,121.57
4225 PRISONER TRANSPORT	6,885.75	3,964.08	53.59 %	7,398.42	3.00 %	7,618.31
4251 PRINTING AND BINDING	35.31	.00	.00 %	.00	.00 %	.00
4253 SPECIAL SERVICES	5,601.64	2,843.97	45.65 %	5,791.25	3.00 %	5,984.99
4300 TELEPHONE	.00	-3.04	N/A	.00	.00 %	.00
4570 PRISONERS' MEALS	399.73	44.28	6.35 %	697.00	3.00 %	717.91
4606 SVC: MAINTAIN OTHER EQUIP	.00	10.00	.00 %	.00	.00 %	.00
4651 EQUIP RENTAL-PRIVATE	261.70	.00	.00 %	.00	.00 %	.00
4706 MANAGEMENT CONSULTING SVCS	.00	.00	.00 %	.00	.00 %	.00
4709 FINGERPRINT CHARGES	58,476.00	65,933.00	109.70 %	5,516.55	3.00 %	5,682.05
4724 CRIME LAB SERVICES	.00	13,663.00	36.82 %	60,104.12	3.00 %	61,907.24
4731 NON-STAFF MEDICAL SERVICES	35,673.08	28,439.49	39.64 %	71,750.00	3.00 %	38,224.48
4741 VEHICLE TOWING SERVICES	1,975.00	641.00	28.49 %	2,249.88	3.00 %	73,902.50
5005 EQUIPMENT	1,351.39	.00	.00 %	.00	.00 %	2,317.38
6206 PC SOFTWARE	58.77	295.36	N/A	.00	.00 %	.00

ONE YEAR BUDGET PROGRAM TOTALS  
BY PROGRAM AND ACCOUNT  
70.14% OF THE FISCAL YEAR HAS PASSED

PROGRAM 411

	1991/92 ACTUAL	1992/93 YEAR TO DATE	1992/93 % TO PLAN	1992/93 PLANNED	% CHANGED	1993/94 PLANNED
Subtotal Other Operating	258,885.18	189,448.35	56.35 %	336,217.59	3.00 %	346,304.14
4952 FLEET RENTAL-CITY	595,263.00	443,486.94	70.13 %	632,378.15	1.33 %	623,964.95
4954 EMERGENCY COMMUNICATIONS EQUIPMENT	211,491.00	129,480.27	70.13 %	184,628.88	1.50 %	187,407.00
4957 COMPUTER SERVICES RENT-CITY	173,272.00	112,331.44	70.13 %	160,176.00	3.83 %	166,318.00
4958 FACILITIES RENT - CITY	74,910.00	57,476.42	70.13 %	81,956.95	4.24 %	85,429.16
4960 PRINT SHOP CHARGES-CITY	12,615.77	8,813.12	44.00 %	20,030.98	6.16 %	21,265.00
4962 TELEPHONE EQUIPMENT RENTAL-CITY	38,674.00	20,325.81	70.13 %	28,983.04	3.68 %	27,918.00
4964 MAIL SERVICES RENTAL - CITY	11.00	7.95	70.48 %	11.28	8.38 %	12.00
4967 DICTATION EQUIPMENT RENTAL-CITY	182.00	122.89	70.11 %	175.28	1.87 %	172.00
4969 TYPEWRITER RENTAL-CITY	455.00	285.27	70.13 %	406.78	22.32 %	316.00
4970 SATELLITE COPIER RENTAL-CITY	2,759.00	3,854.95	70.13 %	5,486.83	13.17 %	6,221.00
4971 AUDIO-VISUAL EQUIPMENT RENTAL-CITY	309.00	340.68	70.14 %	485.74	2.32 %	497.00
4975 FAX SERVICES-CITY	55.38	00	00 %	00	00 %	00
4977 FURNITURE RENTAL	16,605.00	12,697.65	70.13 %	18,105.90	2.97 %	18,643.48
4979 MISC. EQUIPMENT RENTAL	4,101.00	00	00 %	00	00 %	00
4981 MISC PUBLIC SAFETY EQUIP. RENTAL	00	2,201.52	38.35 %	5,740.62	21.05 %	6,949.00
Subtotal Rentals	1,130,703.13	791,424.94	69.51 %	1,138,576.43	.57 %	1,145,110.59
PROGRAM 411 TOTALS:	11,876,456.85	8,602,241.18	71.43 %	12,042,861.74	4.65 %	12,602,685.71