

| <b>Proposed FY27 Performance Measures</b> |   |  |
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| <b>Department: Transportation</b>         |   |  |
| <b>Topic Area</b>                         | <b>Proposed Measure</b>   | <b>Question we are trying to answer</b>  |
| Parking                                   | Percent of residential parking district area covered by daily enforcement   | Are residential neighborhoods receiving equitable enforcement ?  |
| Parking                                   | Percent parking meters compliance and working order   | Are meters available for public use when needed?   |
| Parking                                   | Management response to all valid customer complaints within 2 days as a percentage of all valid complaints  | Are we responding to customer complaints in the timely manner?   |
| Parking                                   | Collection rate of fines from issued violations   | Are issued citations being converted into collected revenue?   |
| Parking                                   | Clearance rate of issued violations collected   | Are outstanding citations collected or is it backlogged.   |
| Transit                                   | Percentage of on-time performance of transit vehicles (fixed routes only)   | How healthy and reliable is our transit system   |
| Transit                                   | Percentage of Transit Service Delivery  |  |
| Transit                                   | Number of valid customer complaints per 100,000 boarding trips  |  |
| Transit                                   | Successful conversion of the current Orange route   | Is the micro-transit pilot program working   |
| Transit                                   | Bus accident rate per 100,000 vehicle revenue miles   | How does our system compare to other transit systems in terms of safety                                |
| Transit                                   | Accurate and comprehensive daily pre-trip inspections including wheelchairs/ramps   | Are our transit drivers performing this function daily to ensure that their vehicle is safe to operate |
| Transit                                   | Adhere to preventive maintenance program, including decontamination of buses  | Ensure that the revenue vehicles are maintained in accordance to policy                                |
| Transit                                   | Total number of transit buses with functioning video camera surveillance  |  |
| Transit                                   | On-time preparation and submission of compliance reports and requests for reimbursement   |  |
| Transit                                   | Accurate preparation, submission of reports and acceptance by FTA   |  |
| Transit                                   | Annual farebox recovery ratio (% of direct operating costs recovered through passenger fare revenue and other non-fare revenues , e.g. advertising) |  |

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| Transit | Direct operating cost per revenue hour (excluding administrative and city overhead charges) |  |
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| <b>Department: Fire Department</b>   |   |  |
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| Topic Area   | Proposed Measure  | Question we are trying to answer   |
| Goal 1 - Develop a skilled, diverse, and resilient workforce through ongoing training, leadership growth, and effective recruitment, ensuring operational excellence and community safety.                 | Time for the first arriving unit on the scene. (NFPA Standard is 4 minutes.) Time for ALS on the scene. (NFPA standard is 8 minutes.) Time for the first alarm assignment on the scene. (NFPA Standard is 8 minutes.) | Obj 1.1 Develop a staffing model that best serves our community and their needs.   |
|  | Number of soft openings (personnel not working assigned duties). Number of ALS personnel on the four operations platoons.   | Obj 1.1 Develop a staffing model that best serves our community and their needs.   |
|  | Track the number of Training Hours.   | Obj 1.4 Establish a structured training curriculum to keep all personnel updated on the latest fire suppression techniques, rescue operations, and EMS practices.  |
|  | Number of Vehicular Accidents while driving City owned vehicles.  | Obj 1.4 Establish a structured training curriculum to keep all personnel updated on the latest fire suppression techniques, rescue operations, and EMS practices.  |
| Goal 2 - Develop a Capital Improvement Plan that encompasses facilities, equipment, PPE, and information technology that allows for budgetary planning and supports operational efficiency and efficacy.   | Status of CIP List of Items.  | Obj 2.2 Ensure existing stations and training facility meet or exceed current applicable codes and standards for the health, safety and wellness of personnel and fixed assets   |
| Goal 3 - Enhance the health, safety and wellness of our employees by supporting their social, physical, and emotional wellbeing throughout their employment and into retirement through enhanced programs. | Number of Workers Comp Claims for on the job injuries.  | Obj 3.3 Assess current facility conditions to enhance the health, safety, and wellness of staff. Obj 3.4 Establish a program to address health, safety, and wellness issues related to employees for improved overall health of the workforce. |
|  | Number of active cases of cancer in personnel currently working.  | Obj 3.1 Develop a comprehensive cancer prevention program to lower risk and improve outcomes.  |

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| <p>Goal 4 - Develop a community engagement program to better educate and inform the public about the services provided and increase awareness of the department's activities.</p>     | <p>Track the number of thank yous and complaints received from citizens.</p>   | <p>Obj 4.3 Promote community involvement through participation in events, with the purpose of building trust, strengthening relationships, and increasing public awareness of the department's mission and services.</p>  |
|   | <p>Number of Public Education classes taught. Include the number of citizens trained and if it was taught in English or Spanish.</p> | <p>Obj 4.1 Pursue community engagement opportunities that educate the community to create a safer and more resilient community. Obj 4.2 Increase community awareness of the fire department's services, capabilities, and public safety role through clear and consistent outreach.</p> |
| <p>Goal 5 - Prepare for, pursue, achieve and maintain international accreditation to better serve our community and embrace excellence through continuous improvement management.</p> | <p>Maintain our ISO 1 rating.</p>  | <p>Obj 5.1 Form team or committee structures with management components as needed to conduct agency self-assessment, then pursue and maintain Commission on the Fire Accreditation International (CFAI) accreditation.</p>  |

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| <b>Department: Police Department</b>      |  |  |
| <b>Topic Area</b>                         | <b>Proposed Measure</b>  | <b>Question we are trying to answer</b>  |
| Public safety                             | Rates of all crime   | How much crime is in the City?   |
| Public safety                             | Response time to all calls   | How quickly do we respond to calls from residents?<br>How big is the gap between priority calls and all other calls? |
| Public safety                             | Response time to priority calls  | How quickly do we respond to calls from residents?<br>How big is the gap between priority calls and all other calls? |
| Public safety                             | Clearance rate - cleared by arrest - crimes against persons (murder, aggravated assault, and robbery)                            | Are we resolving incidents of crime reliably?  |
| Organizational excellence                 | Percent compliance with accreditation standards mandated by the Commission on Accreditation for Law Enforcement Agencies (CALEA) | Are we adhering to best practices?   |

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| <b>Department: Central Services</b>       |   |   |
| <b>Topic Area</b>                         | <b>Proposed Measure</b>   | <b>Question we are trying to answer</b>   |
| Facilities                                | Number of work orders completed   | Are we keeping up with our facilities maintenance needs?                                      |
| Facilities Engineering                    | Percent of projects completed by scheduled completion date                                  | Are we projecting our capital projects accurately? (efficiency, control of scope creep, etc.) |
| Facilities Engineering                    | Actual project costs compared to project budget   | Are we projecting our capital projects accurately? (efficiency, control of scope creep, etc.) |
| Central Purchasing                        | Average number of days for each solicitation type from SOW submission to contract execution | How long does it take us to procure goods and services on average?                            |
| Fleet Operations                          | Average age of Fire Department, Police Department, and All Other Dept Fleets                | Are we keeping up with maintenance of our infrastructure?                                     |
| Fleet Operations                          | Percent of vehicles that are up to date with preventive maintenance                         | Are we keeping up with maintenance of our infrastructure?                                     |
| Safety                                    | Value of worker's comp claims, number of lost days of work                                  | Are we successfully keeping workers safe?   |
| Fleet Operations                          | Number of emergency road calls  | Is our maintenance effective at reducing service disruptions?                                 |
| Risk Management                           | Value of worker's comp claims   | Are we successfully keeping workers safe?   |
| Risk Management                           | Number of lost days of work   | Are we successfully keeping workers safe?   |

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| <b>Department: Public Works</b>           |   |  |
| <b>Topic Area</b>                         | <b>Proposed Measure</b>   | <b>Question we are trying to answer</b>  |
| Services                                  | Number of potholes repaired   |  |
| Services                                  | National Community Survey: Percent of residents rating street repair as "Good" or "Excellent"                                     | Are we providing services that meet the expectations of residents?                         |
| Services                                  | Number of miles of streets swept with mechanical street sweeper   |  |
| Services                                  | Number of work orders completed   |  |
| Utilities                                 | Linear feet of water mains scanned for leaks as a percent of all water mains under asset management                               | Are we keeping up with maintenance of our infrastructure?                                  |
| Utilities                                 | Percent of all water valves that were exercised, tested, and inspected at least once during the year                              | Are we keeping up with maintenance of our infrastructure?                                  |
| Utilities                                 | Linear feet of sewer mains inspected as a percent of all sewer mains under asset management                                       | Are we keeping up with maintenance of our infrastructure?                                  |
| Utilities                                 | Percent of all sewer manholes that were inspected at least once during the year   | Are we keeping up with maintenance of our infrastructure?                                  |
| Utilities                                 | National Community Survey: Percent of residents rating the overall quality of the utility infrastructure as "Good" or "Excellent" | Are we keeping up with maintenance of our infrastructure?                                  |
| Utilities                                 | Linear feet of sewer mains maintained as a percent of all sewer mains under asset management                                      | Are we keeping up with maintenance of our infrastructure?                                  |
| Utilities                                 | Percent of all fire hydrants that were inspected at least once during the year  | Are we keeping up with maintenance of our infrastructure?                                  |
| Utilities                                 | Linear feet of storm drains maintained as a percent of all sewer mains under asset management                                     | Are we keeping up with maintenance of our infrastructure?                                  |
| Utilities                                 | Number of water quality issues found  | Are we providing consistent water quality that meets environmental standards to residents? |
| Solid waste management                    | National Community Survey: Percent of residents rating solid waste services as "Good" or "Excellent"                              | Are we providing services that meet the expectations of residents?                         |
| Solid waste management                    | Tons of recycling collected   |  |
| Solid waste management                    | Tons of yard trim collected   |  |
| Solid waste management                    | 12-month rolling diversion rate (%)   | How effectively are we promoting environmental stewardship through recycling?              |

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| Engineering | Lane-miles of streets resurfaced as a percent of all lane-miles under asset management                | Are we recapitalizing enough to keep assets within their projected life expectancy? |
| Engineering | Square feet of sidewalks replaced as a percent of all sidewalks under asset management                | Are we recapitalizing enough to keep assets within their projected life expectancy? |
| Engineering | Linear feet of waterlines replaced as a percent of all waterlines under asset management              | Are we recapitalizing enough to keep assets within their projected life expectancy? |
| Engineering | Linear feet of sewer mains relined or replaced as a percent of all sewer mains under asset management | Are we recapitalizing enough to keep assets within their projected life expectancy? |
| Engineering | Number of MS4 permit requirements   | Are we meeting the expectations of our MS4 permit?                                  |
| Engineering | Number of milestones met compared to total number of planned milestones in the Fiscal Year            | Are we projecting our capital projects accurately?                                  |

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| <b>Department: Finance</b>                |   |   |
| <b>Topic Area</b>                         | <b>Proposed Measure</b>   | <b>Question we are trying to answer</b>   |
| Maximizing financial opportunities        | Variance between budgeted expenditures and revenue versus actual expenditures and revenue (actual as a percent of budget) | Are we hitting the sweet spot of keeping us out of financial trouble while also minimizing opportunity costs? |
| Maximizing financial opportunities        | Percent of grant funds spent  | Are we fully utilizing outside funding?   |
| Maximizing financial opportunities        | Percent of customer accounts that are current   | Are we receiving the full revenue expected from clients and customers?  |
| Maximizing financial opportunities        | Percent of debt issued that is spent within 12 months of issue  | Are we successfully managing borrowing costs through just in time borrowing?                                  |
| Accuracy                                  | Percent of billings that are fully processed correctly the first time   | Have we maximized our throughput by minimizing rework?  |
| Accuracy                                  | Percent of transactions that are processed accurately the first time (no rework, void/reissue, etc.)                      | Have we maximized our throughput by minimizing rework?  |
| Transaction speed                         | Percent of accounts payable transactions processed within 30 days   | Is the City a consistently timely payer?  |
| Transaction speed                         | Percent of expenditures paid using electronic means (ACH, P-card, etc.) rather than by physical check                     | Are we successfully moving away from costly printed checks and toward more efficient electronic payments?     |
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| <b>Proposed FY27 Performance Measures</b>                     |  |  |
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| <b>Department: City Manager Resilience and Sustainability</b> |  |  |
| <b>Topic Area</b>   | <b>Proposed Measure</b>  | <b>Question we are trying to answer</b>  |
| Waterways cabinet   | Number of meetings held  | What are important issues in the NGO work and how they can assist the City?  |
| Plastic waste reduction                                       | Number of businesses and residents reached with materials; number of businesses and residents  | How can the City educate regarding the impact of single use plastic and how they can be part of the waste/pollution solutions?   |
| Composting  | Number of buildings participating  | How to reduce waste to the landfill?   |
| Integrated Pest Management                                    | IPM Policy completed before proceeding   | How to increase pollinators and biodiversity?  |
| Integrated Pest Management                                    | Materials disseminated and IPM implemented in Public Works and Recreation and Parks  | How to include City practices in the solution to protect pollinators and biodiversity?   |
| Pollinator habitat  | Creation of pollinator habitat at the City solar park; public education events   | How to increase pollinator populations?  |
| Limit/ban pesticides with glyphosate                          | Ordinance passed and information provided to public per ordinance requirements   | How to protect human and animal/wildlife health and increase pollinator populations?   |
| Urban tree canopy goal  | New areas (such as schools and along park ball fields) are open for planting, Save Our Trees continues partnership with City, urban forestry budget is increased for maintenance and planting, Replant Annapolis Program is continued. | How to increase tree canopy to reduce City temperatures, increase shade and improve aesthetics, capture, filter, and slow stormwater, retain wildlife habitat and corridors and retain green spaces? |
| Urban tree canopy goal  | Tree planting is maximized at City project sites   | How to meet tree canopy goal and reduce stormwater runoff from new development sites?  |
| Food waste reduction  | City Council passes ordinance  | How to reduce waste to landfill?   |
| Food waste reduction  | Timeline   | How to engage residents and businesses in solution to reduce food waste?   |

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| Promote electric vehicles                     | Number of EV alternative fuel vehicles purchased, number of EV chargers installed          | How to achieve GHG reductions through increase in zero emission vehicles?  |
| Promote electric vehicles                     | Number of vehicles replaced  | How to reduce City GHG emissions?  |
| Promote electric vehicles                     | Develop RFP and advertise, develop landing sites, initiate NEPA process for electric ferry | How to provide zero emission transit option, reduce vehicles on the road, connect City communities, provide transit access to downtown for undersersved communities? |
| Promote electric vehicles                     | Number of buses replaced   | How to reduce GHG emissions?   |
| Emissions                                     | GGI goals established  | How to educe GHG emissions?  |
| Energy efficiency                             | Projects implemented; grants secured   | How to GHG emissions, increase energy efficiency?  |
| City Resilience Plan                          | Plan finalized   | What are the vulnerabilities, strengths, and opportunities to increase resilience? What are the target projects and a timeline to achieve goals?                     |
| City Resilience Plan                          | Projects identified, number of projects designed, in construction, and completed           | What are the projects needed to create resilience and how to fund them?  |
| Transboundary resilience (City, County, USNA) | Projects identified  | Where are there opporutnities to collaboarte with the County and NSA Annapolis on resiience projectss?   |
| Funding for projects                          | Projects funded by Annapolis and Anne Arundel County Resilience Authority (RA)             | What are the funding sources for the RA and how to develop the RA's abiity to identify and create revenue streams?   |

| <b>Proposed FY27 Performance Measures</b>               |   |   |
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| <b>Department: City Manager's Office - Harbormaster</b> |   |   |
| <b>Topic Area</b>                                       | <b>Proposed Measure</b>   | <b>Question we are trying to answer</b>   |
| Use and utilization                                     | Occupancy rate for mooring balls  | Are we maximizing use and revenue generation opportunities?                                     |
| Use and utilization                                     | Average length of stay  | Are we maximizing use and revenue generation opportunities?                                     |
| Use and utilization                                     | Availability  | Is our infrastructure staying in good shape? How much of our capacity do we give away for free? |
| Use and utilization                                     | Percent of bookings that are hourly                                     | Do we have the right mix occupancy types to maximize use and revenue generation?                |
| Use and utilization                                     | Number of special events supported                                      | How frequently is the Harbormaster's Office called on to support special events?                |
| Code enforcement  | Percent of cases resolved through voluntary compliance                  | Is our relationship with residents adversarial or more cooperative?                             |
| Code enforcement  | # of abandoned boat cases and street end violations being pursued       | How many of these long and deep-end cases are in the pipeline?                                  |
| Customer service  | Percent of customers who rate service as "good" or "excellent"          | Are we encouraging people to come back by having a good experience with us?                     |
| Customer service  | Number of welfare checks done, number of referrals                      | Is our customer mix changing? Are our customers needing more services?                          |
| Safety  | Number of incidents (oil and gas leaks, rescues, boats dragging anchor) | Are residents and visitors using our waters safely?   |
| Safety  | % of Harbormaster staff with core training certifications completed     | How prepared is our staff for operations and emergencies?                                       |
| Safety  | Pumpout volume  | Within the context of number of customers, how heavily is this service used?                    |
| Safety  | Environmental safety: number of incidents (discharge violations)        | Are residents and visitors using our waters safely?   |

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| <b>Department: Human Resources</b>        |   |   |
| <b>Topic Area</b>                         | <b>Proposed Measure</b>   | <b>Question we are trying to answer</b> |
| Workforce diversity                       | Number of organizations engaged through outreach  |   |
| Workforce diversity                       | Social media program implemented  |   |
| Workforce diversity                       | Number of applicants using on-line vs. hard copy applications to evaluate progress.       |   |
| Benefits programs                         | Quarterly meetings used to evaluate cost data and reevaluate vendor support               |   |
| Benefits programs                         | Complete evaluation of benefit services   |   |
| Employee and retiree satisfaction         | % of complaints resolved in 48 hours and evidence of time/effort to resolve vendor issues |   |
| Training                                  | % free training and participating in at least 2 courses                                   |   |

| <b>Proposed FY27 Performance Measures</b>          |  |  |
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| <b>Department: Integrated Technology Solutions</b> |  |  |
| Topic Area   | Proposed Measure   | Question we are trying to answer   |
| Reliability  | Server uptime percentage                                 | Are we able to offer smooth, trouble-free services to City employees and residents?                                    |
| Reliability  | Software uptime percentage                               | Are we able to offer smooth, trouble-free services to City employees and residents?                                    |
| Reliability  | Hours of unplanned downtime                              | Are we able to offer smooth, trouble-free services to City employees and residents?                                    |
| Customer Service                                   | Help Desk time to resolution                             | How quickly are we able to resolve issues?   |
| Customer Service                                   | User satisfaction with resolution of Help Desk tickets   | When we close tickets, are we getting user issues fully resolved?  |
| Customer Service                                   | Percent of end points or servers that are beyond service | Are we keeping up with hardware refreshes?   |
| Project management                                 | Percent of project milestones met                        | Can departments rely on the estimates we give?   |
| Website  | Average session duration                                 | How much is the City website being utilized by residents and visitors? How effective is it as a communication channel? |
| Website  | Number of unique visitors                                | How much is the City website being utilized by residents and visitors? How effective is it as a communication channel? |
| Website  | Bounce rate  | How much is the City website being utilized by residents and visitors? How effective is it as a communication channel? |
| Website  | ADA compliance rating                                    | How accessible is our website?   |

| <b>Proposed FY27 Performance Measures</b>         |  |  |
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| <b>Department: Office of Emergency Management</b> |  |  |
| <b>Topic Area</b>                                 | <b>Proposed Measure</b>  | <b>Question we are trying to answer</b>  |
| Response  | Percent of employees and partners with activation responsibilities that have completed an operational readiness program for their EOC activation role.           | How prepared is our staff in the event of an emergency?  |
| Exercise & Training                               | Hold and successfully meet the objectives of the annual Citywide preparedness exercise   | Does Emergency Management maintain a comprehensive and integrated exercise program that incorporates readiness actions and planning efforts?                     |
| Planning  | Percent of high priority plans that are complete and up to date  | Are we keeping up with our most important plans?   |
| Planning  | Percentage of identified threats adequately covered by current Emergency Management planning efforts.  | Does the Office have a suite of plans that address the most significant threats to the City of Annapolis ?   |
| Outreach  | The number of outreach programs delivered annually.  | How does Emergency Management contribute to residents' level of preparedness regarding an emergency, disaster or crisis?   |
| Public Information                                | Enrollment in Emergency Management's community notification systems including PrepareMeAnnapolis and/or Alert Annapolis  | In the event of an emergency, how broad is our communications reach?   |
| Planning & Readiness                              | Emergency Management and ITS to maintain an up to date cybersecurity plan and provide quarterly staff trainings.   | Is the City maintaining vigilance in preparing for cybersecurity threats?  |
| Resilience  | Percentage of the sixteen resiliency projects listed in the 2023 Hazard Mitigation Plan that undertake significant developments toward completion or resolution. | Are we making adequate progress in this area?  |
| SUD   | Number of fatal and nonfatal overdoses   | Are we making progress in reducing overdoses?  |
| SUD   | Number of opportunities made available to improve the lives of those with Substance Use Disorders and their families.  | Are we reaching out at the appropriate level to all communities in Annapolis with resources and programming to support those impacted by Substance Use Disorder? |

| <b>Proposed FY27 Performance Measures</b> |  |   |
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| <b>Department: Office of Law</b>          |  |   |
| <b>Topic Area</b>                         | <b>Proposed Measure</b>  | <b>Question we are trying to answer</b> |
| Legal advice and performance              | Average number of hours it takes to respond to intial request for service  |   |
| Legal advice and performance              | Average number of days it takes for staff attorneys to respond with final product  |   |
| Legal advice and performance              | # of cases successfully defended or prosecuted/Total # of cases defended or prosecuted   |   |
| Legislation                               | Avg # Days between request and final draft to Sponsor  |   |
| Accuracy                                  | Percentage of records and materials published without error  |   |
| Boards & Commissions support              | Number of meetings where staff and counsel were not present if requested or required   |   |
| Elections                                 | 1. Election Plan Completed no later than 12 months before election. 2. # of staff hired pursuant to plan.3. Release of Election publication schedule and finalized election mailers and announcements to voters 60 days before Primary and General Election. 4. % of polling places opened timely. 5. # of complaints regarding polling sites, materials and machines. |   |
| MPIA response                             | Average number of days response was delivered beyond the mandated time period  |   |

| <b>Proposed FY27 Performance Measures</b> |  |  |
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| <b>Department: Planning and Zoning</b>    |  |  |
| <b>Topic Area</b>                         | <b>Proposed Measure</b>  | <b>Question we are trying to answer</b>  |
| Code enforcement                          | Percent of zoning violations resolved with just a Notice of Violation letter or a personal outreach/contact. | Is our relationship with residents adversarial or more cooperative?  |
| Inspections                               | Percent of total rental housing units that pass annual inspection the first time                             | Is the inspection process contributing to good maintenance in rental housing overall? What is the quality of maintenance in the rental housing stock?  |
| Inspections                               | Percent of subsidized (or public) rental housing units that pass annual inspection the first time            | Is the inspection process contributing to good maintenance in the rental housing that is available to low income tenants? What is the quality of maintenance in the rental housing stock for the City's poorest residents? |
| Inspections                               | Total violations recorded during the annual rental inspections.  | What is the quality of maintenance in the rental housing stock?  |
| Permitting                                | Average in-house calendar days from application to issuance: commercial building permits                     | Are we achieving an efficient permitting program?  |
| Permitting                                | Average in-house calendar days from application to issuance: residential building permits                    | Are we achieving an efficient permitting program?  |
| Development Review                        | Major Site Development/Planned Development Review: Average calendar days from application to plan approval   | Are we achieving an efficient development review program?  |
| Development Review                        | Minor Site Development Review: Average calendar days from application to plan approval                       | Are we achieving an efficient development review program?  |
| Economic Development                      | Amount of assessed value added to the City's assessable tax base through development and redevelopment       | Within the bounds of zoning laws and community acceptance is growth and renewal improving our fiscal well being?   |
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| <b>Department: Recreation and Parks</b>   |   |  |
| <b>Topic Area</b>                         | <b>Proposed Measure</b>   | <b>Question we are trying to answer</b>                    |
| Promoting healthy lifestyles              | Satisfaction with programming: Percent of respondents that rate their experience as "Excellent" or "Good" | Are we meeting residents' expectations?                    |
| Use of facilities and programs            | Parks and recreation class/program/facility registrants per 1,000 population                              | How heavily do our residents use Rec and Parks facilities? |
| Use of facilities and programs            | Percent of registrants that are City residents  | How heavily do our residents use Rec and Parks facilities? |
| Use of facilities and programs            | Percent of housing units within a 15-minute walk of a park or open space                                  | How available are green spaces to residents?               |
| Innovation                                | Number of hours of training per staff: Latchkey   | Are staff keeping up with innovations in programming?      |
| Innovation                                | Number of hours of training per staff: all other  | Are staff keeping up with innovations in programming?      |