



Council Meeting: September 30, 2008

SUBJECT: Distribution of FY 2004/2005 and 2006/07 Quality of Life Index Reports - Information Only

This “information only” report distributes the Quality of Life Index results for FY2004/05 and FY2006/07, and provides a general status update on the Quality of Life Report. No Council action is required.

What is the Quality of Life Index?

The Quality of Life Index was established by the City Council in June 2001. The Index is designed to measure conditions that local residents and businesses have identified as important to living and working in Sunnyvale. The index contains eight strategic priorities:

- Efficient, Safe Transportation Systems
- Quality, Diverse, Affordable Housing
- A Safe Community
- A Healthy, Sustainable Environment
- A Community with Diverse Cultural Opportunities
- Community Pride and Involvement
- High Quality Education
- Diverse and Growing Economy

Each strategic priority contains objectives and measures. The objectives represent goals established by the City Council to sustain or improve selected conditions that make Sunnyvale a desirable place to live and work. The measures provide a way to assess changes to these conditions. As an example, "improve public perception of traffic safety in the City" is an objective for the Efficient, Safe Transportation Systems strategic priority. The measure for this objective is a “safe roads condition” rating.

Staff collects data for approximately 45 different measures, compiles the results into index scores for each of the eight strategic priorities, and then compiles the overall Quality of Life Index.

Frequency and Timing of Quality of Life Reports

The first Quality of Life Report was issued in 2001 and reported the results for FY00/01, which became the baseline year for future Quality of Life Index reports. Quality of Life Index Reports were also generated in FY01/02 and FY02/03. In 2004 Council reduced a number of service levels and directed that staff prepare Quality of Life Index Reports every other year as opposed to annually. As a result, a 2003/2004 index report was not created. Staff turnover delayed the FY04/05 report; both the FY04/05 and FY06/07 results are included in the attached report.

Results for FY04/05 and FY06/07

Each year’s Index results and supporting measures are included in Attachment A, *Quality of Life Index Report for FY2004/05 and FY2006/07*. The table below presents summary results of the overall quality of life rating for each year, as well as a secondary rating (as requested by Council in 2001).

The secondary rating identifies the results for eight “key” measures, each representing one of the strategic priorities. The purpose of this second priority index had been to focus increased attention on key measures.

Quality of Life Index Report for:	Distribution Date	Overall Rating	Secondary Rating
FY 00/01 (Base Year)	June 2003	100	100
FY 01/02	June 2003	101	135
FY 02/03	June 2004	135	137
FY 03/04	No report created due to service level reductions.	NA	NA
FY 04/05	September 2008	125	146
FY 05/06	No report created due to service level reductions.	NA	NA
FY 06/07	September 2008	122	109

Council is advised to exercise caution when comparing the FY04/05 or FY06/07 index to the baseline or previous years’ indices. This is because a number of measures are no longer reported, either due to a lack of available data or to changes in performance measures approved by City Council during adoption of subsequent years’ budgets.

Overall Rating Results

FY04/05 Results -- The overall Quality of Life Index rating for FY04/05 of 125 is a 25% increase over the base year index and a 7% decrease from FY02/03, the previous year’s index. Strategic priorities leading the decline were efficient, safe transportation systems; a healthy, safe and sustainable environment; and

diversity of cultural opportunities. These declining strategic priorities were balanced by increases in affordable housing, community safety, and an increasingly diverse and growing economy.

FY06/07 Results -- The Index rating for FY06/07 is 122, which is a 22% increase over the base year, and a relatively small decrease of 2% from the FY04/05 index. Despite the overall decrease, only three of the eight measures declined in FY06/07. Strategic priorities leading the decline were high quality education (as measured by the number of collaborative activities with local school districts and the number of Sunnyvale youth completing NOVA job search workshops), and a decreasingly diverse and growing economy. Declines were balanced by significant increases in affordable housing; community safety; a healthy, sustainable environment; and community pride and involvement.

Secondary Rating Results

FY04/05 Results -- The second priority index results increased almost 6%, or nine percentage points from FY02/03 to FY04/05. Key measures responsible for that increase included affordable housing, community safety, community tolerance, number of youth completing NOVA job search workshops, and an increasingly diverse and growing economy.

FY06/07 Results -- The second priority index results decreased almost 25%, or 37 percentage points from FY04/05. However, due to a lack of available data, only five of the eight measures were included in the FY06/07 average index score. Of those reported, the measures contributing most to the decline were the number of youth completing NOVA job search workshops, and decreasing diversity and growth in the Sunnyvale economy.

Future Quality of Life Reports

Over the years, the City has developed and implemented several different tools to measure the state of the City and the quality of services provided by staff. These measurement tools include the Community Condition Indicators (with 89 indicators), the Quality of Life Index (45 measures), an annual Resident Satisfaction Survey (73 measures), and the operating budget's Program Performance Measures (933 measures). Each tool is independent of the others (though individual measures sometimes occur in more than one document), and each requires significant staff time to maintain, compile and track.

Additionally, in May 2007 the City Council adopted a Sunnyvale community vision. The Community Vision serves as a guiding framework for revisions to the General Plan elements and sub-elements, and describes the community's

desired future of Sunnyvale in broad, citywide terms. The Quality of Life Index has not been updated to reflect or integrate this vision

The value of the Quality of Life Index is tied largely to the comparability of reported data over time, and the data's usefulness in responding to community needs. However, the City's measurement tools are not static and evolve in response to a variety of factors, including responding to changes in how outside agencies report data; improved data gathering and reporting practices; changes in outside agencies' calculation methodology; internal process improvements, Council-approved changes in services levels; administrative changes to program operations; etc. To address this issue, as well as to monitor possible changes in community needs, the 2001 Report to Council noted that staff should conduct periodic re-evaluations of the Index. Staff plans to review the Index, and several of the City's other measurement tools, prior to conducting the next bi-annual Quality of Life Report. The review will focus on whether this tool continues to serve its intended purpose, but will also:

1. Determine whether the information collected continues to be of significant value;
2. Ensure that duplicate information is not collected;
3. Ensure that the City is not collecting information that has become available from other sources or agencies;
4. Identify opportunities to consolidate or streamline information collection;
5. Ensure that resources are effectively utilized (i.e. that the City is only collecting and analyzing information that enhances service delivery and/or informs policymaking).

Following the review staff will report to Council with any recommended changes affecting future Quality of Life reports. The next Quality of Life Index will report on data collected for FY08-09.

PUBLIC CONTACT

Public contact was made by posting the Council agenda on the City's official-notice bulletin board outside City Hall, in the Council Chambers lobby, in the Office of the City Clerk, at the Library, Senior Center, Community Center and Department of Public Safety; posting the agenda and report on the City's Web site; and making the report available at the Library and the Office of the City Clerk.

Reviewed by:

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Approved by:

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Attachment

A. Quality of Life Index Report for FY2004/05 and FY2006/07

Attachment A

**Quality of Life Index Report
City of Sunnyvale, California
FY 04/05 and FY 06/07**

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Executive Summary

Background

The Quality of Life Index Report is a measure of conditions that Sunnyvale residents had identified several years ago as important to living and working in Sunnyvale. Through two Community Task Forces appointed by the City Council in 1999 and 2001, Sunnyvale residents engaged in a visioning process and developed eight broad strategic priorities to develop measures for the Quality of Life. Each strategic priority includes general objectives and specific measures monitored bi-annually. The data collected for each measure is reported in an index format. The advantage of an index is that it allows easy comparison between years, between measures and across strategic priorities. Measures with results above 100 are moving in a positive direction, and those with results below 100 are moving in a negative direction.

Report Time Frame and Methodology

This Quality of Life Index Report covers fiscal years (FY) 04/05 and 06/07. The results for FY00/01 are, by definition, baseline results. Results for FY01/02 and all future years are compared against Baseline Year FY00/01. The cumulative results for all measures within each strategic priority are averaged and "rolled up" to a single high-level index score for that priority. As additional years of data are collected, patterns or trends for each measure may emerge and serve as a strategic framework for future City actions.

Overall Quality of Life Rating

The Quality of Life Index includes eight broad strategic areas (not in priority order). These are:

- Efficient, Safe Transportation Systems
- Quality, Diverse, Affordable Housing
- A Safe Community
- A Healthy, Sustainable Environment
- A Community with Diverse Cultural Opportunities
- Community Pride and Involvement
- High Quality Education
- Diverse and Growing Economy.

Changes to Resident Satisfaction Survey Questions

Data for the Quality of Life Index is compiled from a variety of sources, one of which is the Resident Satisfaction Survey. In 2007 many Resident Satisfaction Survey questions were modified to align with questions asked by other cities. This allows, for the first time, true comparisons of collected data between Sunnyvale and other communities. Department directors approved all changes in the questions to ensure that information needed by the City is still collected, and while it is true that in some few cases historical tracking data on a question may no longer be relevant to a reworded question, the City made a conscious decision to make that change and begin a new historical track for the revised question. Measures affected by the changes to the Resident Satisfaction Survey questions are noted in the report.

Quality of Life Index Results – Full and Secondary Priority Indexes

The Quality of Life Index Report includes all eight priorities and more than 40 measures. There is also a second level index, which is a subset of the full Index. This second level index identifies one key measure for each priority. The purpose of this second priority index is to focus increased attention on key measures.

The following two tables present the results for the high level, "Overall" index by strategic priority and the results for the secondary index.

Summary of Overall Index Results

Strategic Priority	Total Average Index Score FY 01/02	Total Average Index Score FY 02/03	Total Average Index Score FY 04/05	Total Average Index Score FY 06/07
Efficient, Safe Transportation Systems	91*	109	82	81
Quality, Diverse, Affordable Housing	100	100	101	112
A Safe Community	109	99	123**	143**
A Healthy, Sustainable Environment	113	139	83	173
A Community with Diverse Cultural Opportunities	97	103	82	86**
Community Pride and Involvement	100	169*	151**	163**
High Quality Education	103	262*	262	112
Diverse and Growing Economy	95	96	114	102**
Overall Rating	101*	135*	125	122

*Correction from FY02/03 Report.

**Average Index Score excludes one or more unreported strategic priority measures.

PRIORITY INDEX DISCUSSION

FY04/05 Results -- The overall Quality of Life Index rating for FY04/05 was 125, a 25% increase over the base year index, and a 7% decrease from the FY02/03, previous year's index. Strategic priorities leading the decline were efficient, safe transportation systems, a healthy, safe and sustainable environment, and diversity of cultural opportunities. These declining strategic priorities were balanced by increases in affordable housing, community safety, and an increasingly diverse and growing economy.

FY06/07 Results -- The Index rating for FY06/07 is 122, which is a 22% increase over the base year, and a relatively small decrease of 2% from the FY04/05 index. Despite the overall decrease, only three of the eight measures declined in FY06/07. Strategic priorities leading the decline were High Quality Education (as measured by the number of collaborative activities with local school districts and the number of Sunnyvale youth completing NOVA job search workshops), and a decreasingly Diverse and Growing Economy. Declines were balanced by significant increases in Affordable Housing; Community Safety; a Healthy, Sustainable Environment; and Community Pride and Involvement.

Second Priority Index Results

Strategic Priority and Key Measure	Total Average Index Score FY 01/02	Total Average Index Score FY 02/03	Total Average Index Score FY 04/05	Total Average Index Score FY 06/07
Efficient, Safe Transportation Systems				
> Travel time improvement based on major arterials compared to adjusted 1999/00 base year.	100	100	100	100
Quality, Diverse, Affordable Housing				
> Percent of houses and apartments that are affordable for households at or below 80% of median income.	101	101	107	111
A Safe Community				
> Community perception of safety rating.	101	99	103	DNA
A Healthy, Sustainable Environment				
> Regulatory standards for drinking water are met.	100	100	100	100
A Community with Diverse Cultural Opportunities				
> Community tolerance rating.	96	113	122	DNA
Community Pride and Involvement				
> Community pride and sense of belonging.	100	112	105	DNA
High Quality Education				
> Number of Sunnyvale youth completing NOVA job search workshops.	97*	385	438	151
Diverse and Growing Economy				
> Extent to which there is a balance of businesses within the retail/hospitality (R/H) and office/industrial (O/I) cluster groups in Sunnyvale to reduce the risk of being overly dependent on any one business cluster.	87	83	96	84
Overall Rating	135	137	146	109**

* Correction from previous report.

** Average of measures with reported indexes only

Second Priority Index Score and Discussion

FY04/05 Results — The second priority index results increased almost 6%, or nine percentage points from FY02/03 to FY0405. Key measures responsible for that increase included affordable housing, community safety, community tolerance, number of youth completing NOVA job search workshops, and an increasingly diverse and growing economy.

FY06/07 results — The second priority index results decreased almost 25%, or 37 percentage points from FY04/05. However, due to a lack of available data, only five of the eight measures were included in the FY06/07 average index score. Of those reported, the measures contributing to the decline included the number of youth completing NOVA job search workshops, and decreasing diversity and growth of the Sunnyvale economy.

Background and Policy Framework of Quality of Life Index Report

Background

Sunnyvale's City Council first addressed quality of life issues at a 1997 study issues workshop. In March 1999, the Council appointed a task force of nine community members which developed a list of measures. On May 9, 2000, the Council adopted a work plan for a visioning process to engage residents in determining what priorities are important to the quality of life in Sunnyvale. A second community task force met in January 2001 and narrowed the focus from 13 areas to eight strategic priorities.

At a February 27, 2001 study session, Council requested staff to draft measures for all eight strategic priorities and develop a process for the creation and implementation of a Quality of Life Index. On June 19, 2001, Council adopted the Quality of Life strategic priorities, objectives and measures. On March 25, 2003, the Council refined some of these measures. The final list of adopted strategic priorities, objectives and measures is included in Appendix A.

Policy Framework

Policy statements throughout the Sunnyvale General Plan refer to the City's role and responsibility for maintaining a high quality of life for the community, although none specifically refers to a Quality of Life Index:

Planning and Management Sub-Element

Goal 7.3A Assess community conditions and make appropriate changes to long-range, mid-range, and short-range plans.

Community Participation Sub-Element

Goal 7.2A Achieve a community in which citizens and businesses are informed about local issues and City programs and services.

Socio-Economic Element

Goal 5.1.A Preserve and enhance the physical and social environment and facilitate positive relations and a sense of well being among all community members, including residents, workers and businesses.

Key Definitions

- **Quality of Life:** Quality of life can mean many things to different people. An individual's enjoyment of life is influenced by many economic, social and environmental factors including employment, housing, health status, personal security, education, environment, income and leisure. Changes in any of these conditions can add or subtract from quality of life. For the purposes of this report, Quality

of Life refers to a feeling of well being, fulfillment or satisfaction primarily resulting from factors in the external environment.

The strategic priorities arrived at by the Quality of Life task forces reflect the perspective of Sunnyvale community members. Measures provide a snapshot view of the status of a condition for a specific time period. If the measures are well chosen and sufficient data is available, the emergence of trends can be used as a compass to guide planning, program or policy development and resource allocation. Influencing any one measure or condition is not the responsibility of any one person, agency or institution. Rather, it is a call to action for all resources that bear on an issue to come together and respond.

- **Strategic Priority:** Strategic priorities represent the highest level components that contribute to the overall quality of life in Sunnyvale. Examples include, "A Safe Community" and "High Quality Education."
- **Objective:** Objectives are Council-established goals to sustain or improve the quality of key conditions that make Sunnyvale a desirable place to live and work.
- **Measure:** Measures provide methods to assess annual changes to conditions that are important to the quality of life in Sunnyvale. There is a **Noteworthy Changes Since FY 02/03** section for each strategic priority.
- **Standard Operating Procedures:** The method of calculating each measure is documented in a Quality of Life Standard Operating Procedure (SOP). The SOP ensures that the method of calculating index results is consistent each year. The SOP also includes the source of data for the measure, and lists which City department is responsible for tracking and reporting results.

Index Interpretation

This report includes information for FY00/01, FY01/02, FY02/03, FY04/05, and FY06/07. The results for each measure are presented in an index format. By definition, the data for the first year, FY 00/01 are baseline results. All future years are compared against Baseline Year 00/01. Any measure with a score above 100 is considered to be moving in a positive direction and any below 100, in a negative direction.

The advantage of the index is that it attempts to use the same yardstick for all measures, making it easier to compare results between years, between measures and across strategic priorities. The premise of the index is that the first year result is the optimum basis against which to evaluate the meaning of the data, and is the best target against which to benchmark future results. One caution about the index is that by evaluating each measure against the same scale, the statistical significance of a change in data between years may be exaggerated or diminished. Additionally, changes in how measures are calculated, or the lack of reportable data, also decrease the comparability of data from year to year.

When possible, explanations are suggested about why measures may have gone up or down compared to the Baseline Year. It is important to remember that at least three data points are needed to begin to reveal longitudinal trend lines. Additional years of data increase confidence in drawing correct conclusions about trends or patterns. Also, apparent short-term trends may change quickly, and even longer trends may be altered significantly as additional years of data are added.

Efficient, Safe Transportation Systems

Strategic Priority: Maximize the efficiency and safety of all means of transportation to improve traffic flow and minimize travel times.

Overview

This strategic priority measures smooth traffic movement through the City, public transportation accessibility and use, and the number of bicycle, pedestrian and traffic accidents that occur in Sunnyvale. When public transportation is readily available and time efficient, it is more likely to be used. Smooth traffic movement through the City reduces aggravation, pollution, smog and fuel consumption. This category also measures the condition of roads and collision and accident rates, which are indicative of how safe and confident residents feel about the local vehicular environment.

Individual Measures and Scores

Objective	Measure	FY 00/01 Results (Base Year)	FY 01/02 Results	FY 02/03 Results	FY 04/05 Results	FY 06/07 Results	FY 01/02 Index Score	FY 02/03 Index Score	FY 04/05 Index Score	FY 06/07 Index Score
Improve public perception of traffic safety in the City.	Safe roads condition rating	97%	96%	93%	95%	87%	99	96	98	90
Improve travel time on major City corridors during peak and non-peak times.	Travel time improvement based on major arterials compared to adjusted 1999/00 base year	100%	100%	100%	100%	100%	100	100	100	100
Reduce vehicle, bicycle and pedestrian accidents in the City	Number of bicycle accidents	32	45	15	40	50	71	213	80	64
	Number of pedestrian accidents	24	32	18	38	36	75	133	63	67
	Citywide vehicle collision rate (per million miles)	2.3	2.1	2.05	2.25	2.23	110	112	98	97
Work with area public transportation agencies to improve public transportation schedules and support increased ridership.	Average bus boarding and boardings per day	152,708	144,821	126,030	97,017	99,966	95	82	64	65
	Number of bus routes servicing the City	27	19	19	16	19	70	70	59	70
	Percent of on-time bus service	98.8	99.4	99.18	94	90.3	101	100	95	91
	Percent of on-time light-rail service	99.9	99.9	99.95	96.7	92	100	100	97	92
	Total Valley Transportation Authority system ridership	56.5 Million	52.7 Million	45.2 Million	37.08 Million	39.2 Million	92	80	66	69
Total Strategic Priority Average Index Score							91	109	82	81

Noteworthy Changes since FY02/03

Improvements in Quality of Life:

Increased transit boardings in Sunnyvale, bus routes, and system wide ridership may be a result of efficiency improvements to the bus system that have been instituted by the Valley Transportation Authority. It may also be a result of increased gasoline prices, which could be effecting a greater mode share for transit.

Decline in Quality of Life:

Decreased perception of traffic safety is likely due to changes to the survey methodology for measuring citizen satisfaction.

Increased bicycle collisions may be a result of increased use of bicycles. The City has constructed many new bikeways, and fuel prices may also be driving a shift in the mode share for bicycles. The primary causes of bicycle collisions continue to be operator oriented, such as wrong way riding and alcohol impairment.

Quality, Diverse Affordable Housing

Strategic Priority: Provide for a high quality, diverse supply of housing, including a broad mix of types with ample ownership and rental opportunities for residents of all income levels.

Overview

This strategic priority addresses the availability of affordable housing in Sunnyvale. Housing affordability is a critical issue for any community. If housing is too expensive, people may live in distant areas and commute in to their jobs, which contributes to traffic congestion and air pollution. Housing costs can bring low-income people below the poverty level. Families earning low and very low income (80 percent of median and 50 percent of median respectively) may be paying more than 35 percent of income for housing, share housing, live in substandard or overcrowded housing, or be homeless.

Individual Measures and Scores

Objective	Measure	FY 00/01 Results (Base Year)	FY01/02 Results	FY 02/03 Results	FY 04/05 Results	FY 06/07 Results	FY 01/02 Index Score	FY 02/03 Index Score	FY 04/05 Index Score	FY 06/07 Index Score
Maintain existing ratio/proportionate amount of senior and assisted living residential units compared to total housing units.	Number of housing units for seniors and special populations	830	854	854	854	854	103	103	103	103
Maintain existing ratios of housing density.	The ratio of single family housing units relative to those that are multi-family housing	48.5%	48.7%	47.88%	44.47%	48.45%	100	99	92	100
Maintain supply of affordable housing.	Number of affordable housing units	1541	1605	1629	1695	1888	104	106	111	123
	Percent of houses and apartments that are affordable for households at or below 80% of median income	3.05%	3.09%	3.09%	3.27%	3.4%	101	101	107	111
	10% of new housing units (on a five-year rolling average) are affordable	20.9	19.6	19.02%	18.9%	26.21%	94	91	91	125
Total Strategic Priority Average Index Score							100	100	101	112

Noteworthy Changes since FY02/03**Improvements in Quality of Life**

The measures and scores for quality, diverse affordable housing increased from FY 04/05 to FY 06/07 as a result of an increase of 111 affordable rental units and 29 ownership units in 05/06 and an additional 37 affordable ownership units in FY 06/07. A project of 100 units, Plaza de Las Flores, provided affordable rental housing to households earning below 50% AMI. Another rental project, Our House, provided 9 units of rental housing. The affordable ownership units were created through the City's Below Market Rate program which requires new private, market-rate projects to provide 12.5% of the units at prices affordable to 80% of Area Median Income and below.

Decline in Quality of Life

None.

A Safe Community

Strategic Priority: Maintain a low-crime environment in which everyone feels safe and has trust and confidence in the integrity of law enforcement officers through collaborative approaches to meet community needs.

Overview

This strategic priority addresses people's expectation to live in a community without fear and that their lives and property are being protected. Factors included in this priority are: crime rate, public safety officers' response time to calls for assistance, fire safety, residents' perception of Sunnyvale as a safe community and their degree of confidence in law enforcement.

Crime rates for Sunnyvale are reported in comparison to the FBI's National Uniform Crime Reporting Program for National, State of California and Santa Clara County crime rates. The fire safety assessment is based on the fire loss rate compared to the total assessed value of property protected. Residents' attitude toward law enforcement and how safe they perceive the community to be are measured by two questions in the annual resident satisfaction survey.

Individual Measures and Scores

Objective	Measure	FY 00/01 Results (Base Year)	FY 01/02 Results	FY 02/03 Results	FY 04/05 Results	FY 06/07 Results	FY 01/02 Index Score	FY 02/03 Index Score	FY 04/05 Index Score	FY 06/07 Index Score	Notes
Maintain community involvement in crime prevention public information and education programs.	The number of participants rating crime prevention public information and education programs as meeting their needs			DNA	DNA	DNA	New	DNA ¹	DNA ¹	DNA ¹	
Maintain fire loss ratio.	3-year average fire loss rate of total assessed value protected.	.009%	.005%	.009%	.010%	.006%	180	100	111	150	
Maintain low crime rates.	Percent below the 7-year average weighted California FBI crime rate index	66%	67.9%	66.9%	DNA	DNA	103	101	DNA ²	DNA ^{2,3}	
	Percent below the 7-year average weighted national FBI crime rate index	61%	64.7%	64.8%	DNA	DNA	106	106	DNA ²	DNA ^{2,3}	
	Percent below the 7-year average weighted Santa Clara County FBI crime rate index	47%	51.5%	50%	DNA	DNA	110	106	DNA ²	DNA ^{2,3}	
Maintain public perception of safety.	Community perception of safety rating	97%	98%	96%	94%	DNA	101	99	103	DNA	Question no longer asked in the Resident Satisfaction Survey
Maintain response times.	Response time to emergency fire calls for assistance of 6.2 minutes (from time received by dispatch)	7.25 minutes	7.47 minutes	7.34 minutes	5.19 minutes	5.07 minutes	97	99	139	142	
	Response time to emergency police calls for assistance of 7 minutes (from time received by dispatch)	4.53 minutes	4.96 minutes	5.53 minutes	4.19 minutes	4.17 minutes	91	82	108	108	
	Response time to urgent police calls for assistance of 11 minutes (from time received by dispatch)	9.17 minutes	9.61 minutes	9.16 minutes	5.32 minutes	5.36 minutes	95	100	172	171	
Maintain trust and confidence in law enforcement.	Trust/confidence in law enforcement rating	98%	97%	95%	94%	DNA	99	97	103	DNA	Question no longer asked in the Resident Satisfaction Survey
Total Strategic Priority Average Index Score							109	99	123*	143*	

* Average of measures with reported indexes only

¹ Data for this measure was not tracked because the Public Safety Department did not hold any Crime Prevention/Public Education events targeted to adults conducive to survey tracking.

² Data specific to the “crime rate” measures is no longer applicable. DPS no longer calculates the data to reflect the 7-year average weighted National, California and Santa Clara County FBI crime rate, but instead the method of calculation has evolved over the past three budget cycles to reflect information that is more relevant and timely.

In FY 04/05 the measure read “Sunnyvale’s Crime Rate for California Crimes will be maintained as a rolling three-year average.” The intention behind this change was to report data that was less impacted by a long collection period (7 years) and would allow for the ability to make operational changes to directly impact crime trends. Also, moving to a number rather than a weighted percentage was easier to calculate and allowed for more relevant comparison to our crime rates and those of surrounding cities.

³ In FY 06/07, the measure was rewritten and additional measures were added in the same operating program in an attempt to more clearly explain the department’s goal of reducing crime in Sunnyvale. Not only did the department outline the Violent Crime Rate and the Property Crime Rate as defined by the FBI, but also compared DPS statistics to the cities of Mountain View and Santa Clara (our neighboring cities).

In FY 08/09 DPS continues to measure the Violent Crime Rate as defined by the FBI, the Property Crime Rate as define by the FBI and also continues to compare our rates to those of Mountain View and Santa Clara because it is believed that those statistics are meaningful to staff, Council and the community.

Noteworthy Changes Since FY02/03

Improvements in Quality of Life:

There has been a notable decrease in the 3-year average fire loss rate of total assessed value protected from 02/03 to 04/05 and even more significant in 06/07. Staff attributes this to a few key factors, one being better education and prevention, two being more stringent Fire Safety and Building Codes, and three that as older structures are demolished, either by fire in earlier years, or other purposeful means, that as they are re-built they adhere to those stricter codes.

Another significant improvement as represented in the measures is that of the Public Safety Response Times. The time is measured from the point the call is received by the Communications Center until the officer arrives on the scene and the most significant factor in reducing the response time has been changes made in the call processing allowing for the Dispatcher to start the Officers responding with the preliminary details of incident type and location and to provide them with more information as they are en route to the call.

Decline in Quality of Life:

None.

A Healthy and Sustainable Environment

Strategic Priority: Support a healthy, sustainable environment with ample open space where everyone enjoys clean air and water.

Overview

This strategic priority examines the prevention of air and water pollution, water conservation through the City's wastewater recycling program, diversion of solid waste from landfill disposal, maintenance of open space per capita and residents' degree of satisfaction with the City's environmental programs.

The quality of our water is critical to our health as we carry out tasks of daily living, such as bathing, washing clothes and cooking. As the population grows, increased demands are placed on a finite water supply, making water conservation through use of recycled wastewater an important contribution toward sustainability. Contaminated water can result in disease, birth defects, increased infant mortality and increased occurrence of cancer. Water quality is assessed based on compliance with applicable regulatory standards.

The quality of our air also has a big impact on our health. Poor air quality has adverse effects on our health, productivity and enjoyment of life. Air quality is measured by the number of days ozone regulatory standards are exceeded and by the number of days air quality falls below pollution standards for particulate matter. Ground level ozone contributes to diminished visibility, smog breathing problems, eye irritation and damage to plants. Suspended particulate matter includes dust, ash, dirt, smoke and fumes.

Solid waste diversion is measured by how many tons of solid waste is diverted from landfills through waste reused, recycled or composted. Diverted solid waste from landfill extends the limited capacity of landfill sites.

Resident satisfaction with the City's environmental programs is measured through a targeted survey to customers and through the City's annual resident satisfaction survey for water, sewer and solid waste management services.

The availability of open space in an urban environment adds to the quality of life through recreational opportunities and enjoyment of nature.

**A Healthy and Sustainable Environment
Individual Measures and Scores**

Objective	Measure	FY 00/01 Results (Base Year)	FY 01/02 Results	FY 02/03 Results	FY 04/05 Results	FY 06/07 Results	FY 01/02 Index Score	FY 02/03 Index Score	FY 04/05 Index Score	FY 06/07 Index Score
Continue to meet or exceed mandated clean water levels.	Regulatory standards for drinking water are met	100%	100%	100%	100%*	100%	100	100	100	100
Educate residents on preventing air pollution.	Number of days per year the air exceeds ozone standards	0	0	0/0*	7	1	100	100	0	0
	Number of days per year the air exceeds particulate matter standards	7	4	0/2*	7	1	175	350	100	700
Maintain current ratio of acres of open space per capita as future development occurs.	The number of acres of open space per thousand population	6.3	6.3	6.4	5.8	5.4	100	102	92	86
Maintain high citizen satisfaction levels with City's environmental programs.	Participation rate in City water recycling programs	115%	141%	132%	100%	122%	123	115	87	106
	Satisfaction rating of the City's environmental program	94%	85%	98%	94%	95.5%	90	104	100	102
Maintain waste diversion levels.	Solid waste diversion rate	55%	56%	56%	56%	63%	102	102	102	115
Total Strategic Priority Average Index Score							113	139	83	173

* Actual result to two decimal places for this year only was 99.95%, compared to 100.00% for other noted years.

Noteworthy Changes since FY02/03

No real change from 02/03 to 06/07 – the diversion rate increased due to change in the state’s calculation formula.

Improvements in Quality of Life

Decline in Quality of Life

The objective to maintain the current ratio of acres of open space per capita as future development occurs is slipping out of reach as the population of the city increases and no new open space acreage is added. In FY 06/07 there was a slight decrease in open space acreage as local schools needed to use their lands to provide classroom space for additional students. The City’s population increased to 137,538 while open space lands decreased one (1) acre from FY 04/05.

A Community with Diverse Cultural Opportunities

Strategic Priority: Encourage and embrace a diverse, multi cultural environment, supportive of entertainment, performing and fine arts.

Overview

A community that encourages the arts and multi-cultural events provides a venue for residents to come together, learn about each other and enjoy human creativity. Arts and multi-cultural events can also draw in visitors from surrounding communities, which contributes to the economic health of the community.

This strategic priority looks at City supported multi cultural events, such as the International Street Fair; availability and use of the City's Community Center/Theater and the Creative Arts Center; resident perception of community tolerance; and the number of City employees with bilingual certification.

Individual Measures and Scores

Objective	Measure	FY 00/01 Results	FY 01/02 Results	FY 02/03 Results	FY 04/05 Results	FY 06/07 Results	FY 01/02 Index Score	FY 02/03 Index Score	FY 04/05 Index Score	FY 06/07 Index Score	Notes
Encourage broad participation in City cultural events and entertainment, with outreach to all.	Number of people attending in City multi-cultural events	8,207	8,207	9,452	4,088	4,386	100	115	50	53	
Encourage community involvement, acceptance, and support a diverse and multiethnic environment.	Community tolerance rating	67%	64%	76%	82%	DNA	96	113	122	DNA	Question not asked on 2007 Resident Satisfaction Survey
	Number of City employees holding bilingual certification	39	34	43	50	43	87	110	128	110	
Promote availability of City's performing and fine arts opportunities and facilities.	Number of hours of programming provided by the City's performing and fine arts facilities	4,740	4,740	4,707	3,400	4,310	100	100	72	91	
Support multi cultural City events.	Number of City supported multi cultural events	44	44	34	17	39	100	77	38	89	
Total Strategic Priority Average Index Score							97	103	82	86*	

* Average of measures with reported indexes only.

Noteworthy Changes since FY 02/03

FY2002/03 was the last year of the City's International Fair, which was eliminated with reductions in service levels.

Improvements in Quality of Life

The FY 06/07 result for the number of people attending City multicultural events includes the Art Club exhibit of artwork from many cultures, the Storytelling Festival with stories from all over the world, and the Hispanic Posadas program at Columbia Neighborhood Center. The data also includes two series of story programs that were presented for children at the Library, one in Spanish and one in Russian.

Decline in Quality of Life

Community Pride and Involvement

Strategic Priority: We promote a sense of community pride and involvement.

Overview

A sustainable community is composed of residents who value the community as a whole and feel a vital connection to it. When people care about and feel part of their neighborhood and City, they are more likely to work together over the long term to build a healthy community.

This strategic priority examines community pride and involvement through the number of filled City board and commission seats; number of city volunteers; resident perception of community pride and sense of belonging, as rated through the annual resident satisfaction survey; and the number of neighborhood and homeowner associations.

Individual Measures and Scores

Objective	Measure	FY 00/01 Results	FY 01/02 Results	FY 02/03 Results	FY 04/05 Results	FY 06/07 Results	FY 01/02 Index Score	FY 02/03 Index Score	FY 04/05 Index Score	FY 06/07 Index Score	Notes
Increase and promote opportunities for community involvement.	Number of board and commission members	55	55	59	56	56	100	107	102	102	
	Number of City volunteers	238	238	866	808	747	100	364	339	314	
	Percentage of Sunnyvale residents that volunteer for the community	34% ¹	NA	34%	20%	25%	New	100	59	74	
Promote a sense of belonging.	Community pride and sense of belonging rating	66%	66%	74%	69%	DNA	100	112	105	DNA	Data per the SOP is not available in the FY 06/07 resident satisfaction survey
Support formation of and participation in neighborhood associations for all types of housing.	The number of neighborhood and homeowner associations	24	24	31	DNA	DNA	100	130	DNA	DNA	
Total Strategic Priority Average Index Score							100*	169	151*	163*	

*Average of measures with reported indexes only

¹ New measure, effective FY 02/03; therefore FY 02/03 results are defined as Baseline Year FY 00/01 results.

Noteworthy changes since FY02/03

Improvements in Quality of Life

Decline in Quality of Life

High Quality Education

Strategic Priority: We support a high-quality educational experience for residents of all backgrounds, ages and academic ability, with equal opportunities and resources, emphasizing college preparatory, vocational training or other career choices.

Overview

A community that offers rich educational opportunities for its residents gives them the opportunity to grow personally and professionally. Emphasis on college preparatory vocational training, or other career choices, provides a bridge for students to gain the knowledge and life skills required to succeed in the global economy and society. This strategy measures the number of collaborative activities with school districts such as librarian visits to schools, and job fairs and workshops sponsored by the Department of Employment Development (NOVA).

Individual Measures and Scores

Objective	Measure	FY 00/01 Results	FY 01/02 Results	FY02/03 Results	FY 04/05 Results	FY 06/07 Results	FY 01/02 Index Score	FY 02/03 Index Score	FY 04/05 Index Score	FY 06/07 Index Score
Collaborate with community resources for educational purposes.	Number of collaborative activities with local school districts	174	190	239	150	126	109	138	86	72
Coordinate and/or create opportunities for high school students to access career action counseling.	Number of Sunnyvale youth completing NOVA job search workshops	312	301*	1202	1366	470	97*	385	438	151
Total Strategic Priority Average Index Score							103	262	262	112

* Correction from previous report

Noteworthy Changes since FY 02/03

Improvements in Quality of Life

Decline in Quality of Life

Since FY 04/05, NOVA has reduced staff working in the NOVA Youth Employment Program, which had been responsible for this outreach. The focus of the Workforce Investment Act (WIA) legislation, which funds this program, changed its focus during this period to working with out-of-school at-risk youth. Because of the change in focus, there was less interaction with the area high schools than in FY 04/05.

Diverse and Growing Economy

Strategic Priority: Maintain a diverse and growing local economy with ample employment for all.

Overview

A healthy and sustainable community must have a strong local economy. Economic issues include the availability of jobs, good wages, a diverse economic base, business development and attractive local shopping. This strategy looks at retail sales per capita, balance of businesses within cluster groups, resident satisfaction with local shopping, percent of businesses that rate the city as “business friendly,” and how businesses rate the City in providing services important to the business community.

Individual Measures and Scores

Objective	Measure	FY 00/01 Results	FY 01/02 Results	FY 02/03 Results	FY 04/05 Results	FY 06/07 Results	FY 01/02 Index Score	FY 02/03 Index Score	FY 04/05 Index Score	FY 06/07 Index Score	Notes
Maintain customer-friendly "Shop Sunnyvale" environment.	Residents' satisfaction survey rating their neighborhood as having convenient services and good places to shop	85%	NA	85% ¹	83%	DNA	NA	100	98	DNA	Question not included in Resident Survey.
	Percent change in retail sales per capita meets the percent change in retail sales per capita for Santa Clara County.	62%	66%	77%	116%	113%	106	124	187	182	
Maintain diverse mix of business and industry.	Extent to which there is a balance of businesses within the retail/hospitality (R/H) and office/industrial (O/I) cluster groups in Sunnyvale to reduce the risk of being overly dependent on any one business cluster.	Sales Tax ² R/H - 118% O/I - 157%	Sales Tax ² R/H - 117% O/I - 88%	Sales Tax R/H - 106% O/I - 73%	Sales Tax R/H - 124% O/I - 96%	Sales Tax R/H - 119% O/I - 110%	R/H 99 O/I 56	R/H 90 O/I 46	R/H 105 O/I 61	R/H 101 O/I 70	
		Outlets ² R/H - 70% O/I - 65%	Outlets ² R/H - 70% O/I - 61%	Outlets R/H - 74% O/I - 59%	Outlets R/H - 84% O/I - 64%	Outlets R/H - 50% O/I - 61%	R/H 100 O/I 94	R/H 106 O/I 91	R/H 96 O/I 98	R/H 71 O/I 94	
Provide a supportive, business-friendly environment.	Percent of businesses which rate the City as business friendly	85%	92%	90%	98%	87%	108	106	115	102	
	Businesses surveyed rating the City as providing services that are important to the business community	77%	80%	79%	97%	73%	104	103	126	95	
Total Strategic Priority Average Index Score							95*	96	114	102*	

* Average of measures with reported indexes only.

¹New measure effective FY02/03; therefore FY02/03 results are defined as Baseline Year 00/01 results.

² Index based on two-year average (FY99 and FY00) before the bubble.

Noteworthy Changes since FY02/03

Improvements in Quality of Life

FY04/05

The *extent to which there is a balance of businesses within the retail/hospitality (R/H) cluster groups for outlets in Sunnyvale to reduce the risk of being overly dependent on any one business cluster* increased in FY 04/05. This O/I cluster remained constant with a 5 percent increase. The R/H cluster increased 10 percent in during the last fiscal year. Both O/I and R/H changes continue to support the balance between business sectors in Sunnyvale.

The *percent of businesses which rate the City as business friendly* increased by 8 percent over FY 02/03. This change supports that businesses see Sunnyvale as business-friendly.

The *businesses surveyed rating the City as providing services that are important to the business community* increased to 97 percent. This shows a continued increase in the last several years. This increase has continued because of Economic Development's continued outreach and promotion to the business community.

The *residents' satisfaction survey rating this neighborhood as having convenient services and good places to shop* continues to show a positive response. The results show a 5 percent increase that resulted from the "Shop Sunnyvale" marketing continued by the Economic Development staff.

The *extent to which there is a balance of businesses within the retail/hospitality and office/industrial sector for outlet to reduce the risk of being overly dependent on any one business cluster* increased. The balance has been reduced to 28 percent from the previously reported 33 percent. This balance continues to improve due to the Economic Development staff outreach for business attraction and retention.

FY06/07

The extent to which there is a balance of businesses within the retail/hospitality (R/H) cluster groups for outlets in Sunnyvale to reduce the risk of being overly dependent on any one business cluster increased in FY 06/07. The office/industrial (O/I) cluster saw a decline of almost 40 percent in the number of outlets. However, it only saw a decrease of three percent in sales tax. The R/H cluster increased by 10 percent during the last fiscal year. Both O/I and R/H changes continue to support the balance between business sectors in Sunnyvale.

The *percent of businesses which rate the City as business friendly* decreased almost 12 percentage points over FY 04/05. During FY 04/05, Economic Development continued the marketing/advertising project started during FY 03/04. This change can be attributed, in part, to staffing and program changes necessary to support other areas such as the downtown redevelopment projects. During FY 06/07, the marketing budget was substantially reduced. This decreased visibility on the business services available to the business community as well as promoting the business community to the residential community.

The *businesses surveyed rating the City as providing services that are important to the business community* decreased by 25 percent. This reduction was also a result of less marketing of City services to the business community from the prior year.

Decline in Quality of Life

Appendix A

Quality of Life Index Strategic Priorities, Objectives and Measures

1. A Safe Community

Maintain a low-crime environment in which everyone feels safe and has trust and confidence in the integrity of law enforcement officers through collaborative approaches to meet community needs.

Objective: Maintain public perception of safety.

Key Measure: Community perception of safety rating.

Objective: Maintain fire loss ratio.

Measure: Three-year average fire loss rate of total assessed value protected.

Objective: Maintain trust and confidence in law enforcement rating.

Measure: Trust/confidence in law enforcement rating.

Objective: Maintain response times.

Measure: Response time to emergency police calls for assistance of 7 minutes (from time received by dispatch).

Measure: Response time to urgent police calls for assistance of 11 minutes (from time received by dispatch).

Measure: Response time to emergency fire calls for assistance of 6.2 minutes (from receipt of call by dispatch).

Objective: Maintain community involvement in crime prevention public information and education programs.

Measure: The number of participants rating crime prevention public information and education programs as meeting their needs.

Objective: Maintain low crime rates.

Measure: Percent below the seven-year average weighted national FBI crime rate index.

Measure: Percent below the seven-year average weighted California FBI crime rate index.

Measure: Percent below the seven-year average weighted Santa Clara County FBI crime rate index.

2. High Quality Education

Support a high-quality educational experience for residents of all backgrounds, ages and academic ability, with equal opportunities and resources, emphasizing college preparatory, vocational training or other career choices.

Objective: Coordinate and/or create opportunities for high school students to access career action counseling.

Key Measure: Number of Sunnyvale youth completing NOVA job search workshops.

Objective: Collaborate with community resources for educational purposes.

Measure: Number of collaborative activities implemented with local school districts.

3. A Healthy, Sustainable Environment

Support a healthy, sustainable environment with ample open space where everyone enjoys clean air and water.

Objective: Continue to meet or exceed mandated clean water levels.

Key Measure: Regulatory standards for drinking water are met.

Objective: Maintain waste diversion levels.

Measure: Solid waste diversion rate.

Objective: Educate residents on preventing air pollution.

Measure: Number of days per year the air exceeds ozone and particulate matter standards.

Objective: Maintain high citizen satisfaction levels with City's environmental programs.

Measure: Participation rate in City recycling programs.

Measure: Satisfaction rating of the City's environmental programs.

Objective: Maintain current ratio of acres of open space per capita as future development occurs.

Measure: The number of acres of open space per thousand population.

4. Efficient, Safe Transportation Systems

Maximize the efficiency and safety of all means of transportation to improve traffic flow and minimize travel times.

Objective: Improve travel time on major City corridors during peak and non-peak times.

Key Measure: Travel time improvement based on major arterials compared to adjusted 1999/00 base year.

Objective: Work with area public transportation agencies to improve public transportation schedules and support increased ridership.

Measure: Total Valley Transportation Authority system ridership.

Measure: Percent of on-time bus and light-rail service.

Measure: Number of bus routes servicing the City.

Measure: Average bus boardings and deboardings per day.

Objective: Reduce vehicle, bicycle and pedestrian accidents in the City.

Measure: Citywide vehicle collision rate.

Measure: Number of bicycle and pedestrian accidents.

Objective: Improve public perception of traffic safety in the City.

Measure: Safe roads condition rating.

5. Quality, Diverse, Affordable Housing

Provide for a high quality, diverse supply of housing, including a broad mix of types with ample ownership and rental opportunities for residents of all income levels.

Objective: Maintain supply of affordable housing.

Key Measure: Percentage of homes and apartments that are affordable for households at or below 80% of median income.

Measure: Number of affordable housing units.

Measure: 10% of new housing units (on a five-year rolling average) are affordable.

Objective: Maintain existing ratios of housing density.

Measure: The ratio of single family housing units relative to those that are multi family housing.

Objective: Maintain the existing ratio of affordable senior and assisted living residential units compared to total housing units.

Measure: Number of housing units for seniors and special populations.

6. Community Pride and Involvement

Promote a sense of community pride and involvement.

Objective: Promote a sense of belonging.

Key Measure: Community pride and a sense of belonging rating.

Objective: Increase and promote opportunities for community involvement.

Measure: Number of City volunteers.

Measure: Number of board and commission members.

Measure: Percentage of Sunnyvale residents who volunteer for the community.

Objective: Support formation of and participation in neighborhood associations for all types of housing.

Measure: The number of neighborhood/homeowner associations.

7. Diverse and Growing Economy

Maintain a diverse and growing local economy with ample employment for all.

Objective: Maintain diverse mix of business and industry.

Key Measure: Extent to which there is a balance of businesses within the retail/hospitality (R/H) and office/industrial (O/I) cluster groups in Sunnyvale to reduce the risk of being overly dependent on any single business cluster.

Objective: Provide a supportive, business-friendly environment.

Measure: Businesses surveyed rating the City as providing services that are important to the business community.

Measure: Percent of businesses that rate the City as business friendly.

Objective: Maintain customer-friendly "Shop Sunnyvale" environment.

Measure: Percent change in retail sales per capita meets the percent change in retail sales per capita for Santa Clara County.

Measure: Resident satisfaction survey rating their neighborhood as having convenient services and good places to shop.

8. A Community With Diverse Cultural Opportunities

Encourage and embrace a diverse, multi-cultural environment, supportive of entertainment, performing and fine arts.

Objective: Encourage community involvement, acceptance and support of a diverse and multiethnic environment.

Key Measure: Community tolerance rating.

Measure: Number of City employees holding bilingual certification.

Objective: Support multi cultural City events.

Measure: Number of City-supported multi cultural events.

Objective: Encourage broad participation in City cultural events and entertainment, with outreach to all.

Measure: Number of people attending City multi cultural events.

Objective: Promote availability of City's performing and fine arts opportunities and facilities.

Measure: Number of hours of programming provided by the City's performing and fine arts facilities.