

# **Clean Neighborhoods Mayoral Transition Committee Report**

## **Outcome and Success Metrics**

Outcome #1: San Jose is a clean and beautiful city.

Success Metric: Quality of services rating for clean streets, sidewalks.

Success Metric: The rate of improvement within the neighborhood cleanliness perception survey, possibly by using a visual cleanliness assessment score (Possibly a “Park Conditions Assessment”).

Outcome #2: San Jose residents and stakeholders know how to report blight concerns and challenges effectively.

Success Metric: Combined customer satisfaction rating of identified community resource tools

Success Metric: The rate of increase for actionable service requests submitted via identified community resource tools

Success Metric: Rate of user/subscriber growth by location and language

## **FY 23-24 Recommendations**

Recommendation #1: Above all, the City must focus on staffing. This is integral to successfully achieving the outcomes as chartered by this committee. Hiring and recruiting for all vacant positions is critical to cleaning up San Jose.

Success Metric: The rate of reduction in staff vacancies related to cleanliness and city beautification.

Recommendation #2: Revise the City of San Jose’s customer service tool mobile application to facilitate actionable complaints/reports in users’ preferred language, improve user-experience and satisfaction such as by:

- Providing language-specific app training at community meetings.

- Market the application much more heavily throughout the city and educate residents about the app by creating a marketing toolkit and by sharing it more widely.
- Frequent and more improved communication to the user about “ticket” status.
- Add ability for users to provide feedback ( a “rebuttal”) in 311 app for vehicles or other service requests that are determined ineligible or inactionable.

Success Metric: Rate of user/subscriber growth.

Success Metric: Rate of increase in the SJ 311 customer satisfaction survey.

Success Metric: Rate of increase of actionable tickets submitted.

Success Metric: Rate of programs meeting their performance measures and targets (i.e. time to resolve tickets/service requests by program).

Success Metric: Creation of one toolkit for businesses, schools, community organizations and other stakeholders to help them understand the usefulness of SJ 311.

Recommendation #3: Expand existing or add new City contracted organizations or partners (i.e. neighborhood associations, non-profits, government entities, private corporations, etc.) to support clean neighborhood efforts and beautification projects.

Success Metric: Overall reduction in the volume of blight (e.g., trash, weeds, graffiti, etc.) present on city streets, private property, and other areas of concern.

Success Metric: Rate of improvement on non-City owned properties - work to establish interjurisdictional partnerships

Recommendation #4: Invest in blight and litter prevention education for San Joseans by rebranding the free junk pick up program, adding “love where you live” / anti-litter signs, by creating marketing tool kits to be utilized by council districts and other stakeholders to enhance communications, and by informing the public about alternative means of disposal. The City should also strongly consider adding

additional trash receptacles in areas that the City of San Jose has not historically placed them, but could badly need them - especially outside of business districts.

Success Metric: The rate of increasing engagement (i.e. hits, views, clicks, etc.) for media campaigns on websites, applications, social media, and on other mediums.

Success Metric: The rate of decreased illegal dumping material collected

### **FY 24+ Recommendations**

Recommendation #1: Plant more native plants and vegetation within our urban areas so that we have more greenery and less concrete as well as along our waterways, especially in locations that have been environmentally degraded due to challenges associated with climate change, drought, the housing crisis, and for other various reasons.

Success Metric: The rate of increase in park scores.

Success Metric: An increase in community beautification efforts (e.g. Tree Plantings).

Recommendation #2: Educate property and business owners regarding the importance of clean business corridors and provide property owners the resources and services (i.e. connections to beneficial organizations, other business owners, the provision of cleaning products and equipment, etc.) to keep their property and neighborhoods clean. An outcome of this might be the creation of additional stakeholders that are further engaged in their community, new business associations, and even possibly more business improvement districts.

Success Metric: The rate of increase in visual cleanliness scores within each business district.

Recommendation #3: Add new languages to the SJ 311 App (such as Chinese and other prevalent languages written in the City of San Jose) on an annual basis. Increase the level of accessibility for San Jose's customer service tool especially for those with various disabilities.

Success Metric: Interpretation of SJ 311 into the top 10 read languages within the City of San Jose.

Recommendation #4: Add additional features for customer satisfaction to increase user “gamification” of the application so that competitions amongst city council districts and neighborhoods can be formed and the cleanliness of the city can be incentivized through contests, competitions, and games.

Success Metric: The increasing rate of users participating in SJ 311 via “gamification” efforts.

## **ADDENDUM**

The committee is especially cognizant of the fact that we are a City of many diverse residents who speak, read, and write in a variety of different languages. Furthermore, people have different levels of ability and access to different resources.

This committee seeks to implement policies in an equitable manner so that we can be more inclusive to the broader community.

The committee further recognizes that as we do a better job at removing trash, volume should eventually decrease and so another metric for success may need to be considered. City staff should focus on establishing learning cycles to ensure programs end and begin as new strategies are needed to tackle the issues we face as a city.

Consider facilitating the ability for the City of San Jose to clean or remove blight from private property. Unresponsiveness or ignorance should not be an excuse for absentee property owners to allow the City to look neglected, especially in key economic corridors like downtown San Jose.

While a simple thought, the utilization of trash cans throughout San Jose cannot be underscored. The availability and type of trash containers should be studied so that a better solution can be found. The correct trash cans should be identified. Staff should consider the pros and cons to traditional San Jose trash cans vs. Big Belly style trash cans. San Jose should find innovative ways to solve our litter and

blight issues through tech solutions while encouraging residents to get more involved with the look and feel of our city.

San Jose should also reconsider the rules associated with vehicle blight and vehicle abatement. The policies established are not working for residents who are often confused as to why 311 reports go unresolved regarding vehicles thought to be abandoned or otherwise looking as if they would qualify to be towed. This committee wants San Jose 311 to be as easy to use as any other major smartphone application.

Finally, pride must be restored in our City. Through marketing campaigns such as “love where you live” or the establishment of a cleanliness czar, San Jose can take back our neighborhoods that have long struggled with blight and litter. While the City government is on the front lines of solving this problem, it is up to each neighbor to do their part and restore pride in our city.

#### **Clean Neighborhoods Transition Committee Roster / Acknowledgements:**

1. Councilmember Peter Ortiz, Council Co-Chair
2. Deb Kramer, Community Co-Chair
3. Helen Brock, Beautify Almaden
4. Andrea Flores-Shelton, City of San Jose
5. Dina El-Tawansy, Caltrans D4
6. Jim Salata, Garden City Construction
7. Blanca Carbajal, East Side Community Leader
8. Justin Imamura, Trash Punx
9. Gabriela Chavez-Lopez, Latina Coalition
10. Faisal Yazadi, Islamic Community Center
11. Dorsey Moore, San Jose Conservation Corps
12. John Tucker, AFSCME Local 101
13. Jeremy Cabaccang, Operating Engineers Local 3
14. Juan Estrada, District 5 United
15. Chloe Shipp, San Jose Downtown Association, Groundwerx
16. John Leipelt, Retired
17. Alain Mowad, Talkdesk

18. Wanda Wong, Retired
19. Melissa Got Lopez, Mt. Pleasant Neighborhood Association
20. Liz Quezada, SOMOS Mayfair
21. Kelsey Colson, Private Family Company

## **Mayoral Transition Committees "Glossary"**

### **Goals:**

Each committee has a mandate that includes the **goals** of the committee. For example, the goals of the community safety committee are to (1) increase pedestrian and traffic safety, and (2) reduce street level crime and improve the felt experience of safety for residents and small businesses. In meetings, we've also used the words "pillar", "north star", and "mandate".

### **Outcomes:**

The transition committees are going to start by discussing what success looks like from a holistic community impact or state of well being perspective. We can think of these as **outcomes**. To give an example, the Community Safety Committee may decide that one of their outcomes is "San José residents feel safe anytime, anywhere in San José" or "San José residents feel safe walking in their neighborhood."

### **Recommendations:**

The Committees will spend the second and third committee meetings generating **recommendations**. Each Committee will produce 3 - 5 recommendations for the upcoming budget cycle, and 3 - 5 recommendations for the longer term (within the next two years).

The recommendations will also have a success metric attached but Committee members are not expected to define actual specific targets for these success metrics. Recommendations may or may not be specific to a particular City program or service. For example, stricter enforcement of speeding in heavily trafficked intersections or increasing the number of traffic calming solutions may

be specific recommendations from the Community Safety Committee. Each transition committee will rank their recommendations in order of which they think will have the biggest impact on their goal and outcome.

### **Success Metrics**

Outcomes and recommendations should be measurable via a **success metric** such as a community indicator, which is a performance measure that quantifies trends affecting outcomes (the well-being of communities). Success metrics are typically expressed as a rate or percentage and can be disaggregated by race and location to identify disparities and and take action to close the disparities. To give an example, an outcome may have the success metric “the percentage of San Jose residents who feel safe anytime anywhere in San Jose.” The goal is to identify both the outcome and the recommendation success metrics so the City does not become overly focussed on measuring a particular program or service that is not ultimately improving the higher level outcome. When an outcome is not clear or cannot be readily measured, other program or service level performance measures may be used as proxies. For example, a proxy success metric for pedestrian and traffic safety might be a reduction in the crash injury rate. Committee members are not expected to define actual specific targets for these outcome metrics.

### **Product:**

The **product** of the transition committees will be 15 - 25 recommendations for the upcoming budget cycle, and 15 - 25 recommendations for the longer term.

The budget cycle recommendations will feed directly into budget prioritization over the course of two council meetings. In the first council meeting, Councilmembers will provide a public **readout** of the committee recommendations. In the second council meeting, Councilmembers will rank outcomes across all the transition committees. The Administration will use the ranked strategies from Council and the product from the transition committees as inputs in the normal budget process.