

Focus Area Governance and Management Approach

May 15, 2023

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Agenda

1. Background
2. Execution as Learning
3. Sponsorship and Execution
4. Scorecards and Dashboards
5. Reporting
6. Next Steps

Background

Proposed Budget Investment Priorities



Background

Proposed Budget Investment Priorities

Cleaning Up Our Neighborhoods

Increasing Community Safety

Attracting Investment in Jobs and Housing

Today's Discussion Focus

Reducing Unsheltered Homelessness

CSA Urgent, Important, and Continuing Work

Neighborhood Services

- Animal Care and Services
- Children and Youth Services Master Plan
- Education, Digital Literacy, Digital Equity, & Broadband
- Park Maintenance & Capital Improvements Maintenance
- Senior and Therapeutic Services

Public Safety

- Continuity of Operations Plan
- Disaster Resiliency: Training Community & Employees
- Police Redistricting
- Police Reforms
- Wildfire Protection Plan and Evacuation Planning

Community and Economic Development

- Berryessa Flea Market
- COVID-19 Recovery
- Google's Downtown West Development Project
- Housing Catalyst Workplan
- Wage Theft Prevention + Responsible Contractor Ordinance

Environment and Utility Services

- Clean Energy Scaling
- Muni Regional Permit (Stormwater)
- Sanitary & Storm Sewer Collection / Green Stormwater Infrastructure
- Staffing Transition (ESD + PW)
- Water Supply Negotiations

Transportation and Aviation Services

- Airport New Terminal
- Airport Connector to Diridon
- BART Silicon Valley Extension
- Community Forest (Urban Canopy)
- Vehicle Blight

Strategic Support/Foundational

- Closing Racial Inequities
- Delivering Excellent Customer Service
- Driving Organizational Performance

- Making San José a Great Place to Work
- Structurally Balancing the General Fund Budget



Core Services and Programs



Background

Making progress on a limited number of strategic areas impacting the community

Why

- Focus the City on critical challenges and opportunities facing the community
 - Generate actionable and measurable solutions to address these priorities and inform resource and budget allocation
 - Hold ourselves accountable to move the needle on critical issues the community cares about
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How

- Execution as learning
 - Transparency into goals and progress
 - Investing time with partners and other jurisdictions
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What

- City Manager's Cabinets and Administration Execution Teams for four Focus Areas
- Focus Area scorecards and dashboards
- Quarterly updates to City Council

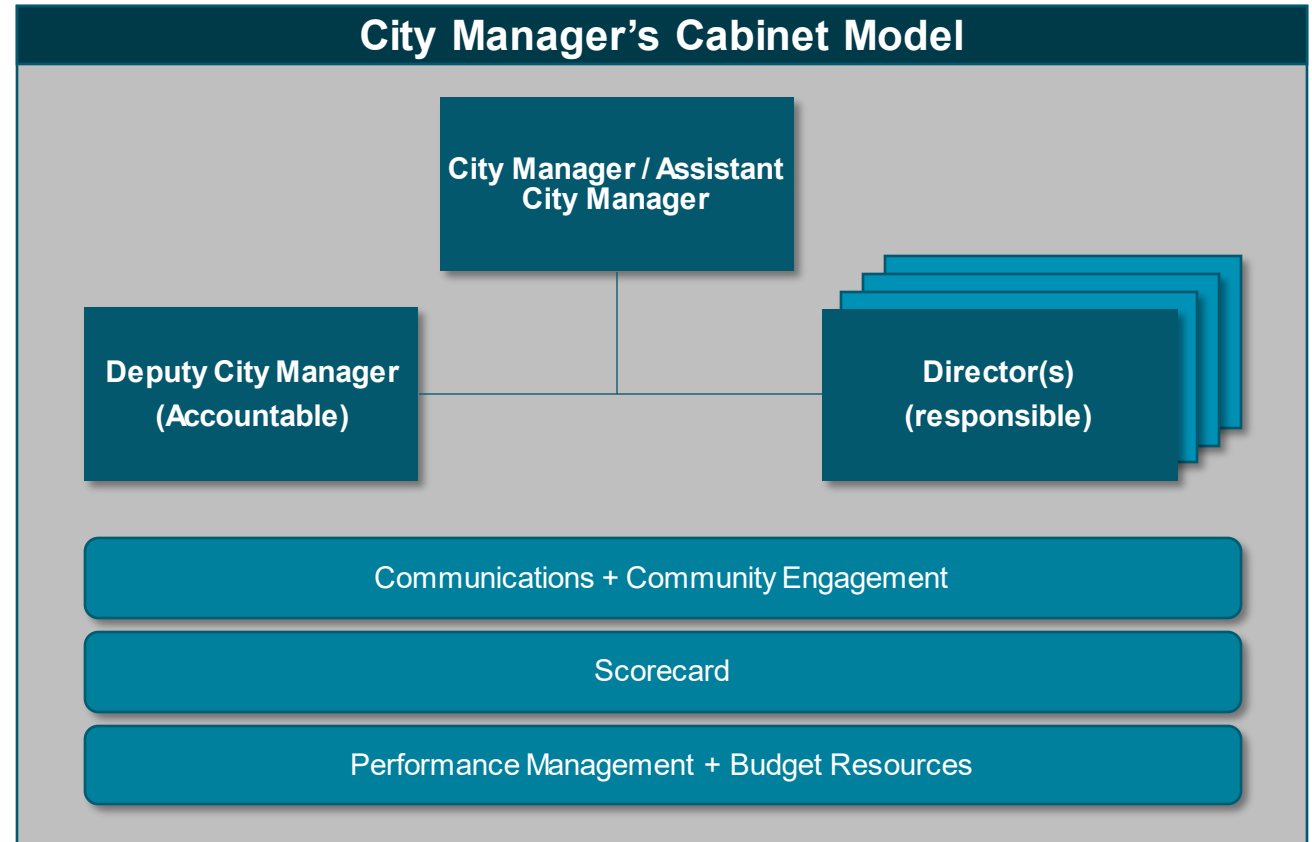
Execution as Learning

1. Foster an adaptable vision on how to achieve Council goals
2. Empower collective learning for cross-departmental and cross-jurisdiction collaboration
3. Promote psychological safety (okay to be innovative, okay to fail forward quickly)
4. Simplify complexity through iteration and experimentation in small bites

City Manager's Cabinets and Administration Execution Teams

Cabinet Details:

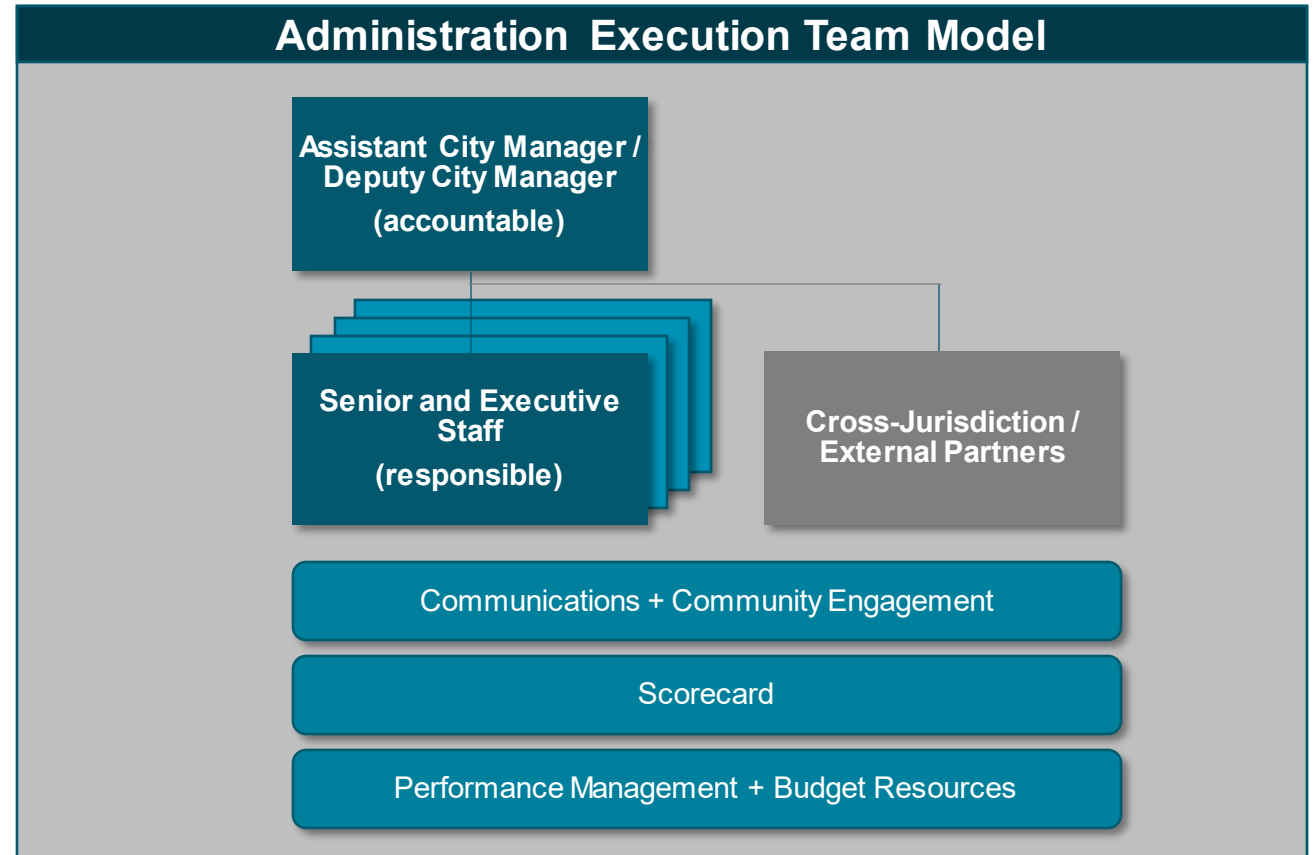
- Accountable for driving performance to achieve outcomes
- Rapid escalation and solution to issues by City Manager, Assistant City Manager, and accountable Deputy City Manager
- Enabling execution team success including creation of a safe space to experiment, fail, and quickly learn from failure
- Policy and trade-off decisions especially cross-department including resources, budget
- Monthly meeting cadence



City Manager's Cabinets and Administration Execution Teams

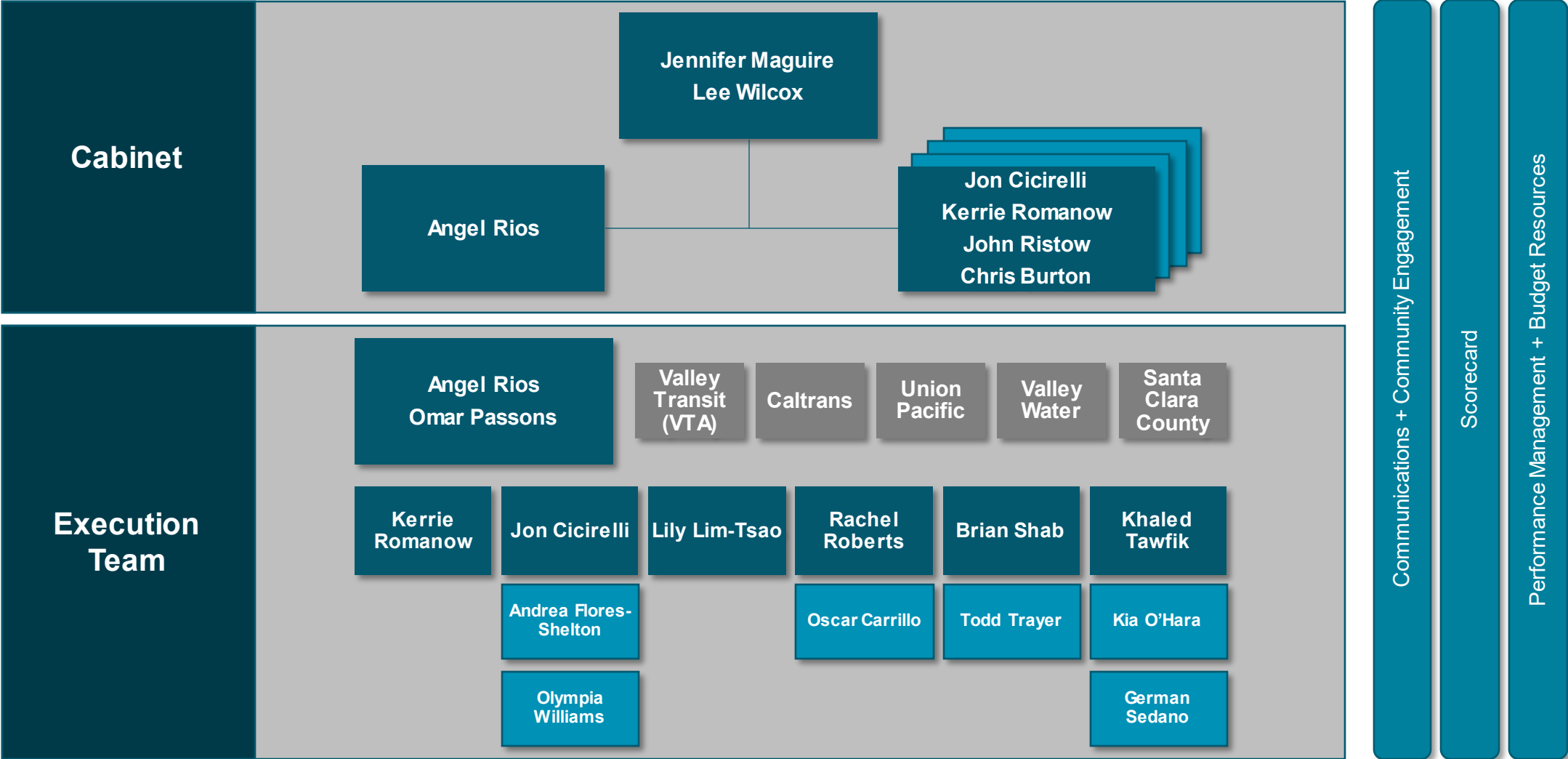
Execution Team Details:

- Design collective action around performance and outcomes
- Enable knowledge sharing across Departments and partners
- Promote implementation and learning effectiveness and success
- Execution teams will utilize Objectives as measured by Key Results (OKRs), including Key Results that seek to close racial disparities
- Frequent meetings (weekly, daily)



City Manager's Cabinets and Administration Execution Teams

Example from Cleaning up our Neighborhoods Focus Area



Focus Area Reporting Key Learnings

Best practices and building on past City experience

1. City Council input on quarterly City Initiatives Roadmap reporting for both overall volume and granularity of Key Results
2. Harvard Business School Community Partners review and Harvard Kennedy School feedback during Mayoral Transition Committee Design
3. Leading practices for program management and reporting
4. Decoupling a focused quarterly scorecard from a broader interactive dashboard

Focus Area Scorecards

A scorecard is a snapshot into the ~four most important measures of outcomes and performance per Focus Area alongside key contextual information related to scope, budget, challenges, solutions, and key accomplishments

Focus Area Overview	Outcome Measure			
	Quantitative: <ul style="list-style-type: none">PlanActualGoal <i>Disaggregated by race/ethnicity and location where possible and appropriate</i>			
	Performance Measure 1	Performance Measure 2	Performance Measure 3	
	Quantitative: <ul style="list-style-type: none">PlanActualGoal <i>Disaggregated by race/ethnicity and location where possible and appropriate</i>	Quantitative: <ul style="list-style-type: none">PlanActualGoal <i>Disaggregated by race/ethnicity and location where possible and appropriate</i>	Quantitative: <ul style="list-style-type: none">PlanActualGoal <i>Disaggregated by race/ethnicity and location where possible and appropriate</i>	
Focus Area Key Detail	Major Programs	Budget + Schedule	Key Milestones	Key Dependencies, Issues, + Risks
	Qualitative: <ul style="list-style-type: none">Scope descriptions	Plan vs Estimate at Completion (EAC) Quantitative: <ul style="list-style-type: none">Budget PlanBudget EAC Qualitative: <ul style="list-style-type: none">Planned Schedule DatePlanned Schedule EAC Date	Qualitative: <ul style="list-style-type: none">Success StoriesKey milestones accomplished	Qualitative: <ul style="list-style-type: none">ChallengesObstaclesResolution plan



Focus Area Scorecard

Increasing Community Safety Focus Area

Focus
Area
Over-
view

City Safety Perception

% of residents rating City as “very safe” or “somewhat safe”

Validation: Mayoral Transition Committee Report
Source: Community Opinion Survey

Property Crime Rates

% change in incidents of property crime types
(burglary, larceny, vehicle theft)

Validation: CSA, Mayoral Transition Committee Report
Source: PD Versadex RMS

Violent Crime Rates

% change in incidents of violent crime types
(homicide, rape, robbery, aggravated assault)

Validation: CSA, Mayoral Transition Committee Report
Source: PD Versadex RMS

Injury Crash Rates

Injury crashes for traffic, pedestrian, bicycle,
and scooter modes per 1,000 population

Validation: CSA, Mayoral Transition Committee Report
Source: DOT, PD

Focus
Area
Key
Detail

Major Programs

Budget + Schedule

Plan vs Estimate at Completion (EAC)

Key Milestones

Key Dependencies, Issues, + Risks



Focus Area Scorecard

Reducing Unsheltered Homelessness Focus Area

Focus Area Overview	Homelessness Rates*			
	% change in number of people in SJ experiencing unsheltered homelessness			
	Validation: Mayoral Transition Committee Report Source: Point in Time Count			
	Sheltering People Experiencing Homelessness	Homelessness Prevention	Individuals Serviced in Permanent Supportive and Rapid Rehousing	Emergency Interim Housing Production
	% completion of 1,000 net new placements for safe shelter opportunities (emergency shelter, EIH, hotels and motels) Validation: CSA, Mayoral Transition Committee Source: HMIS	% of SJ households receiving prevention services that retain housing after 1 year Validation: CSA, Homelessness Dashboard, Mayoral Transition Committee Report Source: HMIS	% of SJ households remaining housed 1 year after being housed in permanent housing Validation: CSA, Homelessness Dashboard, Mayoral Transition Committee Report Source: HMIS	% completion of 1,000 unit production target for interim housing Validation: Mayoral Transition Committee Report Source: HMIS
Focus Area Key Detail	Major Programs	Budget + Schedule Plan vs Estimate at Completion (EAC)	Key Milestones	Key Dependencies, Issues, + Risks

*Homelessness rate is currently limited by a two-year collection frequency through the Point in Time Count



Focus Area Scorecard

Cleaning Up Our Neighborhoods Focus Area

Focus Area Over-view	<div>City Cleanup Rating</div> <div>% of residents rating cleaning up of litter and trash as “excellent” or “good”</div> <div>Validation: CSA, Mayoral Transition Committee Report Source: Community Opinion Survey</div>			
	<div>BeautifySJ Blight Response Times</div> <div>% of graffiti removal, illegal dumping, and encampment trash services inquiries responded to within response time targets</div> <div>Validation: CSA, Mayoral Transition Committee Report Source: App Order, SJ311, Survey123</div>	<div>Code Enforcement Case Backlog</div> <div>% of change in Code Enforcement case backlog</div> <div>Validation: CSA Source: Code Enforcement Division Dashboard</div>	<div>SJ311 Customer Satisfaction</div> <div>% of customer satisfaction scores by service types (graffiti, illegal dumping, junk pickup, abandoned vehicle)</div> <div>Validation: CSA, Mayoral Transition Committee Report Source: SJ311</div>	
	Major Programs	Budget + Schedule Plan vs Estimate at Completion (EAC)	Key Milestones	Key Dependencies, Issues, + Risks

Focus Area Key Detail



Focus Area Scorecard

Attracting Investment in Jobs and Housing Focus Area

Focus
Area
Over-
view

Jobs and Housing Start Rates

% change in new jobs added
% change in new housing units added

Validation: Mayoral Transition Committee Report
Source: EDD, OEDCA, PBCE

Downtown Visitation Rates (Device Counts)

% change year-over-year in downtown visitation as measured through cell phone data

Validation: Mayoral Transition Committee Report
Source: CityData

Housing Production Permitting Targets

% of housing units receiving development permit approval within processing time targets

Validation: CSA, Mayoral Transition Committee Report
Source: PBCE

Building Permit Conformance Review Rates

% of building permit conformance reviews completed within processing time targets

Validation: CSA, Mayoral Transition Committee Report
Source: PBCE

Downtown Vibrancy Rating

% of residents rating downtown San José as an attractive and economically viable city center as “excellent” or “good”

Validation: Mayoral Transition Committee Report
Source: Community Opinion Survey

Focus
Area
Key
Detail

Major Programs

Budget + Schedule

Plan vs Estimate at Completion (EAC)

Key Milestones

Key Dependencies, Issues, + Risks

Focus Area Dashboard

In addition to scorecard outcome and performance measures, includes a more comprehensive, interactive set of performance data with additional functionality

	Outcome Measure 1, 2,... N	Performance Measure 1	Performance Measure 2	Performance Measure ... N
Focus Area Overview			 <i>Disaggregated by Geographic Location</i>	 <i>Disaggregated by Race/Ethnicity</i>
	Other Metric 1	Other Metric 2	Other Metric 3	Other Metric 4
Focus Area Key Detail				

Progress Reporting by Audience

Report to City Council on a quarterly basis as Strategic Support verbal update

City Council

- **Cadence:** Quarterly
 - **Method:** Scorecard verbal update as part City Council meeting agenda
 - **Topic:** All four Focus Areas
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Administration

- **Cadence:** Monthly Cabinet team meetings and weekly or daily Execution team meetings utilizing Scorecards and Objectives as measured by Key Results
 - **Topic:** All four Focus Areas
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Public

- **Cadence:** Quarterly refresh
- **Method:** Interactive website dashboard
- **Topic:** All four Focus Areas

Next Steps

1. Adopt the 2023-2024 budget
2. Work with Departments and Information Technology to build Focus Areas scorecards and dashboards
3. Bring first quarterly update with scorecards to Council mid-October 2023
4. Include dashboards in subsequent updates to Council at the end of fall 2023
5. Increase the frequency and expand the scope of outcome and performance measure data collection to resolve reporting gaps

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