

# **(d)2: City Council Focus Area Status Report: Increasing Community Safety**

**Executing Work While Building the Infrastructure for  
Long-Term Impact**

***Public Safety, Finance and Strategic Support Committee  
December 4, 2025***

**Jennifer Schembri**, Deputy City Manager, City Manager's Office

**Robert Sapien**, Fire Chief, San José Fire Department

**Stephen Donohue**, Captain, San José Police Department

**Andrea Flores Shelton**, Assistant Director, Parks, Recreation and Neighborhood Services Department

**John Ristow**, Director, Department of Transportation

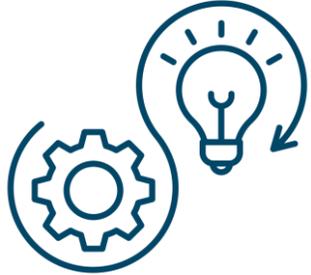
**City of San José  
City Manager's Office**

# Agenda

- 1** Focus Areas 2.0 – City Council Approved Evolution
- 2** Execution as Learning – Focus Area Portfolio Update
- 3** What's Next? Focus Areas and the Fiscal Year (FY) 2026-2027 Budget Process

# Focus Area 2.0 – City Council Approved Evolution

## Philosophy Behind 2.0

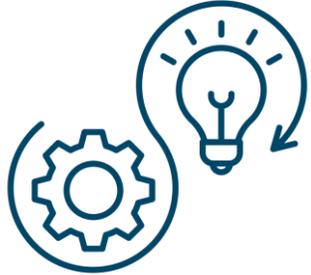


**We are cultivating an organizational mindset of learning and continuous improvement that will drive results for our community**

- While data support storytelling, numbers alone do not show progress and require context setting
- Learning in public builds trust and accountability
- Retrospection contributes to learning and understanding
- Progress requires humility, iteration, and commitment (and psychological safety for execution)

# Focus Area 2.0 – City Council Approved Evolution

## Philosophy Behind 2.0



We are cultivating an organizational mindset of learning and continuous improvement...**with different types of questions**

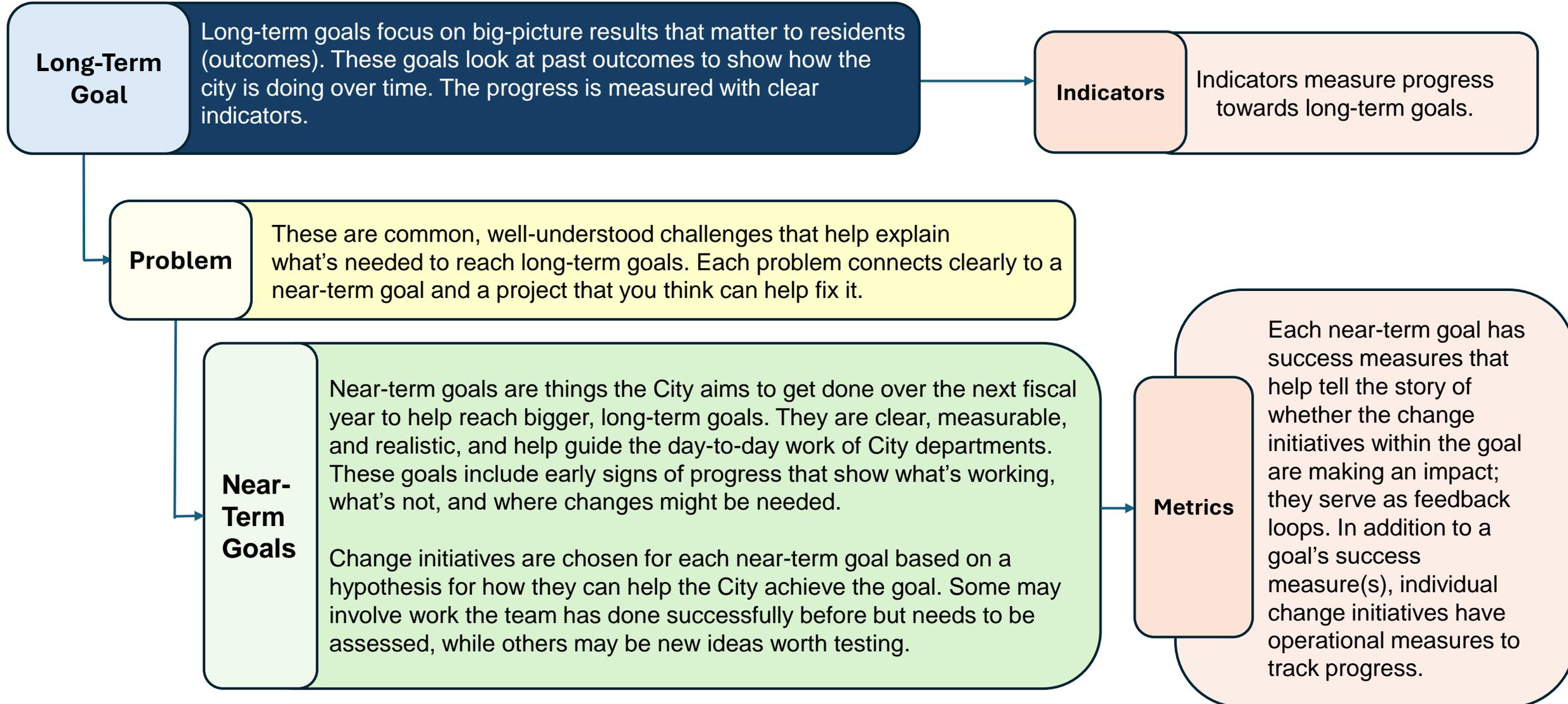
- What are we seeing in our metrics to date? How are we making sense of what we're seeing?
- What are we learning?
- What are we observing? What are we missing? What's getting in the way?
- What kind of support would be helpful?
- What will we adjust in the next cycle to have the most impact?

# Logic models are the backbone of Focus Areas 2.0

They help us clarify how our work is intended to create impact by clearly aligning strategies with problems and articulating testable assumptions that we can learn from and adapt to.

# Focus Area 2.0 – City Council Approved Evolution

## Logic Model Structure



# Focus Area 2.0 – City Council Approved Evolution

Building the Infrastructure for Long-Term Impact (June – December 2025)

Activities focused on people, processes, and technology to sustain new learning infrastructure

Month (2025)	Milestone	Purpose
July - September	Completion of FY 2025-2026 logic models and retrospective training series <ul style="list-style-type: none"><li>• Conducted staff workshops and deep-dive consultations</li><li>• Articulated Long-Term Goals, Problem Areas, Change Initiatives, and Near-Term Goals</li><li>• Established indicators and metrics to serve as feedback loops</li><li>• Initiated implementation of select change initiatives</li></ul>	Established foundations for shared understanding and learning
September 30	Council adoption of Model 2.0	Formalized governance and accountability structure
October - November	Completion of retrospective trainings and dashboard buildouts <ul style="list-style-type: none"><li>• Provided retrospective trainings for execution leaders in each Focus Area; training on performance leadership</li><li>• Held first monthly retrospectives in each Focus Area</li><li>• Conducted user experience interviews for publish dashboards</li><li>• Finalized data structure and collected data sets for dashboards</li></ul>	Capacity building and operational rollout
December	Committee briefings and launch of first iteration of dynamic publish dashboards	Community learning

Execution as Learning



# **Increasing Community Safety Focus Area**



# Increasing Community Safety Focus Area

## Long-Term Goal

San José residents live in a community with responsive emergency services and safe streets and roads.

## Context

**What's going well.** San José is proud to be recognized as the nation's safest major city, thanks to low crime rates, strong public safety services, and connected neighborhoods. As of June 2025, more than 80% of residents said they feel safe in their neighborhood—an increase of 10% since September 2023.

**Main Challenges Moving Forward.** While overall crime rates continue to decline and remain lower than in peer cities, ongoing efforts are needed to keep this progress moving forward. Lean staffing and high 911 call volumes continue to put pressure on police and fire response times. On our streets, speeding is the primary cause of fatalities and serious injuries. The City is advancing a safety-first approach to transportation to make our streets safer for everyone.

## Indicator

### Resident Safety Perception

% of residents rating San José as "very safe" or "somewhat safe"





# Increasing Community Safety Focus Area

## Long-Term Goal

San José residents live in a community with responsive emergency services and safe streets and roads.

## Problem

1. Emergency Response.

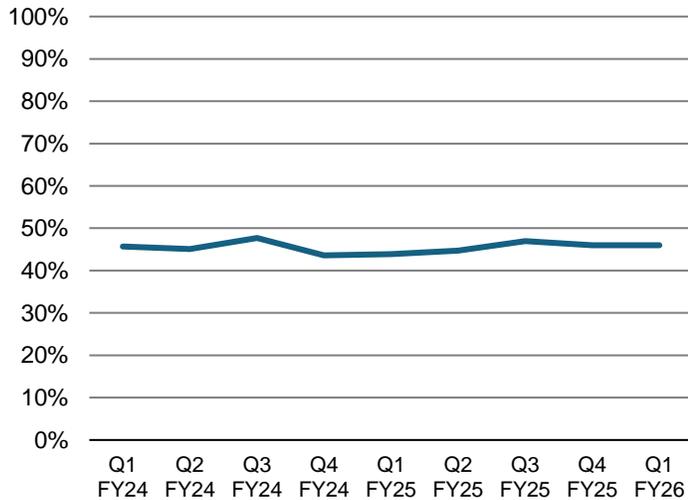
## Context

The San José Police and Fire Departments are among the most respected public safety agencies in the industry. The City is also a leader in developing innovative emergency response solutions.

The policing profession faces a workforce crisis nationwide, making it harder than ever to recruit and retain qualified officers. Fire station demands challenge existing capacity, especially near the City's central core.

The City is increasing academy recruitment efforts and implementing new opportunities to improve emergency response deployment capacity.

### Police Priority 1 Response Compliance



Police Priority 1 Response: +2% YoY  
Police Priority 1 Call Volume: -8% YoY

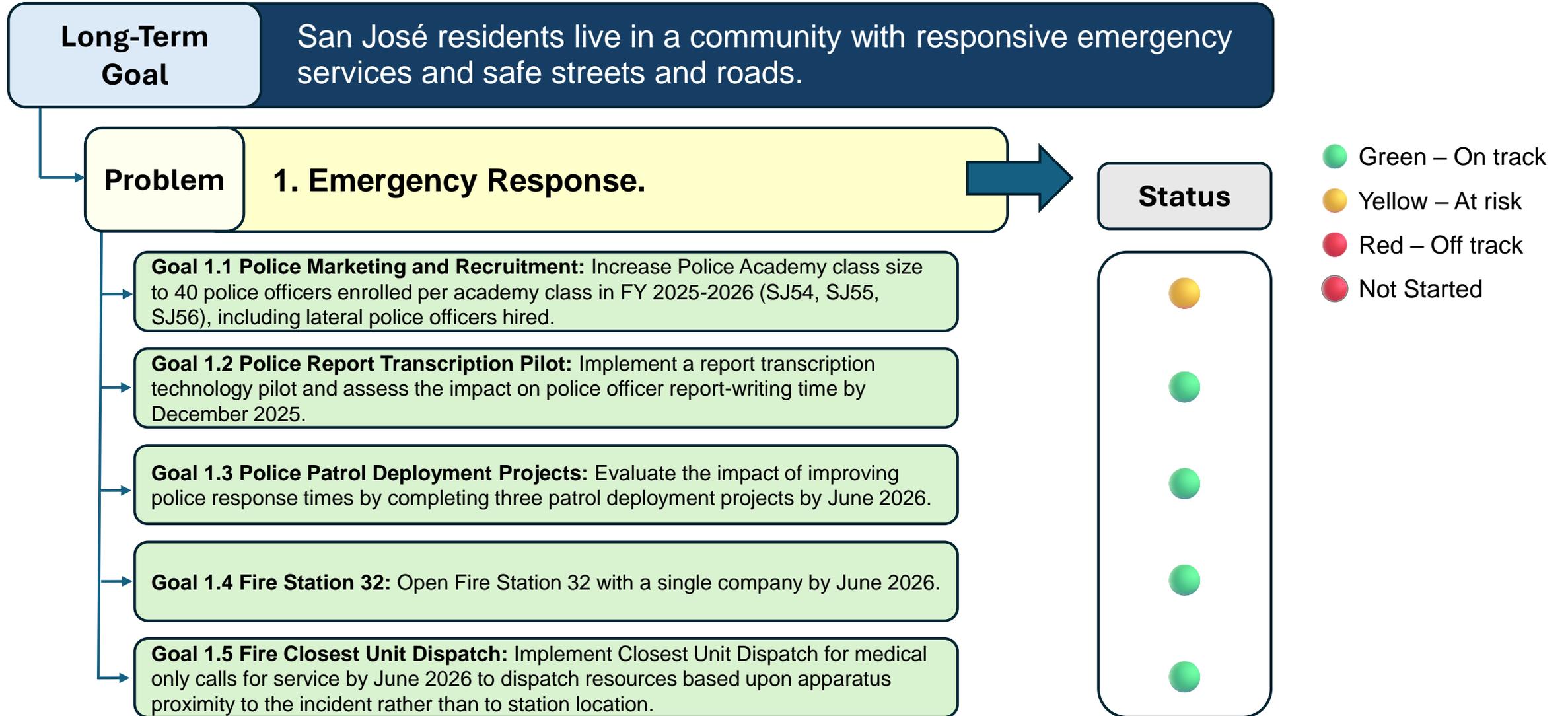
### Fire Priority 1 Response Compliance



Fire Priority 1 Response: +2% YoY  
Fire Priority 1 Call Volume: -10% YoY



# Increasing Community Safety Focus Area





# Increasing Community Safety Focus Area

## Long-Term Goal

San José residents live in a community with responsive emergency services and safe streets and roads.

## Problem

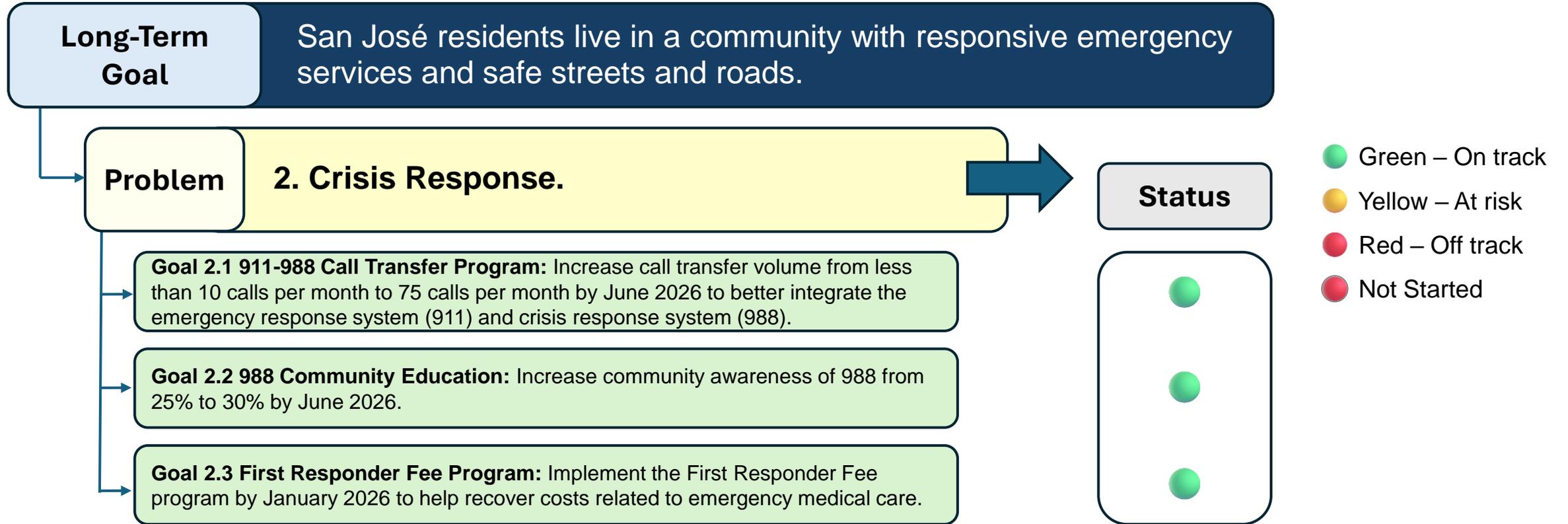
1. **Emergency Response.**

### Lessons Learned:

- *Police Recruitment.* Localized recruitment strategies are needed to strengthen applicant pools and increase academy class sizes; early efforts show higher participation by women.
- *Police Report Transcription Pilot.* Pilot completed, which showed the tested tool was not mature enough; the Department will evaluate alternative, more promising products.



# Increasing Community Safety Focus Area





# Increasing Community Safety Focus Area

## Long-Term Goal

San José residents live in a community with responsive emergency services and safe streets and roads.

## Problem

**2. Crisis Response.**

### Lessons Learned:

- *911-988 Call Transfer Program.* Training investments significantly increased staff confidence and transfer volumes (more than 10 times growth), highlighting the value of focused professional development.
- *First Responder Fee Program.* Line personnel play a critical role in public messaging; early training and updated FAQs are essential for a successful program launch in January 2026.
- *County Coordination.* Recent City and County updates reinforce the need to align crisis response programs (e.g., SJ TRUST expansion pilot, PERT transition).



# Increasing Community Safety Focus Area

## Long-Term Goal

San José residents live in a community with responsive emergency services and safe streets and roads.

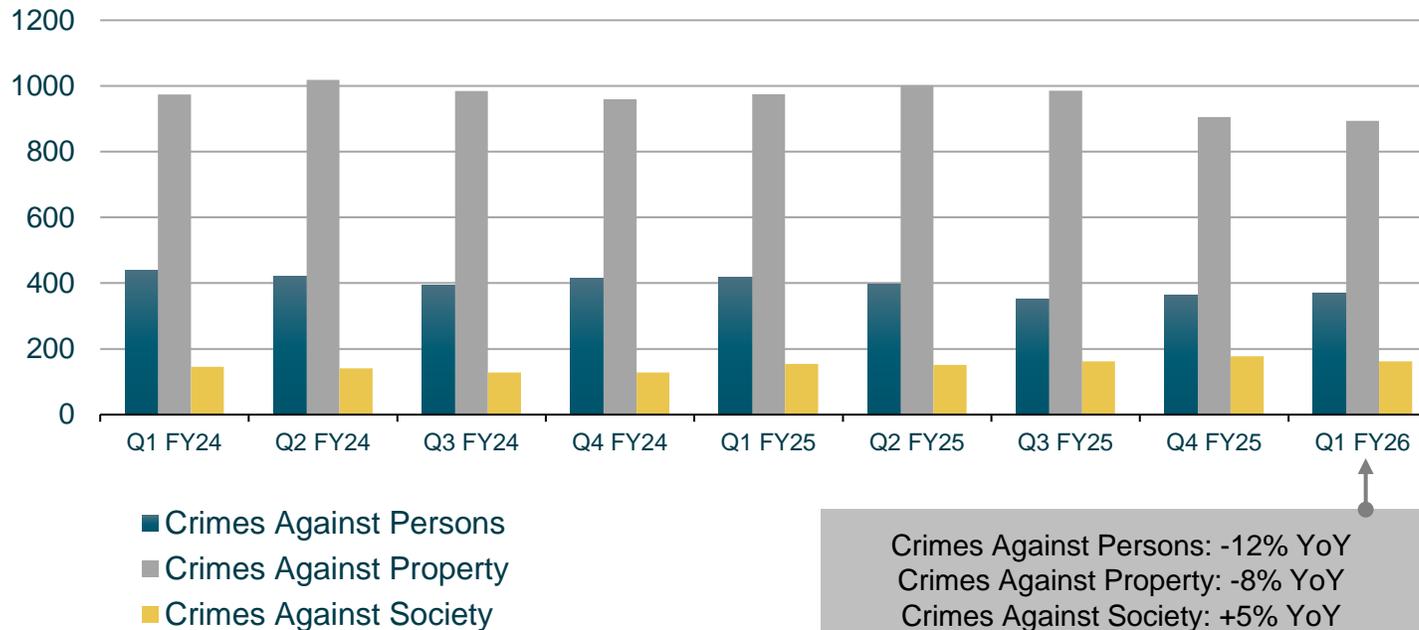
## Problem

3. Crime Reduction.

## Context

-  Compared to other large cities, the City stands out for having lower rates of both violent crime and property crime.
-  Some crime types across California remain stagnant.
-  The City is pursuing targeted crime reduction strategies.

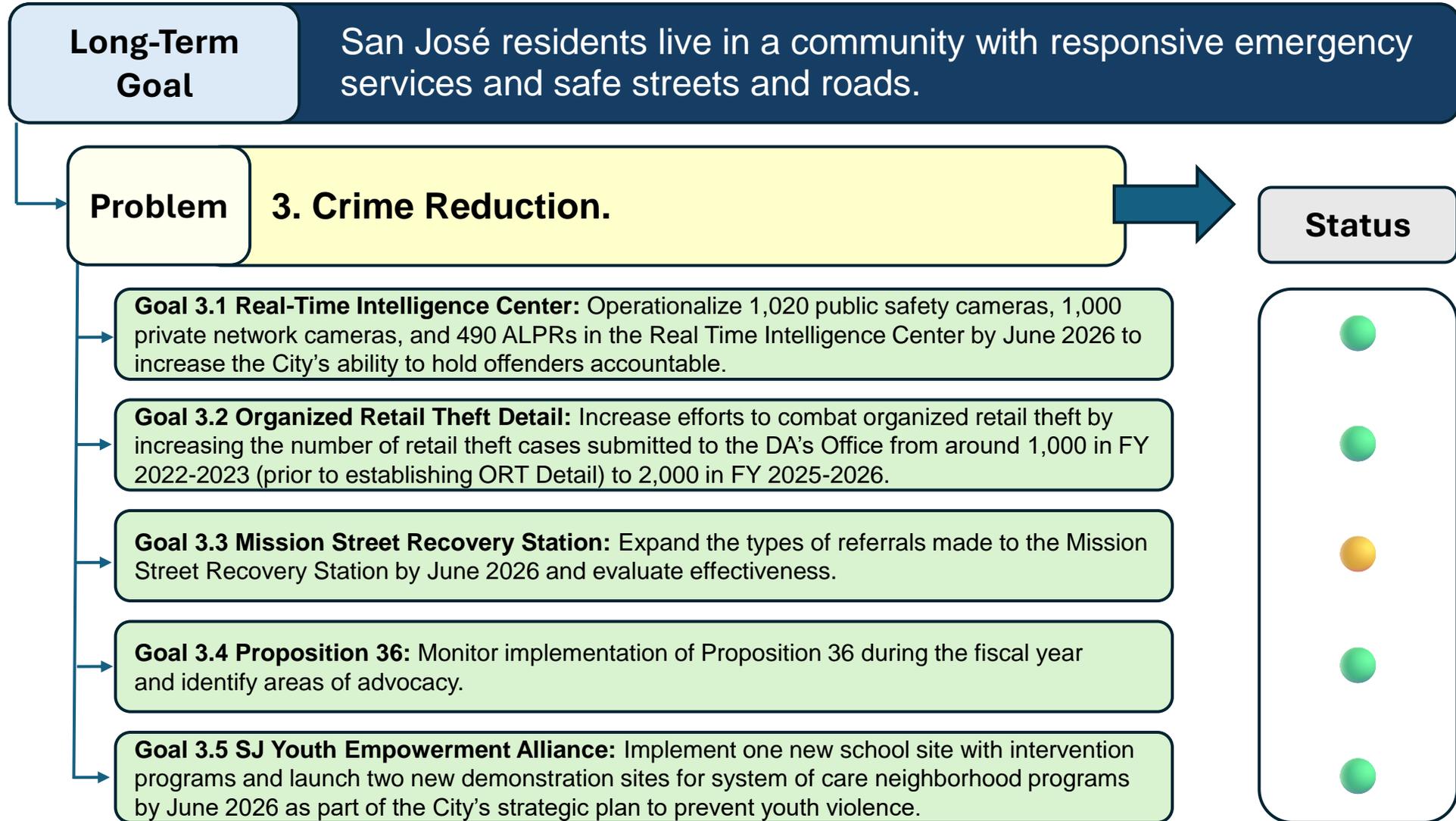
### Crimes per 100,000 Population



Crimes Against Persons: -12% YoY  
 Crimes Against Property: -8% YoY  
 Crimes Against Society: +5% YoY



# Increasing Community Safety Focus Area





# Increasing Community Safety Focus Area

## Long-Term Goal

San José residents live in a community with responsive emergency services and safe streets and roads.

## Problem

**3. Crime Reduction.**

### Lessons Learned:

- *Organized Retail Theft Detail.* Submitted nearly 250 cases to the District Attorney's Office in Quarter 1; investigations are resulting in successful filings.
- *Mission Street Recovery Station.* Negotiations with the County are taking longer than anticipated to expand referral types, but City staff have now identified a mutual solution that should allow for increased referrals.
- *SJ Youth Empowerment Alliance.* Successfully identified partnerships with one priority school and two demonstration sites to support strategies with a January 2026 launch.



# Increasing Community Safety Focus Area

## Long-Term Goal

San José residents live in a community with responsive emergency services and safe streets and roads.

## Problem

### 4. Traffic Safety.

## Context



The City has made important strides towards Vision Zero over the past decade.

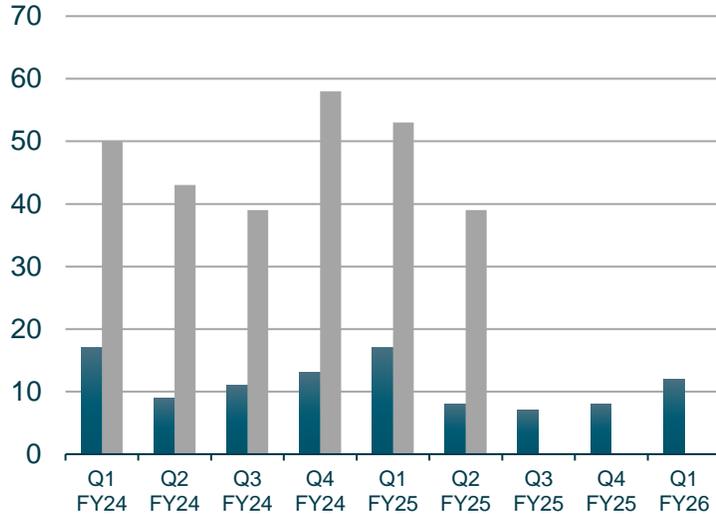


Changing driving behavior and building safer streets in a large City takes time.



The City is investing in infrastructure improvements and new roadway technologies to increase safety.

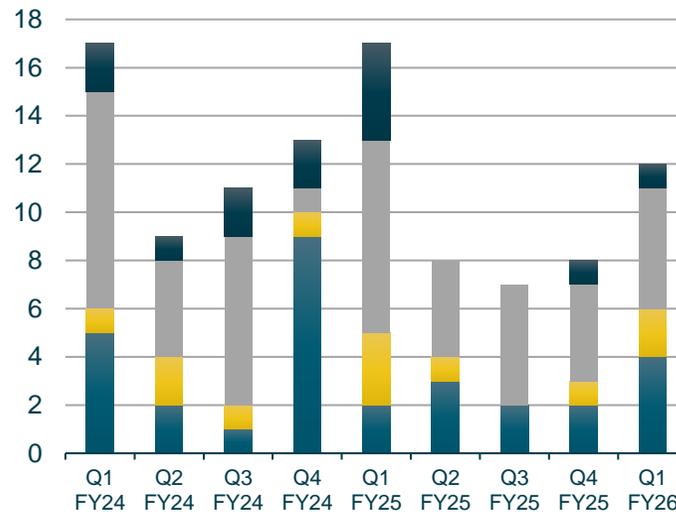
### Killed and Severe Injuries (KSI\*) due to Traffic Collisions



■ Fatal Injuries  
■ Severe Injuries

KSI: -10% YoY (based on Quarter 2 FY25 most recent)

### Traffic Fatalities by Decedent Mode



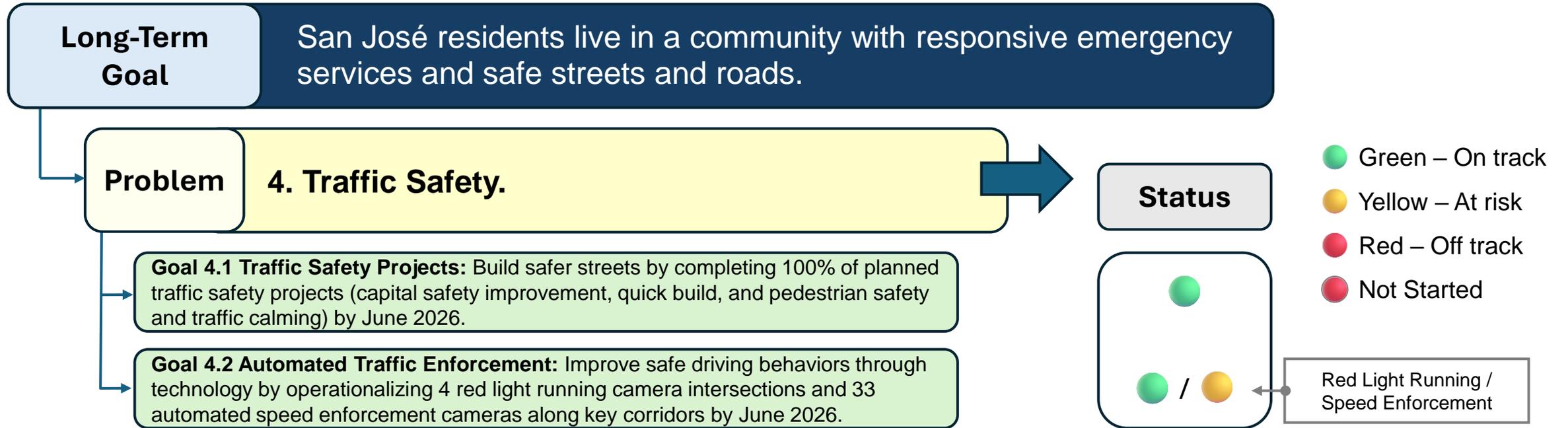
■ Motor Vehicle Occupant  
■ Motorcyclist  
■ Pedestrian  
■ Bicyclist

Fatalities: -29% YoY

\* Severe injuries are reported with a delay



# Increasing Community Safety Focus Area





# Increasing Community Safety Focus Area

## Long-Term Goal

San José residents live in a community with responsive emergency services and safe streets and roads.

## Problem

**4. Traffic Safety.**

### Lessons Learned:

- *Automated Traffic Enforcement.* Early red-light camera operations show high violation volumes (especially at the South 3<sup>rd</sup> Street/Keyes Street intersection). Speed camera progress is delayed due to federal administration and the recent shutdown, but staff are proceeding and applying lessons from the red-light program to minimize future delays.



# **What's Next?**

## **Focus Areas and the FY 2026-2027 Budget Process**

# What's Next?

## Focus Areas and the FY 2026-2027 Budget Process

Embedding Focus Area discussion into the Budget Process to ensure co-creation of strategies aimed to meet our Long-Term Goals

### January

#### Priority Setting.

Staff will embed Focus Areas into the 2026-2027 Preliminary General Fund Forecast and Budget Priorities Study Session to cultivate a discussion that supports the City Council articulating its priorities (given budget constraints and required reductions) in advance of the Mayor's March Message.

### April

#### City Manager's Proposed Budget.

The Administration may propose change initiatives for FY 2026-2027, stemming from learnings derived from current year's execution.

### February

### May

#### Budget Study Session.

The Administration will embed Focus Area learnings into a Budget Study Session; this will include recommended changes to the following year's Focus Area work.

#### Manager's Budget Addendum (MBA).

The Administration will publish an MBA that summarizes all feedback/ideas contemplated through the budget process and establishes a recommended path for FY 2026-2027.

### March

#### Mayor's March Message.

Direction given through the Message will inform exploration/scoping of future focus area work, which may include problem areas or specific change initiatives for FY 2026-2027. Any contemplated changes for the following fiscal year should be explored in this context.

### June

#### June Budget Message.

Through the adoption of the June Budget Message, the City Council will formally adopt the Focus Area workplans for FY 2026-2027.

# **(d)2: City Council Focus Area Status Report: Increasing Community Safety**

**Executing Work While Building the Infrastructure for  
Long-Term Impact**

***Public Safety, Finance and Strategic Support Committee  
December 4, 2025***

**Jennifer Schembri**, Deputy City Manager, City Manager's Office

**Robert Sapien**, Fire Chief, San José Fire Department

**Stephen Donohue**, Captain, San José Police Department

**Andrea Flores Shelton**, Assistant Director, Parks, Recreation and Neighborhood Services Department

**John Ristow**, Director, Department of Transportation