

# 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

Cleaning Up Our  
Neighborhoods

Increasing Community  
Safety

Attracting Investment in  
Jobs and Housing

Reducing Unsheltered  
Homelessness

Today's Discussion  
Focus

# Background

## Proposed Budget Investment Priorities

Cleaning Up Our Neighborhoods	Increasing Community Safety	Attracting Investment in Jobs and Housing
Reducing Unsheltered Homelessness		

Today's Discussion Focus

## CSA Urgent, Important, and Continuing Work

Neighborhood Services	Public Safety	Community and Economic Development	Environment and Utility Services	Transportation and Aviation Services
<ul style="list-style-type: none"> <li>• Animal Care and Services</li> <li>• Children and Youth Services Master Plan</li> <li>• Education, Digital Literacy, Digital Equity, &amp; Broadband</li> <li>• Park Maintenance &amp; Capital Improvements Maintenance</li> <li>• Senior and Therapeutic Services</li> </ul>	<ul style="list-style-type: none"> <li>• Continuity of Operations Plan</li> <li>• Disaster Resiliency: Training Community &amp; Employees</li> <li>• Police Redistricting</li> <li>• Police Reforms</li> <li>• Wildfire Protection Plan and Evacuation Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Berryessa Flea Market</li> <li>• COVID-19 Recovery</li> <li>• Google's Downtown West Development Project</li> <li>• Housing Catalyst Workplan</li> <li>• Wage Theft Prevention + Responsible Contractor Ordinance</li> </ul>	<ul style="list-style-type: none"> <li>• Clean Energy Scaling</li> <li>• Muni Regional Permit (Stormwater)</li> <li>• Sanitary &amp; Storm Sewer Collection / Green Stormwater Infrastructure</li> <li>• Staffing Transition (ESD + PW)</li> <li>• Water Supply Negotiations</li> </ul>	<ul style="list-style-type: none"> <li>• Airport New Terminal</li> <li>• Airport Connector to Diridon</li> <li>• BART Silicon Valley Extension</li> <li>• Community Forest (Urban Canopy)</li> <li>• Vehicle Blight</li> </ul>

### Strategic Support/Foundation

<ul style="list-style-type: none"> <li>• Closing Racial Inequities</li> <li>• Delivering Excellent Customer Service</li> <li>• Driving Organizational Performance</li> </ul>	<ul style="list-style-type: none"> <li>• Making San José a Great Place to Work</li> <li>• Structurally Balancing the General Fund Budget</li> </ul>
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### Core Services and Programs

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# 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

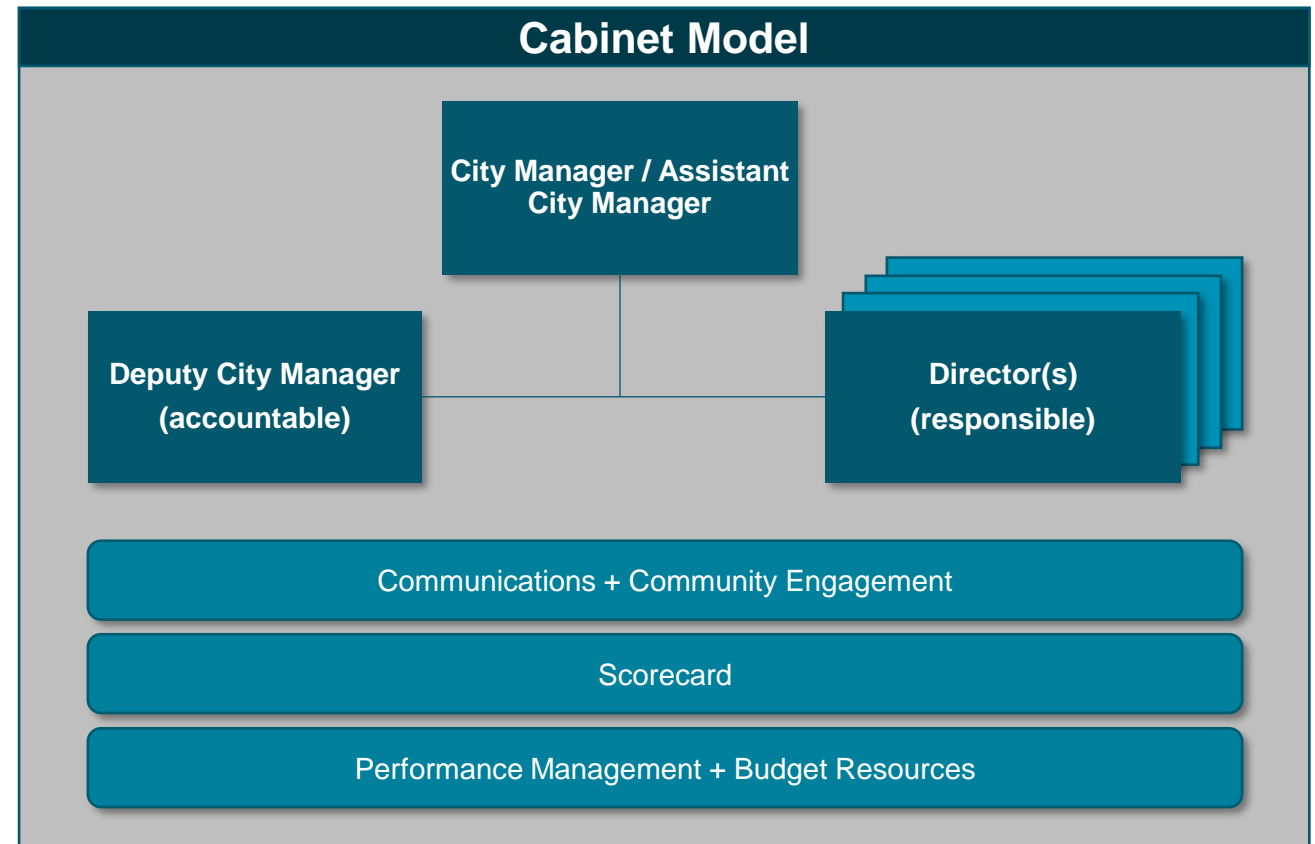
# Execution as Learning

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 Execution Teams

## Cabinet Details:

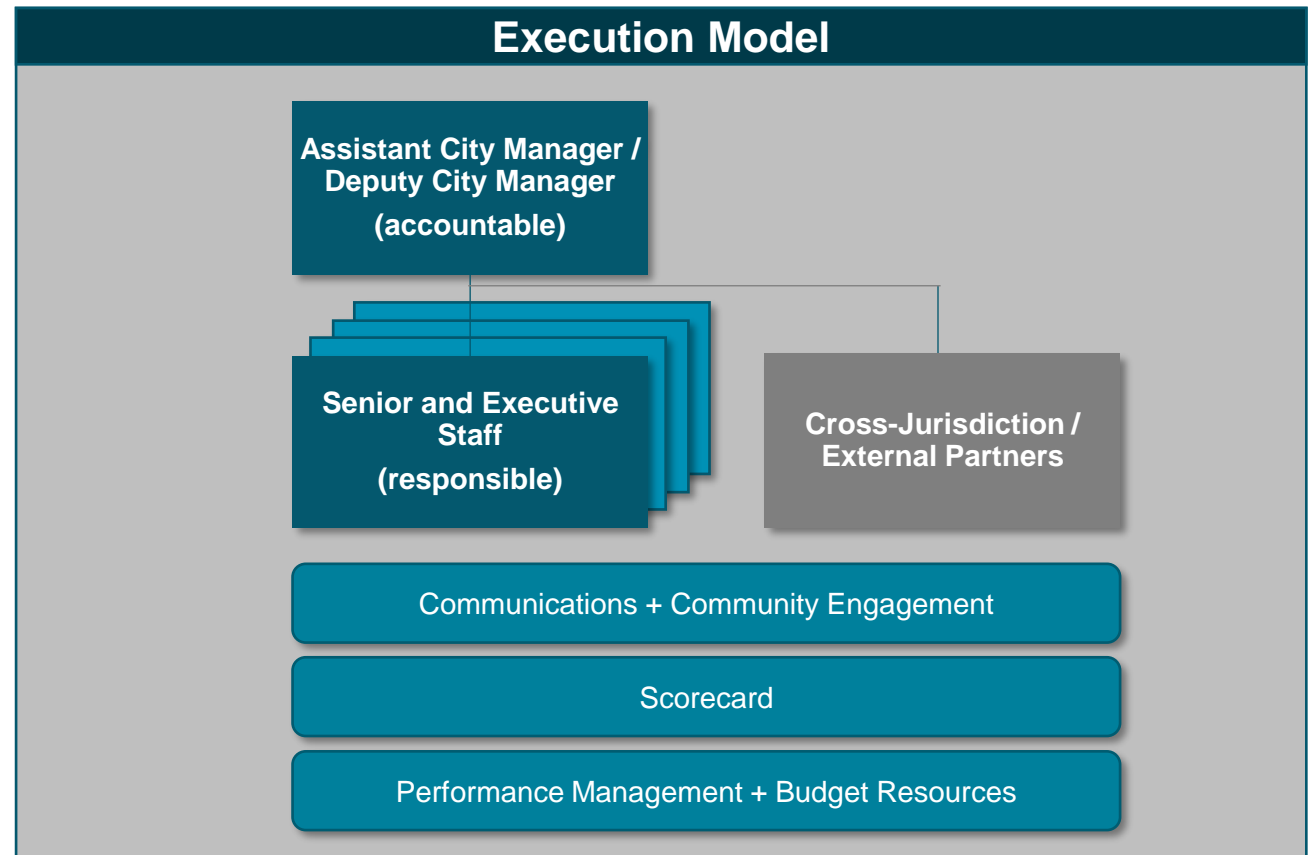
- Accountable for driving performance to achieve outcomes
- Rapid escalation and solution to issues by City Manager, Assistant City Manager, and accountable Deputy City Manager
- Enabling execution team success including creation of a safe space to experiment, fail, and quickly learn from failure
- Policy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



# City Manager's Cabinets and Execution Teams

## Execution Team Details:

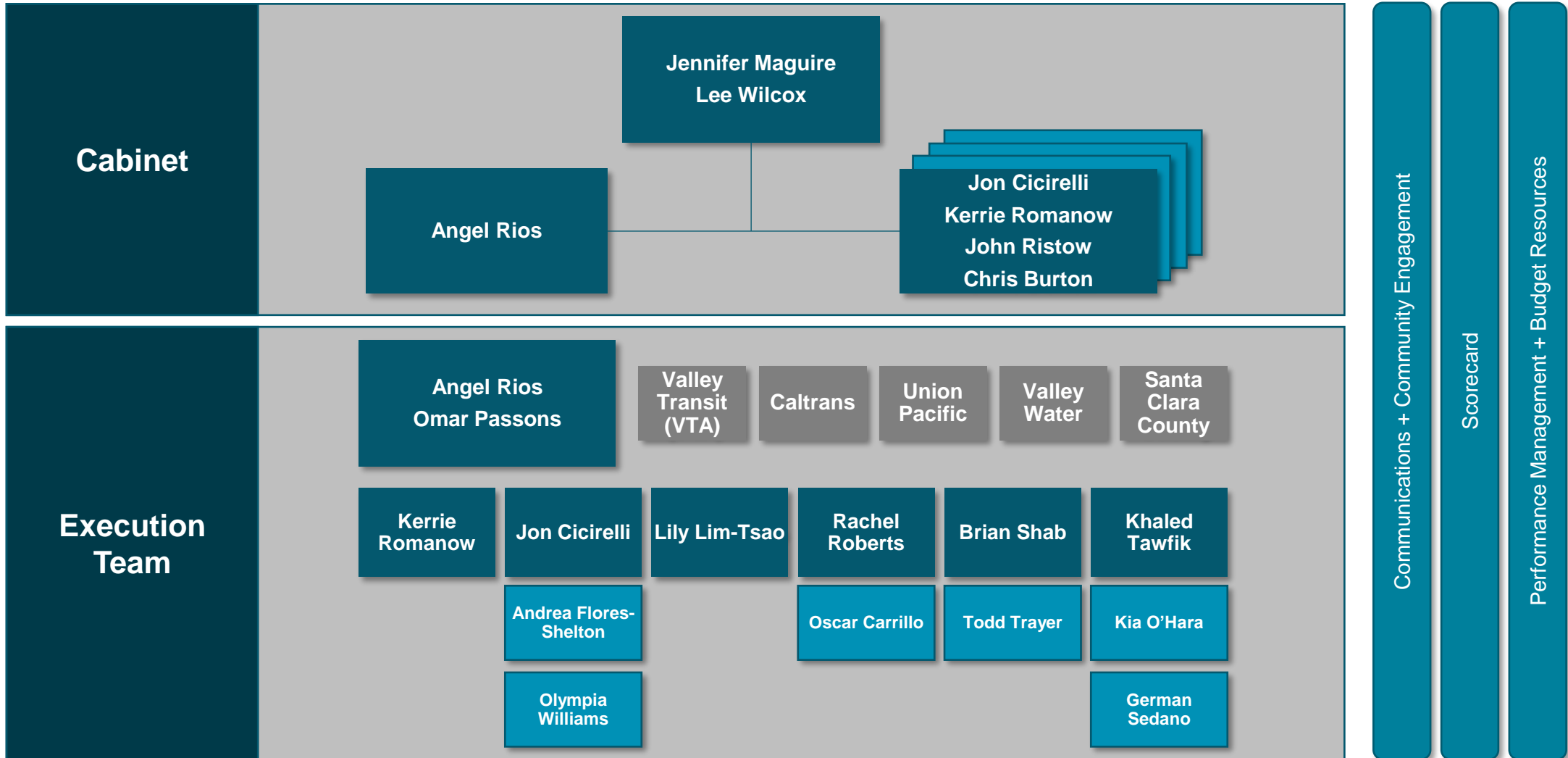
- Design collective action around performance and outcomes
- Enable knowledge sharing across Departments and partners
- Promote implementation and learning effectiveness and success
- Execution teams will utilize Objectives as measured by Key Results (OKRs), including Key Results that seek to close racial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





# City Manager's Cabinets and 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 information related to scope, budget, challenges, solutions, and accomplishments

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



# Focus Area Scorecard

## Increasing Community Safety Focus Area

Focus Area Overview

### City Safety Perception

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

*Validation: Transition Task Force  
Source: Community Opinion Survey*

### Property Crime Rates

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

*Validation: CSA, Transition Task Force  
Source: PD Versadex RMS*

### Violent Crime Rates

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

*Validation: CSA, Transition Task Force  
Source: PD Versadex RMS*

### Injury Crash Rates

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

*Validation: CSA, Transition Task Force  
Source: DOT, PD*

Focus Area 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: Transition Task Force  
Source: Point in Time Count*

### Sheltering People Experiencing Homelessness

% completion of 1,000 net new placements for safe shelter opportunities (emergency shelter, EIH, hotels and motels)

*Validation: CSA, Transition Task Force  
Source: HMIS*

### Homelessness Prevention

% of SJ households receiving prevention services that retain housing after 1 year

*Validation: CSA, Homelessness Dashboard, Transition Task Force  
Source: HMIS*

### Individuals Serviced in Permanent Supportive and Rapid Rehousing

% of SJ households remaining housed 1 year after being housed in permanent housing

*Validation: CSA, Homelessness Dashboard, Transition Task Force  
Source: HMIS*

### Emergency Interim Housing Production

% completion of 1,000 unit production target for interim housing

*Validation: Transition Task Force  
Source: HMIS*

Focus Area 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 Overview

### City Cleanup Rating

% of residents rating cleaning up of litter and trash as “excellent” or “good”

*Validation: CSA, Transition Task Force  
Source: Community Opinion Survey*

### BeautifySJ Blight Response Times

% of graffiti removal, illegal dumping, and encampment trash services inquiries responded to within response time targets

*Validation: CSA, Transition Task Force  
Source: App Order, SJ311, Survey123*

### Code Enforcement Case Backlog

% of change in Code Enforcement case backlog

*Validation: CSA  
Source: Code Enforcement Division Dashboard*

### SJ311 Customer Satisfaction

% of customer satisfaction scores by service types (graffiti, illegal dumping, junk pickup, abandoned vehicle)

*Validation: CSA, Transition Task Force  
Source: SJ311*

Focus Area Detail

### Major Programs

### Budget + Schedule

Plan vs Estimate at Completion (EAC)

### Key Milestones

### Key Dependencies, Issues, + Risks



# Focus Area Scorecard

## Attracting Investment in Jobs and Housing Focus Area

Focus Area Overview

### Jobs and Housing Start Rates

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

*Validation: Transition Task Force*  
*Source: EDD, OEDCA, PBCE*

### Downtown Visitation Rates (Device Counts)

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

*Validation: Transition Task Force*  
*Source: CityData*

### Housing Production Permitting Targets

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

*Validation: CSA, Transition Task Force*  
*Source: PBCE*

### Building Permit Conformance Review Rates

% of building permit conformance reviews completed within processing time targets

*Validation: CSA, Transition Task Force*  
*Source: PBCE*

### Downtown Vibrancy Rating

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

*Validation: Transition Task Force*  
*Source: Community Opinion Survey*

Focus Area Detail

### Major Programs

### Budget + Schedule

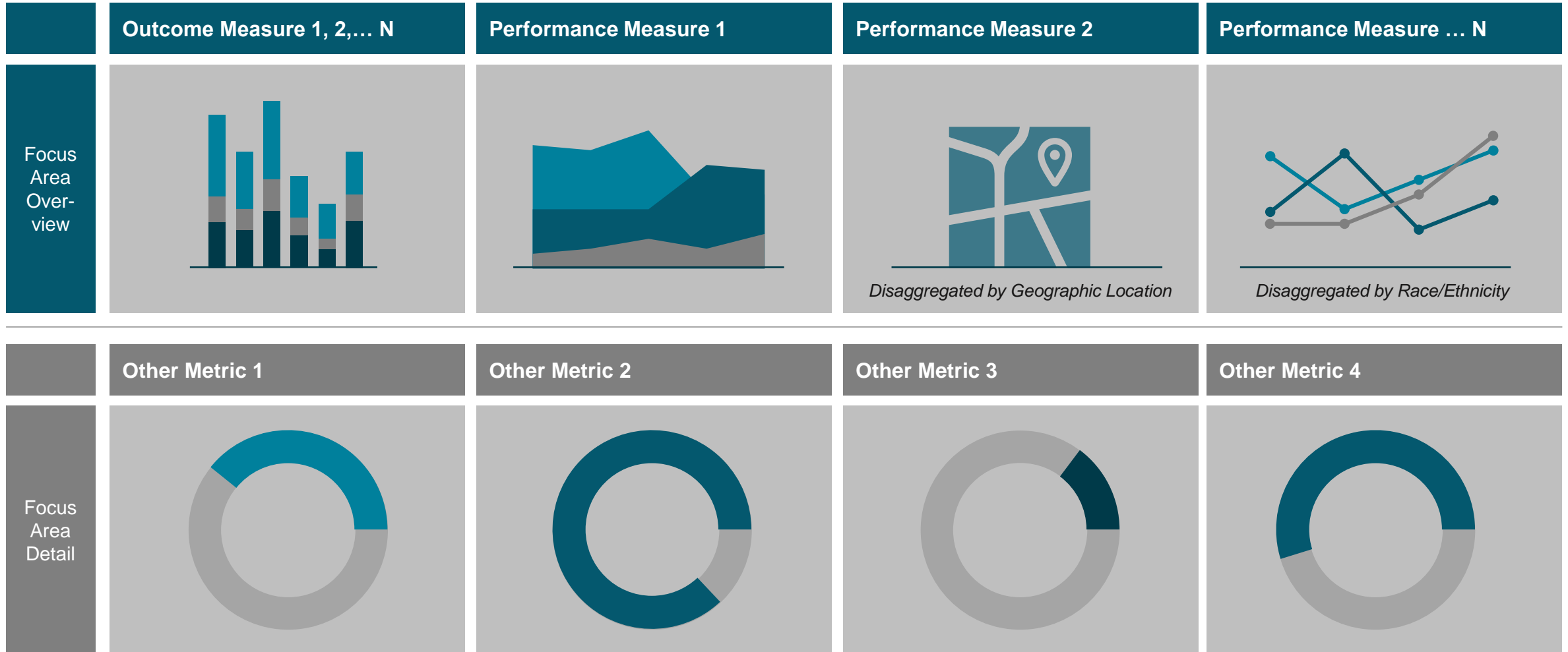
Plan vs Estimate at Completion (EAC)

### 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





# 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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