



# Memorandum

**TO:** HONORABLE MAYOR AND  
CITY COUNCIL

**FROM:** Dolan Beckel

**SUBJECT: 2023-2024 FOCUS AREA  
GOVERNANCE AND  
MANAGEMENT APPROACH**

**DATE:** May 31, 2023

Approved

Date: 6/1/2023

## **RECOMMENDATION**

Approve the 2023-2024 Focus Area Governance and Management Approach as described in this memorandum to oversee improvements in the following four Focus Areas:

1. Increasing Community Safety;
2. Reducing Unsheltered Homelessness;
3. Cleaning Up Our Neighborhoods; and
4. Attracting Investment in Jobs and Housing.

## **BACKGROUND**

This Manager's Budget Addendum (MBA) provides supplemental information on the recommended Focus Area Governance and Management Approach and is responsive to information requested by the City Council during the May 15, 2023 Budget Study Session on the recommended Focus Area Governance and Management Approach<sup>1</sup>. This MBA:

1. Outlines four Focus Areas established by the City Council through approval of the Mayor's March Budget Message<sup>2</sup>;
2. Defines the model for the City Manager's Cabinets and Administration Execution Teams for each Focus Area;
3. Develops a framework, scorecards and dashboards, and progress reporting cadence that allows the Administration to focus City Council deliberation and City resources on prioritizing progress towards the Focus Areas;

<sup>1</sup> <https://sanjose.legistar.com/LegislationDetail.aspx?ID=6200900&GUID=7D29EF89-6C7F-43AD-B7DD-B391C0A1090A&Options=&Search=>

<sup>2</sup> <https://sanjose.legistar.com/LegislationDetail.aspx?ID=6053139&GUID=FCB8649E-857F-4E40-82AA-95D34BE2CE6F&Options=&Search=>

4. Acknowledges feedback received during the May 15, 2023 Budget Study Session; and
5. Estimates the resources necessary for developing, reporting, and monitoring the Focus Area scorecards and dashboards.

The City's Priority Setting process, which is designed to inform the Mayor's March Budget Message and the formulation of the Annual Budget in any given year, evolves in response to the complex and challenging situations the City Council and the Administration face together as *One Team*. These expected and unexpected situations are driven by many factors including the current community sentiment, the current state of the local economy, and ultimately, the collective values and priorities of the current City Council.

As directed on January 18, 2023 by the Rules and Open Government Committee<sup>3</sup>, the Administration developed a governance and management approach pertaining to the Focus Areas approved as part of the March Budget Message, which include:

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

These Focus Areas were incorporated into the City Manager's 2023-2024 Proposed Operating Budget as Investment Priorities (from here, referred to as Focus Areas) for the City. The Focus Area Governance and Management Approach to oversee these investment priorities was shared with the City Council during the May 15, 2023 Budget Study Session and is further clarified below.

## **ANALYSIS**

The purpose of the Focus Area Governance and Management Approach is to hold the City accountable to moving the needle on critical issues impacting the community and to generate actionable and measurable solutions to address these priorities. The Focus Areas bring greater organizational emphasis, resource prioritization, and regular governance-level reporting to make notable progress on a limited number of strategic areas impacting the community.

The proposed approach integrates leading practices for public administration, program management, and performance management and builds on past City experience and learnings related to priority-setting and reporting.

### *City Manager's Cabinets and Administration Execution Teams*

Each Focus Area will have a cabinet and execution team comprised of City staff, cross-jurisdiction partners, and external partners. The cabinet purpose is to drive performance to achieve outcomes, provide a forum for rapid escalation and solution to issues, and make policy

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<sup>3</sup> <https://sanjose.legistar.com/LegislationDetail.aspx?ID=5996081&GUID=E9297D65-2A17-4E88-9C0A-589A0FDB69CA>

and resource trade-off decisions. The execution team purpose is to design collective action around performance and outcomes, enable knowledge sharing across Departments/Offices and partners, and promote implementation and learning effectiveness and success. The models for these teams are shown in Figure 1.

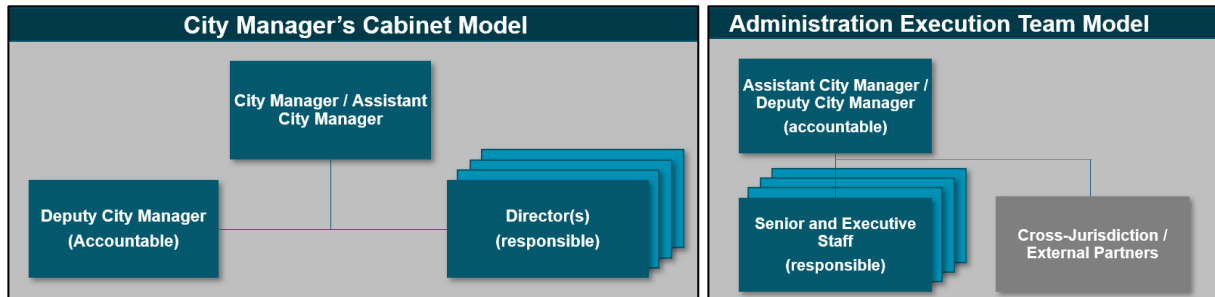


Figure 1. Model for City Manager's Cabinets and Administration Execution Teams

*Focus Area Outcome and Performance Measures*

The primary tool for managing and reporting progress to the City Council and public is a scorecard and a dashboard for each Focus Area. A *scorecard*, shown in Figure 2, is a snapshot of the most important measures of outcomes and performance alongside key contextual information related to scope, budget, and accomplishments. The scorecard has an outcome measure, which helps evaluate the impact of the Focus Areas. Underpinning the outcome measure are three to four performance measures which help evaluate how well the City is delivering services related to the Focus Areas. Both measure types will be comprised of data related to plans, actuals, and goals, and will be disaggregated by race/ethnicity and geographic location where possible and appropriate. Supporting these measures are details related to program scope, budget and schedule, milestones, challenges, and solutions. A *dashboard*, shown in Figure 3, is a more comprehensive, interactive set of outcome and performance data to complement scorecards and enhance them with additional functionality.

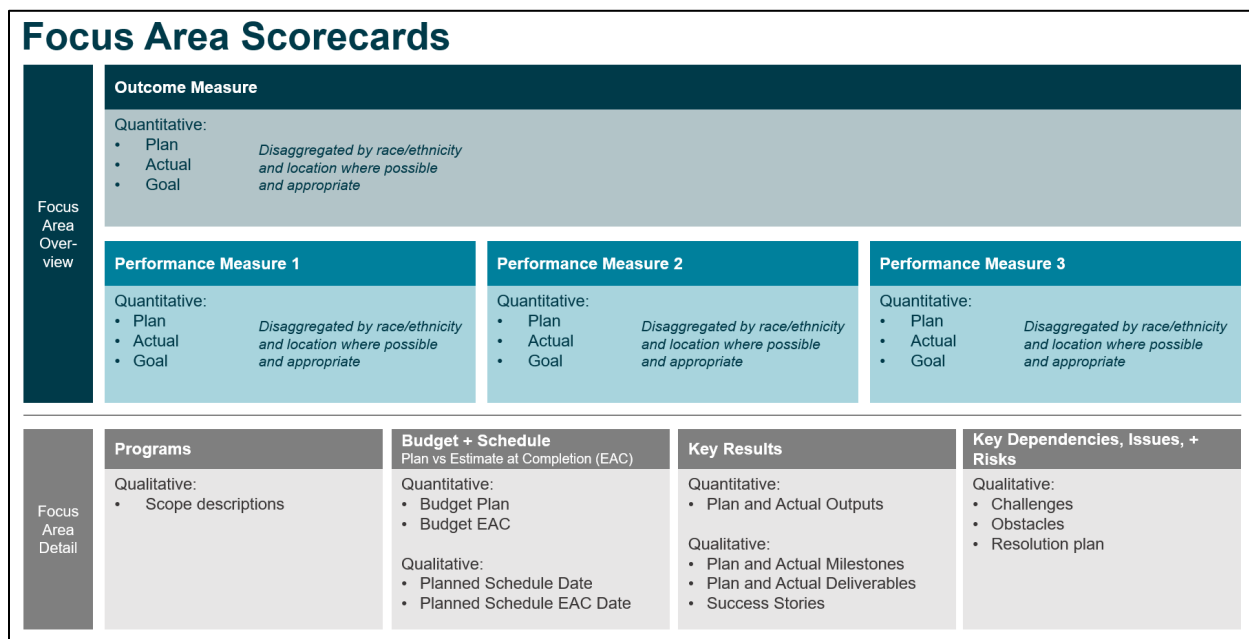


Figure 2. Model for Focus Area Scorecards

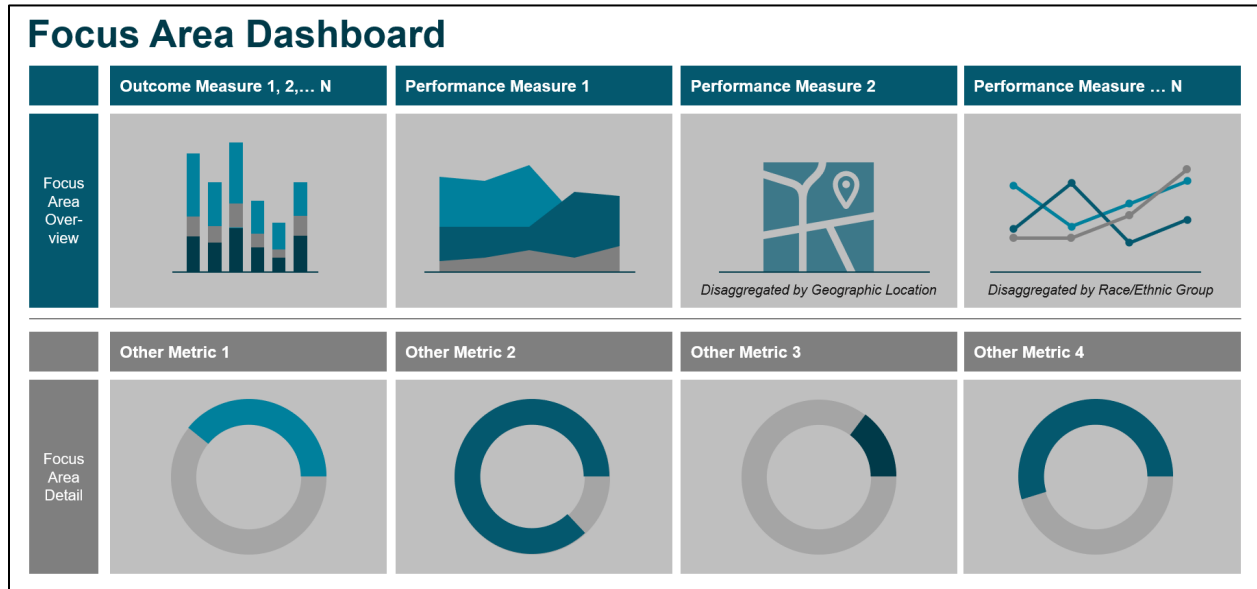


Figure 3. Model for Focus Area Dashboards

The Administration identified outcome and performance measures for each Focus Area alongside how the measures were validated and their most appropriate data sources. Importantly, for speed, the measures proposed are based on what the City currently collects today. In some cases, measures will need to be collected and reported more frequently to meet a quarterly reporting cadence. In some cases, measures may have a lag in reporting or have some other limitation. In all cases, the City will work to iterate to improve in order to provide the City Council, Administration, and the community with the best possible information for decision-making, performance management, and policy and program evaluation.

The goal of the outcome and performance measures is to provide a systematic and repeatable methodology for monitoring performance and evaluating the policies and programs within the Focus Areas. They, in turn, allow the Administration to measure the degree to which Focus Area goals have been achieved. To define these measures, the Administration considered the following:

*Definition:* Selected measures were defined based on the degree to which they meaningfully evaluate the policy or program goals of the Focus Areas. Measures were selected based on the presence of the following characteristics:

1. **Frequency** - How often is the measure collected and reported? Does the measure adopt an adequate time horizon for impact? Can the measure be collected reliably over a specific time period? Is there a lag between time of collection and time of reporting?
2. **Equity** - Can the measure be disaggregated by race/ethnicity, geographic location, income level, or other categories to measure disparities?
3. **Credibility** - Is the measure used by other agencies? Is it peer-reviewed, evidence-based, or part of a standard? Can it be used to benchmark against other cities or jurisdictions? Is the methodology sufficiently accurate and precise?

4. **Scope** - Is the measure representative in ways that matter to the population impacted by the policy or program? What perspective and scale does the measure capture, including human, economic, material, environmental, and social?
5. **Relevancy** - Does that measure clearly align to an organizational or community goal? Is it meaningful to a range of stakeholders? Is it actionable? Is it understandable to all audiences?

*Validation:* Selected measures were confirmed and validated through appearances and references within the 1) Mayoral Transition Committee Report<sup>4</sup>, 2) City Service Areas, and 3) City Homelessness Program Dashboard<sup>5</sup>.

*Source:* The selected data sources for the measures are documented across a range of source types, including City operational data, City- and partner-collected survey and perception data, and data acquired by the City through external partners. In some cases, the frequency of data collection will need to be increased (for instance from annually to quarterly).

The full set of outcome and performance measures recommended for each Focus Area can be found in Appendix A.

#### *City Council Feedback*

The City Council provided feedback on the Focus Area Governance and Management Approach proposed during the May 15<sup>th</sup> Budget Study Session. This feedback will be used during the iteration and validation of scorecard outcome and performance measures. In particular, feedback received included:

- Considerations towards the definitions of homelessness placement performance measure and ability to count Recreational Vehicle Supportive Parking program capacity towards the goals for *Reducing Unsheltered Homelessness*;
- Considerations for the addition or substitution of 911 response times (by priority) as a performance measure within *Increasing Community Safety*;
- Considerations for an approach to report on affordable housing goals within *Attracting Investment in Jobs and Housing*;
- Confirmation for BeautifySJ goals to maintain existing response targets within *Cleaning Up Our Neighborhoods*;
- Confirmation that dashboards and scorecards can be refreshed concurrently;
- Validation that outcome and performance measures are inclusive of both operational data and perception (survey) data and will be referenced alongside qualitative data;
- Confirmation that the public will have access to scorecards (through quarterly City Council updates) and to dashboards (which will be posted on a publicly available website);
- Shared perspective that both operational and perception data are valuable for policymaking, even (and perhaps especially) when contradictions exist;

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<sup>4</sup> <https://sanjose.legistar.com/LegislationDetail.aspx?ID=6024093&GUID=574EFCAC-EEC2-4864-947E-CE009B24B4C6&Options=&Search=>

<sup>5</sup> <https://www.sanjoseca.gov/your-government/departments-offices/housing/homelessness-program-dashboard>

- Confirmation that relevant budgetary and funding information will be included in scorecards;
- Shared understanding that time horizons between policy interventions and their resulting impacts are complex, and in many cases, varying;
- Continued commitment to performance management scorecards and dashboards as critical tools alongside qualitative, anecdotal, and experiential data that further informs City Council deliberations; and
- Request for resource estimates (provided below) for Focus Area scorecard and dashboard implementation and ongoing reporting updates and tool maintenance.

*Leveraging Existing Resources for Scorecard and Dashboard Implementation, Updates, and Maintenance*

The City Manager's Office of Administration, Policy, and Intergovernmental Relations plays an essential role in supporting citywide policy and program development and evaluation. Through December 31, 2023, the Office will utilize existing staffing, with support from the Information Technology Department, to work with individual departments to build and validate scorecards and dashboards; align Cabinets and Execution Teams within a regular, sustainable cadence; and report to the City Council and community. The level of staffing resources for each Focus Area will vary depending on a number of factors, including the complexity of cross-departmental and cross-jurisdictional alignment, and the availability and frequency with which the appropriate data can be collected to more precisely track performance.

While the most significant amount of staff time will be from July 2023 through December 2023, there will be peaks and valleys and none of the following positions will need to be engaged in this work full time. One position in the Office will provide Focus Area governance, coordinate development and implementation of initial workplans, and provide periodic oversight. Four other positions in the Office will assist with scorecard and dashboard validation, and as-needed support. An existing staff position in the Information Technology Department will be periodically tasked, along with a Fellow and interns, for scorecard and dashboard development. Varying levels of resources within departments will support initial data gathering and management. Depending upon the final selected metrics and data availability, the Administration may need to identify non-personal/equipment funding for increased collection of community survey data and/or acquiring external data from private sources.

Following the initial implementation of the scorecards and dashboards, maintenance staffing needs diminish, though small portions of 4-5 positions in the Office will continue to support and monitor Focus Area implementation, and staff within the Information Technology Department and other departments will ensure scorecards and dashboards are supplied with current and accurate data.

*Next Steps and Progress Reporting*

The Administration will report to City Council on a quarterly basis as a strategic support verbal update within the regular City Council agenda using the four Focus Area scorecards. The first quarterly status update is planned to come to the City Council in mid-October 2023, with the feedback received from the City Council integrated as appropriate into the first quarterly status

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update. The initial implementation will include the availability of dashboards in subsequent updates by the end of fall 2023.

### **COORDINATION**

This memorandum was coordinated with the City Manager's Budget Office, the City Attorney's Office, and the Information Technology Department.

/s/

DOLAN BECKEL

Chief of Staff for the City Manager

For questions, please contact Erik Chiarella Jensen, Assistant to the City Manager at [erik.jensen@sanjoseca.gov](mailto:erik.jensen@sanjoseca.gov).

ATTACHMENT:

Appendix A: Focus Area Outcome and Performance Measures

## APPENDIX A - FOCUS AREA OUTCOME AND PERFORMANCE MEASURES

### Increasing Community Safety Focus Area

#### *Outcome Measure: City Safety Perception*

- Definition: % of residents rating City as “very safe” or “somewhat safe”
- Validation: Mayoral Transition Committee Report
- Source: Community Opinion Survey

#### *Performance Measure: Property Crime Rates*

- Definition: % change in incidents of property crime types (burglary, larceny, vehicle theft)
- Validation: Mayoral Transition Committee Report, City Service Area
- Source: Police Department Versadex

#### *Performance Measure: Violent Crime Rates*

- Definition: % change in incidents of violent crime types (homicide, rape, robbery, aggravated assault)
- Validation: Mayoral Transition Committee Report, City Service Area
- Source: Police Department Versadex

#### *Performance Measure: Injury Crash Rates*

- Definition: Injury crashes for traffic, pedestrian, bicycle, and scooter modes per 1,000 population
- Validation: Mayoral Transition Committee Report, City Service Area
- Source: Department of Transportation, Police Department

### Reducing Unsheltered Homelessness Focus Area

#### *Outcome Measure: San José Homelessness Rates*

- Definition: % change in number of people in San José experiencing unsheltered homelessness
- Validation: Mayoral Transition Committee Report
- Source: Point in Time Count

#### *Performance Measure: Safe Shelter Completion Rates*

- Definition: % completion of 1,000 net new placements for safe shelter opportunities (emergency shelter, emergency interim housing, safe parking, and hotels and motels)
- Validation: Mayoral Transition Committee Report, City Service Area
- Source: Homelessness Management Information System

#### *Performance Measure: Homelessness Prevention Rates*

- Definition: % of San José households receiving prevention services that retain housing after one year
- Validation: Mayoral Transition Committee Report, City Service Area, Homelessness Program Dashboard
- Source: Homelessness Management Information System



*Performance Measure: Permanent Supportive and Rapid Rehousing Success Rates*

- Definition: % of San José households remaining housed one year after being housed in permanent housing
- Validation: Mayoral Transition Committee Report, City Service Area, Homelessness Program Dashboard
- Source: Homelessness Management Information System

*Performance Measure: Emergency Interim Housing Production Rates*

- Definition: % completion of 1,000 unit production target for interim housing
- Validation: Mayoral Transition Committee Report
- Source: Homelessness Management Information System

**Cleaning Up Our Neighborhoods Focus Area**

*Outcome Measure: City Cleanup Rating*

- Definition: % of residents rating cleaning up of litter and trash as “excellent” or “good”
- Validation: Mayoral Transition Committee Report, City Service Area
- Source: Community Opinion Survey

*Performance Measure: BeautifySJ Blight Response Rates*

- Definition: % of graffiti removal, illegal dumping, and encampment trash service inquiries responded to within response time targets
- Validation: Mayoral Transition Committee Report, City Service Area
- Source: App Order, SJ311, Survey123

*Performance Measure: Code Enforcement Case Backlog*

- Definition: % of change in Code Enforcement case backlog of general code and multiple housing programs
- Validation: City Service Area
- Source: Code Enforcement Division Dashboard

*Performance Measure: SJ311 Customer Satisfaction*

- Definition: % of customer satisfaction scores by service type (graffiti removal, illegal dumping, junk pickup, and abandoned vehicle)
- Validation: Mayoral Transition Committee Report, City Service Area
- Source: SJ311

**Attracting Investment in Jobs and Housing Focus Area**

*Outcome Measure: Jobs and Housing Start Rates*

- Definition: % change in new jobs added; % change in new housing units added
- Validation: Mayoral Transition Committee Report
- Source: Office of Economic Development and Cultural Affairs, Planning, Building, and Code Enforcement, Employment Development Department

*Outcome Measure: Downtown Visitation Rates*

- Definition: % of change in year-over-year downtown visitation as measured through device count data
- Validation: Mayoral Transition Committee Report
- Source: CityData

*Performance Measure: Housing Production Permitting Targets*

- Definition: % of housing units receiving development permit approval within processing time targets
- Validation: Mayoral Transition Committee Report, City Service Area
- Source: Planning, Building, and Code Enforcement

*Performance Measure: Building Permit Conformance Review Rates*

Definition: % of building permit conformance reviews completed within processing time targets

- Validation: Mayoral Transition Committee Report, City Service Area
- Source: Planning, Building, and Code Enforcement

*Performance Measure: Downtown Vibrancy Rating*

- Definition: % 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