

### **3.4 2023-2024 City Council Focus Areas Second Quarter Status Report.**

**Recommendation:**

Accept the second quarter status report on the implementation of the Fiscal Year 2023-2024 City Council Focus Areas.

CEQA: Not a Project, File No. PP17-009, Staff Reports, Assessments, Annual Reports, and Informational Memos that involve no approvals of any City action. (City Manager)

# Memorandum

**TO:** HONORABLE MAYOR  
AND CITY COUNCIL

**FROM:** Dolan Beckel

**SUBJECT: 2023-2024 CITY COUNCIL  
FOCUS AREAS SECOND QUARTER  
STATUS REPORT**

**DATE:** February 1, 2024

Approved



Date

2/1/24

## **RECOMMENDATION**

Accept the second quarter status report on the implementation of the Fiscal Year 2023-2024 City Council Focus Areas.

## **SUMMARY AND OUTCOME**

For the reporting quarter, the Mayor and City Council will understand the current status of outcome and performance measures, key budget programs/initiatives, Fiscal Year 2023-2024 resourcing for key budget programs/initiatives, planned versus actual key accomplishments for the reporting period, policy and other City Council considerations, and planned key accomplishments for the next reporting period for the following Fiscal Year 2023-2024 City Council Focus Areas:

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

The Mayor and City Council will also understand lessons learned and improvements made in this second quarter status report, improvements planned for the third quarter status report, and recommended updates to the Focus Area Scorecards.

## **BACKGROUND**

The purpose of the City Council Focus Areas is to hold the City accountable for driving positive outcomes and performance on a very limited number of priorities most greatly impacting the community and to generate actionable and measurable solutions to address these priorities. The scope of each City Council Focus Areas is very specific and does not include all services provided by the City that might be related to the scope of a Focus Area. City Council Committee

Reports and Agenda Item Memoranda instead provide information on additional related scope not included in a particular City Council Focus Area.

## **ANALYSIS**

### **Focus Area Scorecards and Dashboards**

#### *Focus Area Scorecards*

Each of the four second quarter 2023-2024 City Council Focus Area Scorecards may be found in the following attachments:

- **Attachment A:** Increasing Community Safety Focus Area Scorecard;
- **Attachment B:** Reducing Unsheltered Homelessness Focus Area Scorecard;
- **Attachment C:** Cleaning Up Our Neighborhoods Focus Area Scorecard; and
- **Attachment D:** Attracting Investment in Jobs and Housing Focus Area Scorecard.

During the City Council meeting for this item, the Assistant City Manager/Deputy City Manager Executive Sponsor for each Focus Area will provide a verbal update on these scorecard sections including:

- Outcome and performance measures and trends from the reporting quarter;
- Key budget programs/initiatives;
- FY 2023-2024 resourcing for key budget programs/initiatives;
- Planned versus actual key accomplishments for the reporting period (for this report, only actual key accomplishments are reported);
- Policy and other City Council considerations; and
- Planned key accomplishments for the next reporting period.

#### *Focus Area Dashboards*

In addition to scorecard outcome and performance measures, Focus Area Dashboards include a more comprehensive, interactive set of performance data, expanding on the vital few indicators identified for the scorecards. The dashboards also include additional functionality and features, including disaggregation, data interaction, and longer time histories where available.

The launch of the first versions of the Focus Area Dashboards, limited to the Focus Area Scorecard outcome and performance measures, was completed in December 2023, with publication on the City's website in partnership with the Information Technology Department and the City Manager's Office of Communications.<sup>1</sup> Future iterations are planned to include quarterly updated data and functionality enhancements of existing data with disaggregation by May 2024.

### **Execution as Learning**

To foster an adaptable vision on how to achieve the City Council's priorities, the Administration set forward implementing the Focus Areas within the context of "execution as learning." This

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<sup>1</sup> <https://www.sanjoseca.gov/your-government/departments-offices/mayor-and-city-council/city-council-focus-areas>

model prioritizes collective learning for cross-departmental and cross-jurisdiction collaboration, promotes psychological safety, encourages failing forward quickly, and simplifies complexity through iteration and experimentation. Over the first and second quarters of implementation, four “execution as learning” categories have emerged.

1. **Implemented Learnings** – Several learnings were appropriate to be implemented in this quarterly status report.
2. **Outcome and Performance Measure Evaluations** – Staff analysis indicates changes to the City Council-directed Outcome and Performance Measures may be appropriate.
3. **Performance Measure Data Collection Challenges** – Staff analysis shows that issues with the operational data collection for two performance measures render the measures currently unreportable.
4. **Other Recommendations** – Other recommendations based on the last two quarters of learning are identified for City Council consideration.

Each of these four “executions as learning” categories is elaborated below.

#### *1. Implemented Learnings*

- **Key Outcome Measure Survey Drivers** – Survey data collected through the Focus Area Community Survey lends critical and representative information on how the community experiences the topics of the Focus Areas. The scorecards that include this public perception data now include “Top Contributors”, where applicable, to showcase how the community understands drivers and influences, suggesting where the City might be able to improve outcomes.
- **Previous Year Baseline and Trends** – Under a second iteration of scorecard data, the Administration has visually indicated the change from quarter to quarter by using a ticker format. Even where the change is minimal, this enables stakeholders to more clearly understand and anticipate the trajectory.
- **Key Budget Programs/Initiatives** – Based on City Council feedback regarding the reported level of detail, the execution teams for each Focus Area prioritized the top budget programs and initiatives most impactful to driving performance improvement as measured by the outcome and performance measures. As a result, a more limited and prioritized number of key budget programs and initiatives are reported.
- **Policy and Other City Council Considerations** – Based on City Council feedback to elevate the level of operational detail and to include important policy considerations, there is a specific section labeled Policy and Other City Council Considerations. Other City Council considerations may include, but are not limited to, urgent, important, and timely operational or service delivery items for City Council awareness.
- **Planned versus Actual Key Accomplishments** – In addition to the current quarter for each reporting period, the Administration included for next quarter the planned key accomplishments that are most relevant to the top contributors for performance and key budget programs and initiatives. Planned key accomplishments were not identified in the previous scorecard, so all planned versus actual key accomplishments in this report’s scorecards will be color-coded with a “grey” status. The next quarterly Focus Area Scorecards will contain a red/yellow/green stoplight status on the planned versus actual

key accomplishments to identify where plans met, exceeded, or fell short of expectations and incorporate those key learnings to improve execution next quarter.

## *2. Outcome and Performance Measure Evaluations*

- **Cleaning Up Our Neighborhoods** – In future reports, staff recommends modifying the code enforcement case backlog measure from the current format, which shows the percent change in backlog cases from quarter to quarter, to a revised format which shows the total number of cases in the code enforcement case backlog for the quarter. Staff believes this format will be more intuitive and better contextualize the overall magnitude of the caseload.
- **Attracting Investment in Jobs and Housing** – Staff is assessing the “residential units entitled” measure. It is meaningful to see the total capacity of units possible – for instance, when low units entitled starves the pipeline of housing long-term. At the same time, the measure does not show near-term activity or progress converting approved housing into available units. Staff is evaluating what data is available to identify an outcome measure the City can more readily affect for a potential alternative measure in the next quarterly report.

## *3. Performance Measure Data Collection Challenges*

- **Increasing Community Safety** – On April 4, 2023, the San José Police Department transitioned from the Summary Reporting System to the National Incident Based Reporting System. This transition resulted in substantial disruption of department’s crime data reporting processes, necessitating manual correction of thousands of database entries. As a result, crime statistics are not currently available. The San José Police Department will continue work to address this issue and provide a verbal update during the City Council presentation.
- **Attracting Investment in Jobs and Housing** – Both the data from the Employment Development Department and the United States Census Bureau’s American Community Survey lag by one full year. Neither the Administration nor the City Auditor have found an adequate data source for which City leadership might consider trading off some degree of accuracy for being more current in order to make informed decisions. Staff will continue to seek a timelier data source for City-specific job starts.

## *4. Other Recommendations*

- **Recommended Local and Large City Baselineing** – As a complement to the existing scorecards, the Administration recommends continuing to explore options to leverage in-kind opportunities, including management fellows who present no impact to the General Fund, to collect comparable scorecard outcome and performance measure data from other local jurisdictions and other large cities to help inform Focus Area execution.
- **Recommended Focus Area Scope Alignment** – The Reducing Unsheltered Homelessness City Council Focus Areas has brought focus, clarity, and progress in the City’s efforts to address homelessness in the City. The City must also work with our partners to prevent homelessness and mitigate the impacts of the homelessness crisis on all San José residents, housed and unhoused, neighborhoods, businesses, and the

environment in addition to supporting the continuum of housing solutions. In order to align goals, present a holistic picture of the homelessness crisis, improve coordination, and reduce possible confusion, it is recommended that the Administration explore the best way to incorporate a more holistic picture of homelessness as part of the Reducing Unsheltered Homelessness scorecard and return to City Council with further scorecard and dashboard recommendations.

- **Recommended Reporting Cadence** – Based on the pace at which the outcome and performance measures change, finite staff capacity, and the value at which the Focus Area Scorecards can inform annual budget decisions, it is recommended that the City Council consider directing the Administration to bring the Focus Area Scorecard Report to the City Council on a semi-annual basis in the month of September and the month of February of each fiscal year. Key budget programs and initiatives for each Focus Area may be worked into Mayor and City Council Briefings and Committee Work Plans for additional transparency and feedback where and when appropriate. Outside of this recommended reporting cadence and to ensure focus area work can move forward quickly, the Administration will be nimble and bring any important policy item(s) requiring City Council consideration directly to the City Council in a timely manner. Focus Area Dashboards will continue to be updated on a quarterly basis.

## **EVALUATION AND FOLLOW-UP**

The Administration will continue quarterly updates on the City Council Focus Areas and will return with a third quarter status update by the end of May 2024, unless otherwise directed by the City Council.

## **COORDINATION**

This memorandum and related documents were prepared in coordination with the City Attorney's Office, City Manager's Budget Office, and City Manager's Office of Administration, Policy, and Intergovernmental Relations.

## **PUBLIC OUTREACH**

This memorandum will be posted on the City's Council Agenda website for the February 13, 2024 City Council meeting. Over 120 members of the community participated in the Mayoral Transition Committees and provided direct community input on the Focus Area Scorecards. In addition, an average of 800 non duplicated San Jose residents are surveyed quarterly based on the recent United States Census so that the survey results accurately reflect the demographic make-up of our diverse City.

**COMMISSION RECOMMENDATION AND INPUT**

No commission recommendation or input is associated with this action.

**CEQA**

Not a Project, File No. PP17-009, Staff Reports, Assessments, Annual Reports, and Informational Memos that involve no approvals of any City action.

**PUBLIC SUBSIDY REPORTING**

This item does not include a public subsidy as defined in section 53083 or 53083.1 of the California Government Code or the City's Open Government Resolution.

/s/

DOLAN BECKEL

Chief of Staff for the City Manager

City Manager's Office

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

**ATTACHMENTS**

**Attachment A:** Increasing Community Safety Focus Area Scorecard

**Attachment B:** Reducing Unsheltered Homelessness Focus Area Scorecard

**Attachment C:** Cleaning Up Our Neighborhoods Focus Area Scorecard

**Attachment D:** Attracting Investment in Jobs and Housing Focus Area Scorecard



# Increasing Community Safety Scorecard

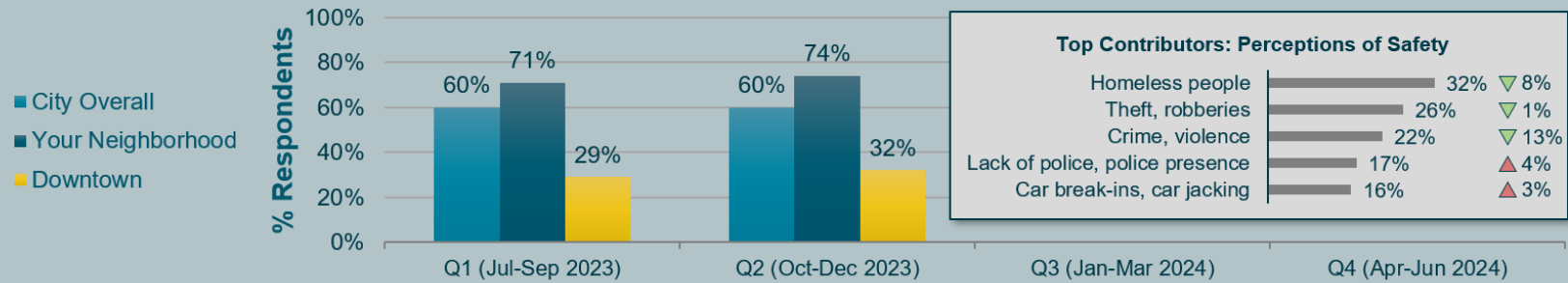
## Outcome and Performance Measures

**Q2 2023-2024**  
Oct – Dec 2023

### Outcome

**City Safety Perception.** % of residents rating San José as “very safe” or “somewhat safe” (Source: Focus Area Community Survey)

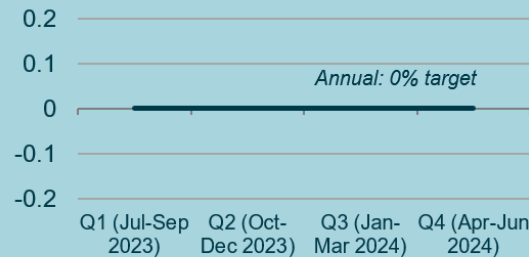
City ■ 0%  
Neighborhood ▲ 3%  
Downtown ▲ 3%



### Performance

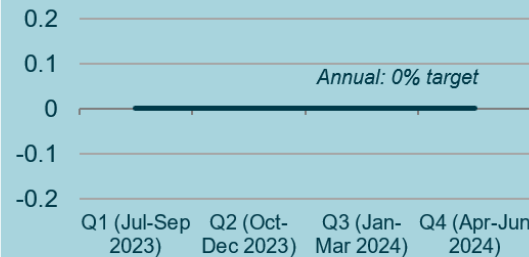
#### 1) Property Crime Rates\* ■ --%

(Source: PD Versadex RMS)



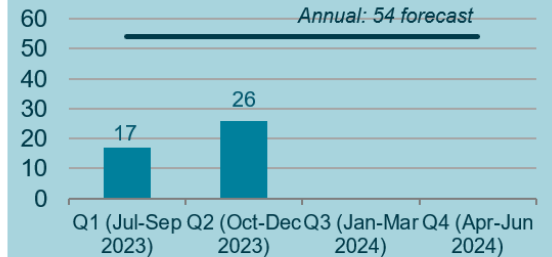
#### 2) Violent Crime Rates\* ■ --%

(Source: PD Versadex RMS)



#### 3) Cumulative Traffic Fatalities ▲ 9

(Source: DOT, PD)



\* On April 4, 2023, SJPd transitioned from the Summary Reporting System (SRS) to the National Incident Based Reporting System (NIBRS). As the NIBRS program allows for greater specificity in crime reporting and consequently increases the reported incidence of certain crime types, an accurate comparison between 2022 and 2023 crime rates is not possible. This transition also resulted in substantial disruption of SJPd's crime data reporting processes, necessitating manual correction of thousands of database entries. As a result, crime statistics are not currently available. SJPd will continue work to address this issue and provide a verbal update during the City Council presentation.



# Attachment A: Increasing Community Safety Focus Area Scorecard







## Increasing Community Safety Scorecard

Key Programs/Initiatives and Resources Driving Performance Improvement

**Q2 2023-2024**  
Oct – Dec 2023

Performance	1) Property Crime Rates <span>■ --%</span>	2) Violent Crime Rates <span>■ --%</span>	3) Cumulative Traffic Fatalities <span>▲ 9</span>
Key Budget Programs/Initiatives	<ul style="list-style-type: none"> <li>Field Patrol (PD)                             <ul style="list-style-type: none"> <li>Recruitment Task Force</li> <li>Organized Retail Theft Task Force</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Crime Prevention (PD)</li> <li>Youth Empowerment Alliance (PRNS)                             <ul style="list-style-type: none"> <li>Bringing Everyone's Strengths Together (BEST)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Traffic Capital Improvements                             <ul style="list-style-type: none"> <li>Complete Streets Improvements</li> <li>Quick Build Safety Improvements</li> <li>Pedestrian Safety and Traffic Calming Improvements</li> </ul> </li> </ul>
FY 2023-2024 Resourcing for Key Budget Programs/Initiatives	<b>(PD) Field Patrol:</b>	<b>(PD) Crime Prevention:</b>	<b>(PD) Traffic Enforcement:</b>
	\$236,687,735                      773.00 FTEs	\$2,059,105                              13.00 FTEs	\$9,467,548                              30.00 FTEs
		<b>(PRNS) Youth Gang Prevention and Interventions:</b>	<b>(DOT) Traffic Safety:</b>
		\$11,477,449                              51.40 FTEs	\$4,301,749                              23.35 FTEs
	<b>Sub-Total</b>	<b>Sub-Total</b>	<b>Sub-Total</b>
	<b>\$236,687,735                      773.00 FTEs</b>	<b>\$13,536,554                      64.40 FTEs</b>	<b>\$13,769,297                      53.35 FTEs</b>
Planned vs Actual Key Accomplishments	<ul style="list-style-type: none"> <li><input type="checkbox"/> Hired 31 Sworn officers, two Community Service Officers</li> <li><input type="checkbox"/> Organized Retail Theft Task Force accomplishments:                             <ul style="list-style-type: none"> <li><input type="checkbox"/> Approved grant by City Council</li> <li><input type="checkbox"/> Hired four retirees as analysts</li> <li><input type="checkbox"/> Deployed officers over holiday season</li> </ul> </li> <li><input type="checkbox"/> Drafted Catalytic Converter Theft Ordinance</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Served 4,450 youth across 19 BEST agencies</li> <li><input type="checkbox"/> Responded to 142 school incidents with Youth Intervention Team</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completed 14 Pedestrian Safety and Traffic Calming Projects</li> <li><input type="checkbox"/> Deployed 63 changeable message signs displaying traffic safety messages</li> <li><input type="checkbox"/> Received \$12.9 million from USDOT Safe Streets and Roads for All grant</li> <li><input type="checkbox"/> Started DUI Pilot Program</li> </ul>

## Attachment A: Increasing Community Safety Focus Area Scorecard

<div>  <h1>Increasing Community Safety</h1> <p>Planned Key Accomplishments Next Period</p> </div> <div> <b>Q3 2023-2024</b>  Jan – Mar 2024 </div>			
Performance	1) Property Crime Rates  --%	2) Violent Crime Rates  --%	3) Cumulative Traffic Fatalities  9
Key Budget Programs/ Initiatives	<ul style="list-style-type: none"> <li>Field Patrol (PD) <ul style="list-style-type: none"> <li>Recruitment Task Force</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Crime Prevention (PD)</li> <li>Youth Empowerment Alliance (PRNS) <ul style="list-style-type: none"> <li>Bringing Everyone's Strengths Together (BEST)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Traffic Capital Improvements <ul style="list-style-type: none"> <li>Complete Streets Improvements</li> <li>Quick Build Safety Improvements</li> <li>Pedestrian Safety and Traffic Calming Improvements</li> </ul> </li> </ul>
Policy and Other City Council Considerations	<ul style="list-style-type: none"> <li>SJPD investigating/procuring technologies to create a Real Time Crime Center, empowering responding officers with expanded access to information and imagery</li> </ul>	<ul style="list-style-type: none"> <li>Bail reform Affidavit Pilot ended 12/31/23; SJPD currently evaluating effectiveness</li> <li>City continuing to examine potential for Alternate Response to select 911 Calls</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>
Planned Key Accomplishments for Q3	<input type="checkbox"/> Hire 43 (conditional) Sworn officers	<input type="checkbox"/> Pilot Narcotics Alternative Destination Program <input type="checkbox"/> Implement 911-988 Call Transfer Pilot <input type="checkbox"/> Award community-based organizations with opioid settlement funds to build awareness and substance use prevention	<input type="checkbox"/> Complete 14 Pedestrian Safety and Traffic Calming Projects <input type="checkbox"/> Complete 1.6 miles of Quick Build Improvement



# Reducing Unsheltered Homelessness Scorecard

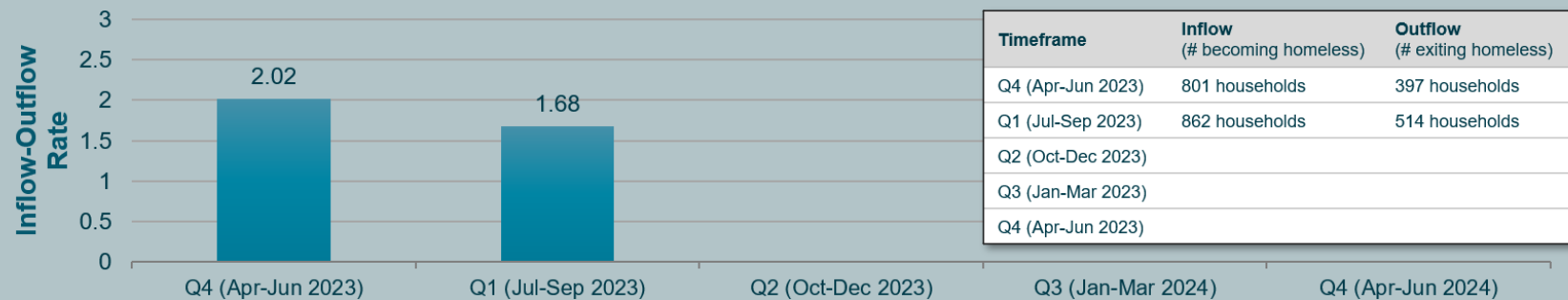
Q2 2023-2024

Oct – Dec 2023

## Outcome and Performance Measures

### Outcome

**Homelessness Inflow-Outflow Rate.\*** Ratio of number of households becoming homeless for every household that exits homelessness in SJ ▼ **0.34**  
(Source: HMIS)

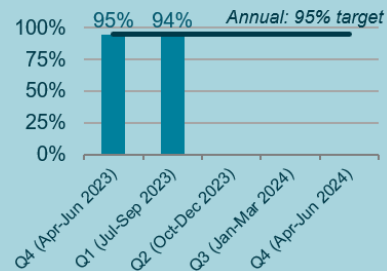


### Performance

#### 1) Homelessness Prevention Retention Rate\* ▼ 1%

(Source: HMIS)

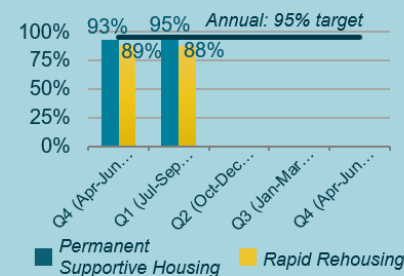
% of SJ households receiving prevention services that retain housing after one year



#### 2) Permanent Supportive, Rapid Rehousing Retention Rate\* ▲ 2% ▼ 1%

(Source: HMIS)

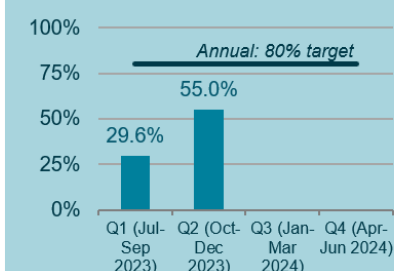
% of SJ households remaining housed one year after being housed in permanent housing



#### 3) Safe Opportunity Completion Rate ▲ 25%

(Source: Housing)

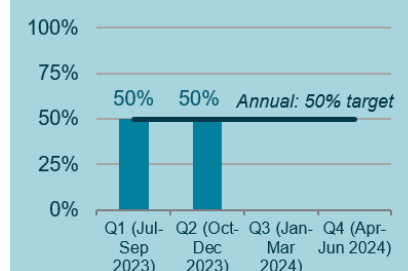
% completion of 1,000 net new safe opportunities



#### 4) Emergency Interim Housing Production Rate ■ 0%

(Source: PW)

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



\* Due to data reporting lags, data from the previous quarter is provided

## Attachment B: Reducing Unsheltered Homelessness Focus Area Scorecard








# Reducing Unsheltered Homelessness Scorecard

Q2 2023-2024

Oct – Dec 2023

## Key Programs/Initiatives and Resources Driving Performance Improvement

Performance	1) Homelessness Prevention Retention Rate  1%	2) Permanent Supportive, Rapid Rehousing Retention Rate <small>PSH  2% RR  1%</small>	3) Safe Opportunity Completion Rate  25%	4) Emergency Interim Housing Production Rate  0%
Key Budget Programs/Initiatives	<ul style="list-style-type: none"> <li>Homeless Outreach and Case Management (Housing)                             <ul style="list-style-type: none"> <li>Eviction Prevention Help Center and Diversion Programs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Tenant Based Rental Assistance and Rapid Rehousing (Housing)</li> </ul>	<ul style="list-style-type: none"> <li>Interim Supportive Housing Development (Housing)                             <ul style="list-style-type: none"> <li>New safe parking capacity</li> </ul> </li> <li>Non-Profit Service Grants to Support Housing and Community Development Needs</li> </ul>	<ul style="list-style-type: none"> <li>Housing Other Departmental – Citywide (Housing)                             <ul style="list-style-type: none"> <li>Quick-build shelter expansion</li> </ul> </li> </ul>
FY 2023-2024 Resourcing for Key Budget Programs/Initiatives	<b>Homeless Outreach and Case Management:</b>	<b>Tenant Based Rental Assistance and Rapid Rehousing:</b>	<b>Interim Supportive Housing Development:</b>	<b>Housing Other Departmental – Citywide:</b>
	\$63,145,168      14.00 FTEs	\$12,170,295      1.50 FTEs	\$15,401,842      1.00 FTEs	\$106,481,600      8.75 FTEs
			<b>Non-Profit Service Grants and Community Development Needs:</b>	
			\$28,240,843      0.43 FTEs	
	<b>Sub-Total</b>	<b>Sub-Total</b>	<b>Sub-Total</b>	<b>Sub-Total</b>
	<b>\$63,145,168      14.00 FTEs</b>	<b>\$12,170,295      1.50 FTEs</b>	<b>\$43,642,685      1.43 FTEs</b>	<b>\$106,481,600      8.75 FTEs</b>
Planned vs Actual Key Accomplishments	<input type="checkbox"/> Developed City Implementation Plan for the Community Plan to End Homelessness 2020-2025	<input type="checkbox"/> Broke ground for Parkmoor (HUB), for 81 units of affordable and supportive housing, including units for transition age youth	<input type="checkbox"/> Advertised RFP for Berryessa RV Safe Parking construction	<input type="checkbox"/> Advertised RFP and short-listed contractors for Rue Ferrari expansion

## Attachment C: Cleaning Up Our Neighborhood Focus Area Scorecard








# Reducing Unsheltered Homelessness Scorecard

Q3 2023-2024

Jan – Mar 2024

### Planned Key Accomplishments Next Period

Performance	1) Homelessness Prevention Retention Rate  1%	2) Permanent Supportive, Rapid Rehousing Retention Rate PSH  2% RR  1%	3) Safe Opportunity Completion Rate  25%	4) Emergency Interim Housing Production Rate  0%
Key Budget Programs/Initiatives	<ul style="list-style-type: none"> <li>Homeless Outreach and Case Management (Housing) <ul style="list-style-type: none"> <li>Eviction Prevention Help Center and Diversion Programs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Tenant Based Rental Assistance and Rapid Rehousing (Housing)</li> </ul>	<ul style="list-style-type: none"> <li>Interim Supportive Housing Development (Housing) <ul style="list-style-type: none"> <li>New safe parking capacity</li> </ul> </li> <li>Non-Profit Service Grants to Support Housing and Community Development Needs</li> </ul>	<ul style="list-style-type: none"> <li>Housing Other Departmental – Citywide (Housing) <ul style="list-style-type: none"> <li>Quick-build shelter expansion</li> </ul> </li> </ul>
Policy and Other City Council Considerations	<ul style="list-style-type: none"> <li>Consider methods for advanced prediction and prevention</li> </ul>	<ul style="list-style-type: none"> <li>Affordable Housing Tenant Preference Ordinances are going to CED Committee (2/26/24) and City Council in March</li> </ul>	<ul style="list-style-type: none"> <li>As part of the Framework for Shared Public Spaces, identify criteria for safe outdoor sleeping siting</li> </ul>	<ul style="list-style-type: none"> <li>In lieu of State HDC interim housing standards, the City to begin evaluating the development of its own local building standards for interim housing</li> </ul>
Planned Key Accomplishments for Q3	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop a place-based economic equity and prevention strategy</li> <li><input type="checkbox"/> Release RFP for \$11m HOME Tenant-Based Rental Assistance</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluate and announce three Notice of Funding Availability (\$50m in new construction, \$5m acquisition and rehabilitation, \$1m community development capacity building)</li> <li><input type="checkbox"/> Take three affordable housing projects totaling 650 units to City Council (Kooser, North Capitol, and View at Julian Street)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Award construction contract for Berryessa RV Safe Parking</li> <li><input type="checkbox"/> Evaluate three additional sites for EIH, RV, or Safe Outdoor Sleeping</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Award construction contract for Via del Oro mobile quick build shelter and housing</li> <li><input type="checkbox"/> Negotiate and finalize contract with Contractor, Level 10, for the Rue Ferrari Expansion Project</li> </ul>



# Cleaning Up Our Neighborhoods

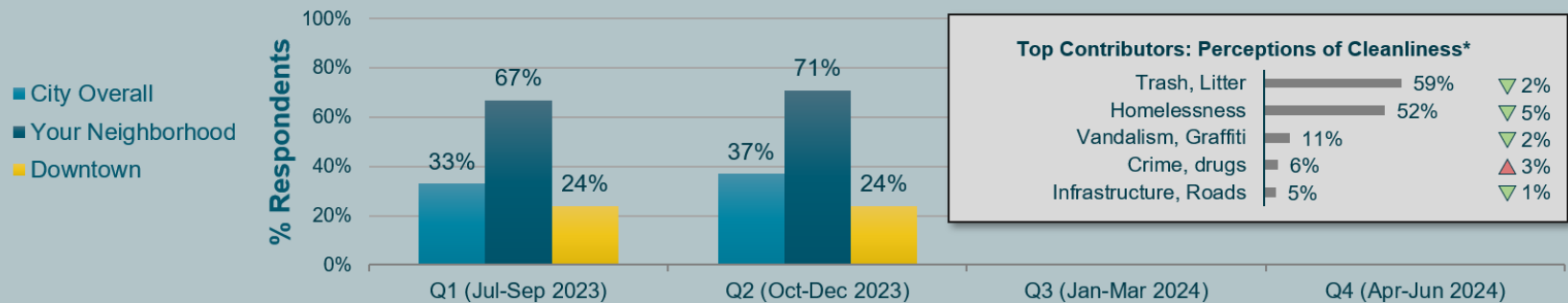
## Outcome and Performance Measures

**Q2 2023-2024**

Oct – Dec 2023

### Outcome

**City Cleanliness Perception.** % of residents rating San José as “very clean” or “somewhat clean”

 City ▲ 4%  
 Neighborhood ▲ 4%  
 Downtown ▼ 0%


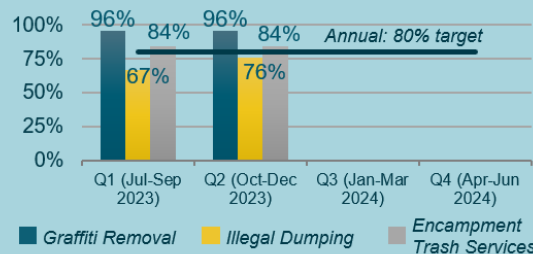
### Performance

**1) BeautifySJ Blight Response Times**

(Source: App Order, SJ311, Survey123)

 Graffiti ▼ 0%  
 Dumping ▲ 9%  
 Trash ▼ 0%

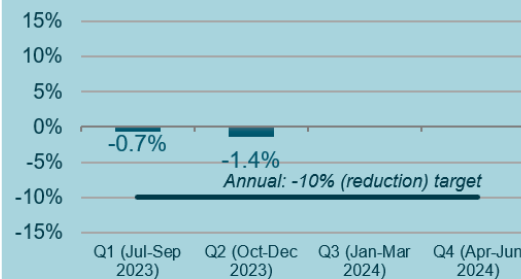
% of graffiti removal, illegal dumping, and encampment trash services inquiries responded to within response time targets (respectively, 3 business days, 5 business days, weekly)


**2) Code Enforcement Case Backlog**

(Source: PBCE)

▼ 0.7%

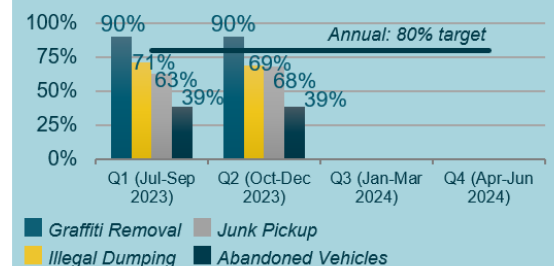
% of change in code enforcement case backlog


**3) SJ311 Customer Satisfaction**

(Source: SJ311)

 Graffiti ▼ 0%  
 Dumping ▼ 2%  
 Junk Pickup ▲ 5%  
 Vehicles ▼ 0%

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



\* “Abandoned cars, RVs” dropped out of the top five contributors between Q1 and Q2

# Attachment C: Cleaning Up Our Neighborhoods Focus Area Scorecard



## Cleaning Up Our Neighborhoods

Key Programs/Initiatives and Resources Driving Performance Improvement

Q2 2023-2024

Oct – Dec 2023

Performance	1) BeautifySJ Blight Response Times	2) Code Enforcement Case Backlog	3) SJ311 Customer Satisfaction
	Graffiti 0% Dumping 9% Trash 0%	0.7%	Graffiti 0% Dumping 2% Junk Pickup 5% Vehicles 0%
Key Budget Programs/Initiatives	<ul style="list-style-type: none"> <li>Anti-Graffiti and Anti-Litter (PRNS)</li> <li>Illegal Dumping and Homeless Encampment Trash Collection and Abatement (PRNS)</li> </ul>	<ul style="list-style-type: none"> <li>Community Code Enforcement (PBCE)               <ul style="list-style-type: none"> <li>Focus Area Service Team</li> <li>Enhanced Vacant Building Enforcement Downtown</li> </ul> </li> <li>Multiple Housing Code Enforcement (PBCE)</li> </ul>	<ul style="list-style-type: none"> <li>City Customer Contact Center (IT)               <ul style="list-style-type: none"> <li>Abandoned Vehicle Abatement Expansion</li> </ul> </li> </ul>
FY 2023-2024 Resourcing for Key Budget Programs/Initiatives	<b>Anti-Graffiti and Anti-Litter:</b> \$6,605,403      25.75 FTEs <b>Illegal Dumping and Homeless Encampment Trash Collection and Abatement:</b> \$23,927,736      64.00 FTEs  <b>Sub-Total</b> <b>\$30,533,139      89.75 FTEs</b>	<b>Community Code Enforcement:</b> \$7,033,194      38.24 FTEs <b>Multiple Housing Code Enforcement:</b> \$4,595,675      23.50 FTEs  <b>Sub-Total</b> <b>\$11,628,869      61.74 FTEs</b>	<b>City Customer Contact Center:</b> \$3,373,658      18.00 FTEs  <b>Sub-Total</b> <b>\$3,373,658      18.00 FTEs</b>
Planned vs Actual Key Accomplishments	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Illegal Dumping:</b> Increased the number of completed service requests by 978 over Q2 of FY22-23; Completed the installation of 300 sign deterrents</li> <li><input type="checkbox"/> <b>Graffiti:</b> Removed 692,699 sq ft of graffiti and completed one clean up with Union Pacific Railroad to address graffiti</li> <li><input type="checkbox"/> <b>Trash Collection:</b> Completed a large beautification litter event that included the collaboration of five (5) partners; Removed 1.4 tons of debris</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Focus Area Service Team:</b> Completed Focus Area Service Team areas 1 and 2</li> <li><input type="checkbox"/> <b>Vacant Buildings:</b> Began Enhanced Vacant Building Enforcement Downtown</li> <li><input type="checkbox"/> <b>Multiple Housing Inspections:</b> Reached 50% of annual target for Proactive Routine Multiple Housing Inspections in alignment with FY23-24 goal</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Vehicle Concerns:</b> Completed 50% development of the Vehicle Concerns service on SJ311</li> <li><input type="checkbox"/> <b>Street Sweeping:</b> Completed design for the Street Sweeping lookup service and started development</li> <li><input type="checkbox"/> <b>Vehicle Concerns:</b> Deployed a new Vehicle Concerns pilot program dashboard on SJ311</li> </ul>



## Attachment C: Cleaning Up Our Neighborhoods Focus Area Scorecard



# Cleaning Up Our Neighborhoods

## Planned Key Accomplishments Next Period

**Q3 2023-2024**

Jan – Mar 2024

Performance	1) BeautifySJ Blight Response Times	2) Code Enforcement Case Backlog	3) SJ311 Customer Satisfaction
	Graffiti 0% Dumping 9% Trash 0%	0.7%	Graffiti 0% Dumping 2% Junk Pickup 5% Vehicles 0%
Key Budget Programs/Initiatives	<ul style="list-style-type: none"> <li>Anti-Graffiti and Anti-Litter (PRNS)</li> <li>Illegal Dumping and Homeless Encampment Trash Collection and Abatement (PRNS)</li> </ul>	<ul style="list-style-type: none"> <li>Community Code Enforcement (PBCE)               <ul style="list-style-type: none"> <li>Focus Area Service Team</li> <li>Enhanced Vacant Building Enforcement Downtown</li> </ul> </li> <li>Multiple Housing Code Enforcement (PBCE)</li> </ul>	<ul style="list-style-type: none"> <li>City Customer Contact Center (IT)               <ul style="list-style-type: none"> <li>Abandoned Vehicle Abatement Expansion</li> </ul> </li> </ul>
Policy and Other City Council Considerations	<ul style="list-style-type: none"> <li>Monitor and mitigate impacts of closure of graffiti removal supplier (Kelly Moore Paints) on paint supply and on dumping</li> <li>Revisit encampment management abatement criteria to update Setback guidelines</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>
Planned Key Accomplishments for Q3	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Illegal Dumping:</b> Meet 80% target for service requests completed within 5 days, complete 2,500 proactive illegal dumping service requests and install 200 deterrents to address illegal dumping</li> <li><input type="checkbox"/> <b>Graffiti:</b> Coordinate with VTA and Caltrans to conduct graffiti cleanups on freeways walls</li> <li><input type="checkbox"/> <b>Trash Collection:</b> Increase escalated cleanups by 10% at encampment locations</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Focus Area Service Team:</b> Complete Focus Area Service Team areas 3, 4</li> <li><input type="checkbox"/> <b>Backlog:</b> Reduce Code Enforcement Case backlog to 3% or more</li> <li><input type="checkbox"/> <b>Multiple Housing Inspections:</b> Reach 75% of FY 23-24 annual target for Proactive Routine Multiple Housing Inspections</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Vehicle Concerns:</b> Complete the development and testing of the new Vehicle Concerns service on SJ311 (scheduled go-live is March-April 2024)</li> <li><input type="checkbox"/> <b>Street Sweeping Lookup:</b> Deploy the street sweeping lookup service on SJ311</li> <li><input type="checkbox"/> <b>Sewer Issues:</b> Deploy Sewer issues service on SJ311</li> </ul>





# Attracting Investment in Jobs and Housing

## Outcome and Performance Measures

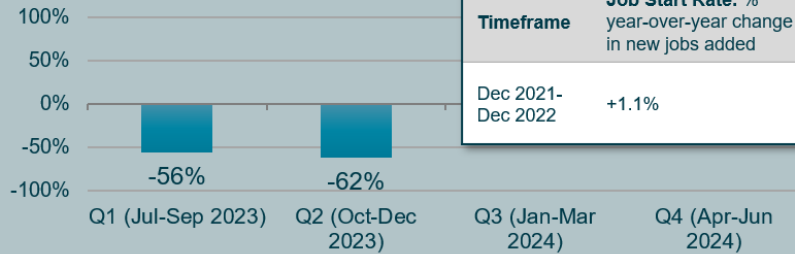
**Q2 2023-2024**  
Oct – Dec 2023

### Outcome

#### Jobs and Housing Start Rates (Source: EDD, OEDCA, PBCE, Housing)

Housing Starts ▼ **6%**

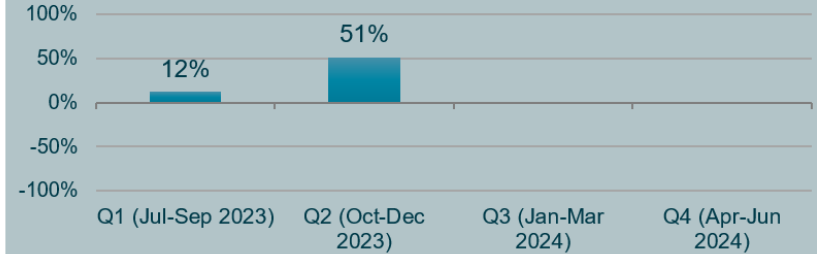
% change year-over-year of residential units entitled



#### Downtown Activity Rates (Device Counts) (Source: CityData)

▲ **45%**

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

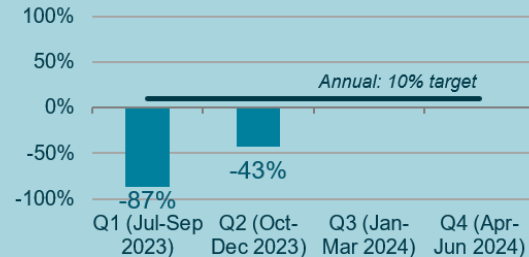


### Performance

#### 1) Housing Units Added in City (Source: PBCE)

▲ **44%**

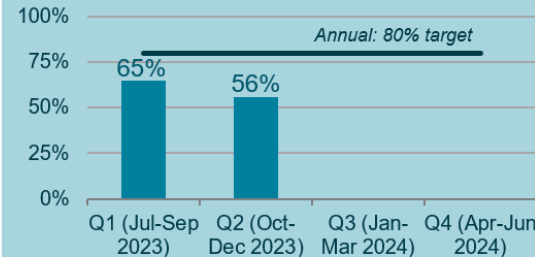
% change year-over-year of housing units with certificate of occupancy or final inspection



#### 2) Speed of Housing Permit Reviews (Source: PBCE)

▼ **9%**

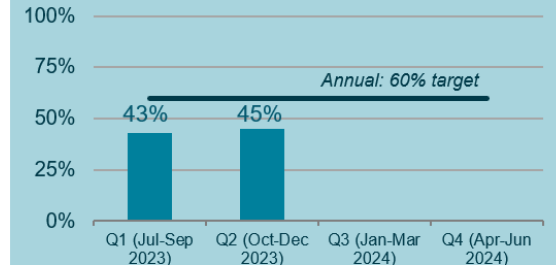
% residential projects completed within plan check time targets



#### 3) Downtown Vibrancy Rating (Source: Focus Area Community Survey)

▲ **2%**

% of residents rating downtown as a vibrant place



## Attachment D: Attracting Investment in Jobs and Housing Focus Area Scorecard






# Attracting Investment in Jobs and Housing

## Key Programs/Initiatives and Resources Driving Performance Improvement

**Q2 2023-2024**

Oct – Dec 2023




Performance	1) Housing Units Added in City  44%	2) Speed of Housing Permit Reviews  9%	3) Downtown Vibrancy Rating  2%
Key Budget Programs/Initiatives	<ul style="list-style-type: none"> <li>Development Attracting and Facilitation (OEDCA)</li> </ul>	<ul style="list-style-type: none"> <li>Building Development Services (PBCE)</li> <li>Planning Development Services (PBCE)</li> </ul>	<ul style="list-style-type: none"> <li>Business District Management (OEDCA)                             <ul style="list-style-type: none"> <li>Storefront Activation Program</li> <li>Downtown Programming and Marketing</li> </ul> </li> <li>Business Outreach and Assistance (OEDCA)</li> </ul>
FY 2023-2024 Resourcing for Key Budget Programs/Initiatives	<b>Development Attracting and Facilitation:</b> \$638,869                      3.00 FTEs	<b>Building Development Services:</b> \$31,777,697                      150.61 FTEs  <b>Planning Development Services:</b> \$5,897,767                      33.00 FTEs	<b>Business District Management:</b> \$1,569,964                      3.00 FTEs  <b>Business Outreach and Assistance:</b> \$7,538,637                      8.32 FTEs
	<b>Sub-Total</b> \$638,869                      3.00 FTEs	<b>Sub-Total</b> \$37,675,464                      183.61 FTEs	<b>Sub-Total</b> \$9,108,601                      11.32 FTEs
Planned vs Actual Key Accomplishments	<ul style="list-style-type: none"> <li><input type="checkbox"/> Conducted Cost of Development Study Session (10/26/2023)</li> <li><input type="checkbox"/> Updated and resubmitted Housing Element (11/29/2023)</li> <li><input type="checkbox"/> Permitted 235 Affordable Housing units since Q1</li> <li><input type="checkbox"/> Augmented cross-departmental Affordable Housing prioritization process implementation</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Implemented Permits Self-Start for Building (live 10/2023)</li> <li><input type="checkbox"/> Implemented SJ ePlans for Building Permits (live 10/2023)</li> <li><input type="checkbox"/> Implemented Fire Online Inspection Scheduling (live 10/2023)</li> <li><input type="checkbox"/> Eliminated Building Permit Intake Appointments (11/2023)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Launched corporate outreach initiative to retain businesses</li> <li><input type="checkbox"/> Maintained Downtown Walking Beat shift coverage of 70%, up from 54% YoY</li> <li><input type="checkbox"/> Opened Pellier Park, honoring Downtown's history and adding much-needed open space</li> <li><input type="checkbox"/> Completed Encampment Resolution along Guadalupe River, moving 93 people into housing</li> </ul>



# Attracting Investment in Jobs and Housing

## Planned Key Accomplishments Next Period

**Q3 2023-2024**  
Jan – Mar 2024

Performance	1) Housing Units Added in City  44%	2) Speed of Housing Permit Reviews  9%	3) Downtown Vibrancy Rating  2%
Key Budget Programs/Initiatives	<ul style="list-style-type: none"> <li>Development Attracting and Facilitation (OEDCA)</li> </ul>	<ul style="list-style-type: none"> <li>Building Development Services (PBCE)</li> <li>Planning Development Services (PBCE)</li> </ul>	<ul style="list-style-type: none"> <li>Business District Management (OEDCA)                             <ul style="list-style-type: none"> <li>Storefront Activation Program</li> <li>Downtown Programming and Marketing</li> </ul> </li> <li>Business Outreach and Assistance (OEDCA)</li> </ul>
Policy and Other City Council Considerations	<ul style="list-style-type: none"> <li>Consideration of expanded Citywide Residential Incentive</li> <li>Adaptive Reuse draft work plan and approach</li> <li>Fee Framework Impacting Cost of Development (incl. housing component)</li> </ul>	<ul style="list-style-type: none"> <li>Assess high density projects seeking to lower density due to Builders Remedy and evaluate City response options</li> <li>Prioritize Housing Element work plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>OEDCA dedicated significant time to working on the unpermitted vendor issue for the holidays.</li> <li>Extension of the Downtown Highrise Incentive(s) to City Council by end of Q3</li> <li>Extension of construction tax waivers for office and R&amp;D</li> </ul>
Planned Key Accomplishments for Q3	<ul style="list-style-type: none"> <li><input type="checkbox"/> Certify Housing Element</li> <li><input type="checkbox"/> Hire Affordable Housing Navigator and Work Plan</li> <li><input type="checkbox"/> Begin work to update ADU Ordinance</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Complete Fire Development Web Language update</li> <li><input type="checkbox"/> Implement Development Services Process Improvement Work Plan</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement San Pedro Pedestrian Mall Law</li> <li><input type="checkbox"/> Execute leases for first pop-up retail spaces</li> <li><input type="checkbox"/> Support a successful NVIDIA GTC conference in March</li> <li><input type="checkbox"/> Acquire property for PMI Project Homekey and initiate of redevelopment entitlement</li> </ul>



# Memorandum

**TO:** HONORABLE MAYOR  
AND CITY COUNCIL

**FROM:** Councilmember Davis

**SUBJECT:** 2023-2024 CITY COUNCIL FOCUS  
AREAS SECOND QUARTER STATUS REPORT

**DATE:** February 12, 2024

Approved 

Date: 02/12/2024

## RECOMMENDATIONS

- 1) Accept the second quarter status report on the implementation of the Fiscal Year 2023-2024 City Council Focus Areas.
- 2) Direct the City Manager to explore the best way to incorporate a more holistic picture of homelessness as part of the Reducing Unsheltered Homelessness scorecard. Return to City Council with further scorecard and dashboard recommendations to align with the City and County Plan to End Homelessness.
- 3) Direct the City Manager to bring the Focus Area Scorecard Report to the City Council for discussion on a semi-annual basis in the month of September and the month of February of each fiscal year, while continuing to update the dashboards quarterly.

## DISCUSSION

Currently, City staff are working in collaboration with County staff to implement the City and County Plan to End Homelessness. Our metrics need to reflect the full breadth of the three pillars of that work. Therefore, the scorecard and dashboard should be changed to better align with City and County Plan to End Homelessness.

City staff time can be better spent doing the focus area work rather than preparing for and presenting to City Council four times per year. Reporting once in September to give an update and once in February to inform the budget process is sufficient. Interested councilmembers are always able to request briefings on any topic from staff, and dashboards will still be updated quarterly for full public transparency.

# City Council Focus Areas

## Q2 Quarterly Status Report

### Item 3.4

February 13, 2024

**Lee Wilcox**  
**Dolan Beckel**  
**Omar Passons**  
**Angel Rios**  
**Rosalynn Hughey**  
**Rob Lloyd**  
**Kip Harkness**

Assistant City Manager, *Increasing Community Safety* Executive Sponsor  
Chief of Staff for the City Manager  
Deputy City Manager, *Reducing Unsheltered Homelessness* Executive Sponsor  
Deputy City Manager, *Cleaning Up our Neighborhoods* Executive Sponsor  
Deputy City Manager, *Attracting Investment in Jobs and Housing* Executive Sponsor  
Deputy City Manager, *Attracting Investment in Jobs and Housing* Executive Sponsor  
Deputy City Manager, *Attracting Investment in Jobs and Housing* Executive Sponsor

# Background - 2023-2024 Priority-Setting | City of San José

## City Council Focus Areas

	Increasing Community Safety		Reducing Unsheltered Homelessness		Cleaning Up Our Neighborhoods		Attracting Investment in Jobs and Housing
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## City Service Areas and Outcomes (within the 2023-2024 Adopted Budget)

Community and Economic Development	Environmental and Utility Services*	Neighborhood Services	Public Safety	Transportation and Aviation Services*
<ul style="list-style-type: none"><li>• Thriving, inclusive, and attractive communities and vibrant public spaces</li><li>• Strong, Responsive, and Equitable Economy and Development Services</li><li>• Accessible and Diverse Range of Housing and Business Opportunities</li></ul>	<ul style="list-style-type: none"><li>• Reliable Utility Infrastructure</li><li>• Healthy Streams, Rivers, Marsh, and Bay</li><li>• Clean and Sustainable Air, Land, and Energy</li><li>• Safe, Reliable, and Sufficient Water Supply</li></ul>	<ul style="list-style-type: none"><li>• Safe and Clean Neighborhoods and Public Spaces</li><li>• Welcoming and Vibrant Neighborhoods and Public Life</li><li>• Equitable Access to Community Opportunities to Flourish</li></ul>	<ul style="list-style-type: none"><li>• Safer San Jose with Effective Emergency Response Services</li><li>• Resilient Communities that are Prepared for Emergencies</li></ul>	<ul style="list-style-type: none"><li>• Provide Safe and Secure Transportation Systems</li><li>• Provide Viable Transportation Choices that Promote a Strong Economy</li><li>• Travelers Have a Positive, Reliable, and Efficient Experience</li><li>• Preserve and Improve Transportation Assets and Facilities</li><li>• Provide a Transportation System that Enhances Community Livability</li></ul>

Strategic Support	City Manager Foundational Strategic Support Focus Areas
<ul style="list-style-type: none"><li>• Sound Fiscal Management that Facilitates Meeting the Needs of the Community</li><li>• A High Performing Workforce Committed to Exceeding Internal and External Customer Expectations</li><li>• Technology and Data Tools that Enable a Collaborative, Responsive, and Productive City</li><li>• Safe and Functional Public Infrastructure, Facilities, and Equipment</li></ul>	<ul style="list-style-type: none"><li>• Delivering Excellent Customer Service</li><li>• Closing Racial Inequities</li><li>• Structurally Balancing the General Fund Budget</li><li>• Driving Organizational Performance</li><li>• Making San José a Great Place to Work</li></ul>

Core Services (98) and Programs (264)

\*The Environment and Utility Services and Transportation and Aviation Services CSAs collectively share a City Infrastructure Strategy with the following outcomes: disaster ready and climate smart, transportation and aviation, clean energy resilience, water resilience, and natural environment restoration.



# Increasing Community Safety Scorecard

## Outcome and Performance Measures

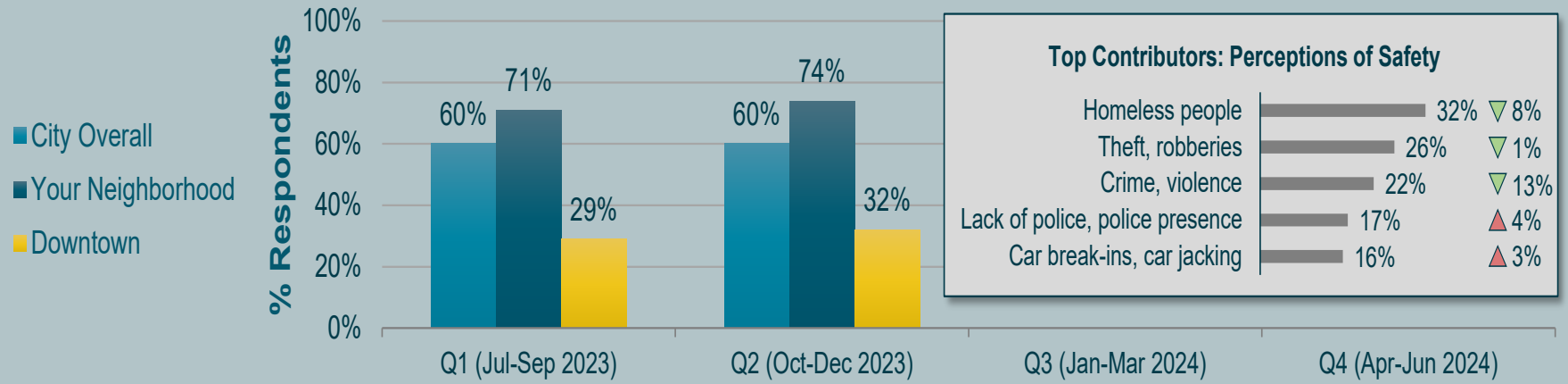
Q2 2023-2024

Oct – Dec 2023

### Outcome

**City Safety Perception.** % of residents rating San José as “very safe” or “somewhat safe” (Source: Focus Area Community Survey)

City 0%  
Neighborhood 3%  
Downtown 3%



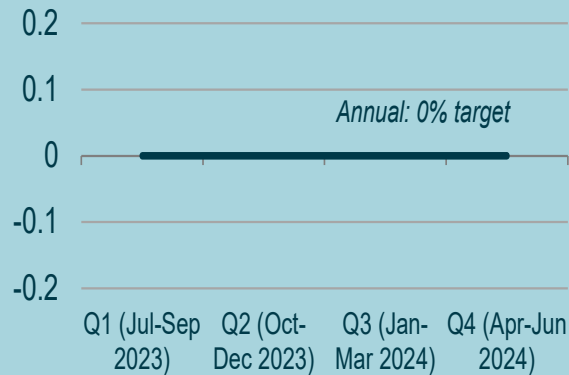
### Performance

#### 1) Property Crime Rates\*

(Source: PD Versadex RMS)

--%

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

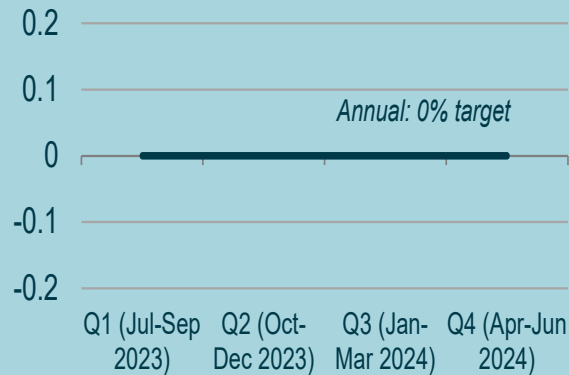


#### 2) Violent Crime Rates\*

(Source: PD Versadex RMS)

--%

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

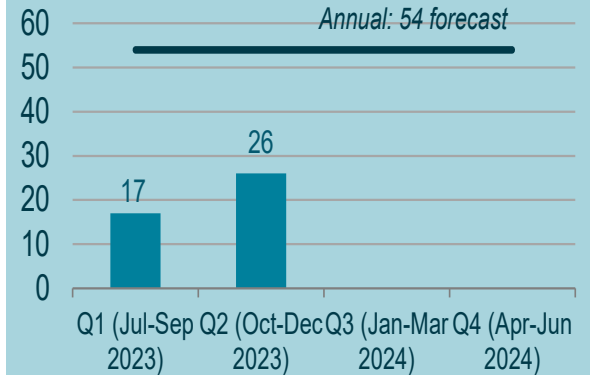


#### 3) Cumulative Traffic Fatalities

(Source: DOT, PD)

9

Traffic Fatalities (quarterly)



\* On April 4, 2023, SJPd transitioned from the Summary Reporting System (SRS) to the National Incident Based Reporting System (NIBRS). As the NIBRS program allows for greater specificity in crime reporting and consequently increases the reported incidence of certain crime types, an accurate comparison between 2022 and 2023 crime rates is not possible. This transition also resulted in substantial disruption of SJPd's crime data reporting processes, necessitating manual correction of thousands of database entries. As a result, crime statistics are not currently available. SJPd will continue work to address this issue and provide a verbal update during the City Council presentation.






# Increasing Community Safety Scorecard

Q2 2023-2024

Oct – Dec 2023

## Key Programs/Initiatives and Resources Driving Performance Improvement

Performance	1) Property Crime Rates  --%	2) Violent Crime Rates  --%	3) Cumulative Traffic Fatalities  9
Key Budget Programs/Initiatives	<ul style="list-style-type: none"><li>Field Patrol (PD)<ul style="list-style-type: none"><li>Recruitment Task Force</li><li>Organized Retail Theft Task Force</li></ul></li></ul>	<ul style="list-style-type: none"><li>Crime Prevention (PD)</li><li>Youth Empowerment Alliance (PRNS)<ul style="list-style-type: none"><li>Bringing Everyone's Strengths Together (BEST)</li></ul></li></ul>	<ul style="list-style-type: none"><li>Traffic Capital Improvements<ul style="list-style-type: none"><li>Complete Streets Improvements</li><li>Quick Build Safety Improvements</li><li>Pedestrian Safety and Traffic Calming Improvements</li></ul></li></ul>
FY 2023-2024 Resourcing for Key Budget Programs/Initiatives	(PD) Field Patrol:	(PD) Crime Prevention:	(PD) Traffic Enforcement:
	\$236,687,735773.00 FTEs	\$2,059,10513.00 FTEs	\$9,467,54830.00 FTEs
		(PRNS) Youth Gang Prevention and Interventions:	(DOT) Traffic Safety:
		\$11,477,44951.40 FTEs	\$4,301,74923.35 FTEs
	Sub-Total	Sub-Total	Sub-Total
	\$236,687,735773.00 FTEs	\$13,536,55464.40 FTEs	\$13,769,29753.35 FTEs
Planned vs Actual Key Accomplishments	<ul style="list-style-type: none"><li><input type="checkbox"/> Hired 31 Sworn officers, two Community Service Officers</li><li><input type="checkbox"/> Organized Retail Theft Task Force accomplishments:<ul style="list-style-type: none"><li><input type="checkbox"/> Approved grant by City Council</li><li><input type="checkbox"/> Hired four retirees as analysts</li><li><input type="checkbox"/> Deployed officers over holiday season</li></ul></li><li><input type="checkbox"/> Drafted Catalytic Converter Theft Ordinance</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Served 4,450 youth across 19 BEST agencies</li><li><input type="checkbox"/> Responded to 142 school incidents with Youth Intervention Team</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Completed 14 Pedestrian Safety and Traffic Calming Projects</li><li><input type="checkbox"/> Deployed 63 changeable message signs displaying traffic safety messages</li><li><input type="checkbox"/> Received \$12.9 million from USDOT Safe Streets and Roads for All grant</li><li><input type="checkbox"/> Started DUI Pilot Program</li></ul>





# Increasing Community Safety

## Planned Key Accomplishments Next Period

Q3 2023-2024

Jan – Mar 2024

Performance

### 1) Property Crime Rates



--%

### 2) Violent Crime Rates



--%

### 3) Cumulative Traffic Fatalities



9

Key Budget Programs/  
Initiatives

- Field Patrol (PD)
  - Recruitment Task Force

- Crime Prevention (PD)
- Youth Empowerment Alliance (PRNS)
  - Bringing Everyone's Strengths Together (BEST)

- Traffic Capital Improvements
  - Complete Streets Improvements
  - Quick Build Safety Improvements
  - Pedestrian Safety and Traffic Calming Improvements

Policy and Other City  
Council Considerations

- SJPd investigating/procuring technologies to create a Real Time Crime Center, empowering responding officers with expanded access to information and imagery

- Bail reform Affidavit Pilot ended 12/31/23; SJPd currently evaluating effectiveness
- City continuing to examine potential for Alternate Response to select 911 Calls

- None

Planned Key Accomplishments  
for Q3

- ☐ Hire 43 (conditional) Sworn officers

- ☐ Pilot Narcotics Alternative Destination Program
- ☐ Implement 911-988 Call Transfer Pilot
- ☐ Award community-based organizations with opioid settlement funds to build awareness and substance use prevention

- ☐ Complete 14 Pedestrian Safety and Traffic Calming Projects
- ☐ Complete 1.6 miles of Quick Build Improvement



# Reducing Unsheltered Homelessness Scorecard

Q2 2023-2024

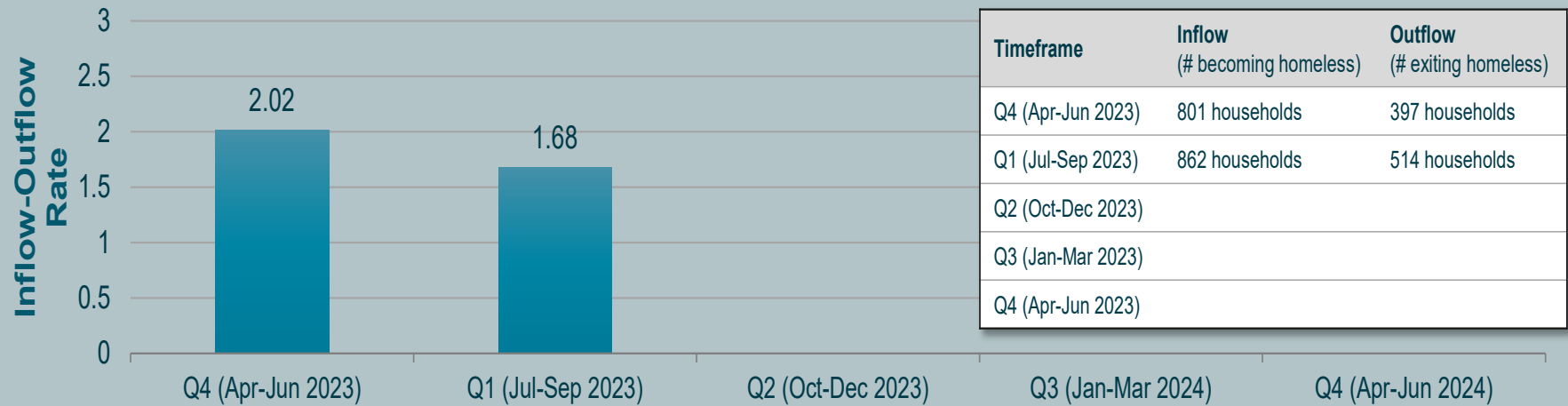
Oct – Dec 2023

## Outcome and Performance Measures

### Outcome

**Homelessness Inflow-Outflow Rate.\*** Ratio of number of households becoming homeless for every household that exits homelessness in SJ  
(Source: HMIS)

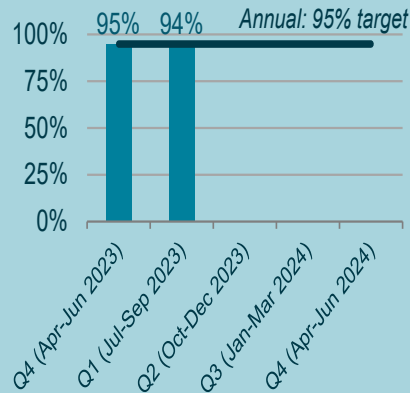
▼ 0.34



### Performance

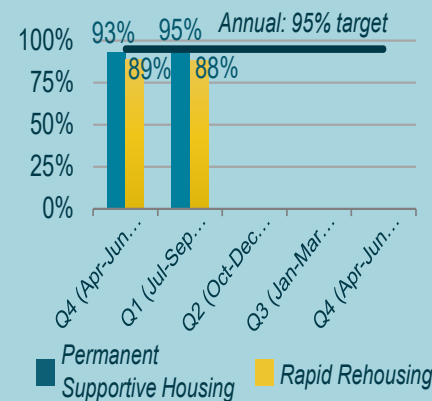
#### 1) Homelessness Prevention Retention Rate\* (Source: HMIS) ▼ 1%

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



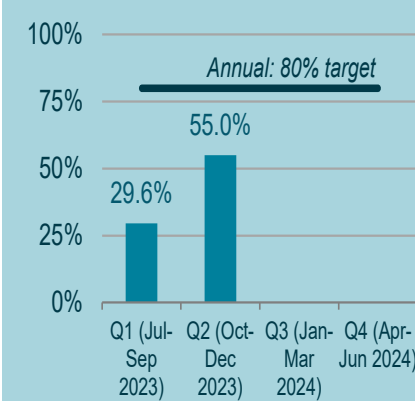
#### 2) Permanent Supportive, Rapid Rehousing Retention Rate\* (Source: HMIS) PSH ▲ 2%, RR ▼ 1%

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



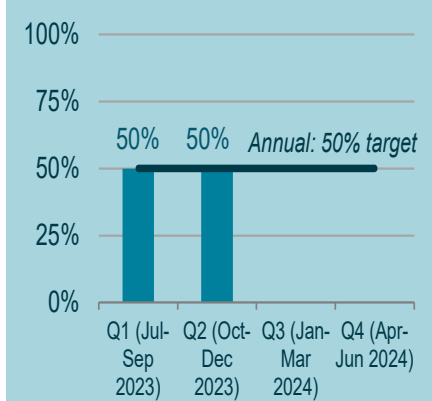
#### 3) Safe Opportunity Completion Rate (Source: Housing) ▲ 25%

% completion of 1,000 net new safe opportunities



#### 4) Emergency Interim Housing Production Rate (Source: PW) 0%

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



\* Due to data reporting lags, data from the previous quarter is provided



# Reducing Unsheltered Homelessness Scorecard

Q2 2023-2024

Oct – Dec 2023

## Key Programs/Initiatives and Resources Driving Performance Improvement

Performance	1) Homelessness Prevention Retention Rate ▼ 1%	2) Permanent Supportive, Rapid Rehousing Retention Rate PSH ▲ 2% RR ▼ 1%	3) Safe Opportunity Completion Rate ▲ 25%	4) Emergency Interim Housing Production Rate 0%
Key Budget Programs/Initiatives	<ul style="list-style-type: none"><li>Homeless Outreach and Case Management (Housing)<ul style="list-style-type: none"><li>Eviction Prevention Help Center and Diversion Programs</li></ul></li></ul>	<ul style="list-style-type: none"><li>Tenant Based Rental Assistance and Rapid Rehousing (Housing)</li></ul>	<ul style="list-style-type: none"><li>Interim Supportive Housing Development (Housing)<ul style="list-style-type: none"><li>New safe parking capacity</li></ul></li><li>Non-Profit Service Grants to Support Housing and Community Development Needs</li></ul>	<ul style="list-style-type: none"><li>Housing Other Departmental – Citywide (Housing)<ul style="list-style-type: none"><li>Quick-build shelter expansion</li></ul></li></ul>
FY 2023-2024 Resourcing for Key Budget Programs/Initiatives	Homeless Outreach and Case Management:	Tenant Based Rental Assistance and Rapid Rehousing:	Interim Supportive Housing Development:	Housing Other Departmental – Citywide:
	\$63,145,16814.00 FTEs	\$12,170,2951.50 FTEs	\$15,401,8421.00 FTEs	\$106,481,6008.75 FTEs
			Non-Profit Service Grants and Community Development Needs: \$28,240,8430.43 FTEs	
Planned vs Actual Key Accomplishments	Sub-Total	Sub-Total	Sub-Total	Sub-Total
	\$63,145,16814.00 FTEs	\$12,170,2951.50 FTEs	\$43,642,6851.43 FTEs	\$106,481,6008.75 FTEs
Planned vs Actual Key Accomplishments	<input type="checkbox"/> Developed City Implementation Plan for the Community Plan to End Homelessness 2020-2025	<input type="checkbox"/> Broke ground for Parkmoor (HUB), for 81 units of affordable and supportive housing, including units for transition age youth	<input type="checkbox"/> Advertised RFP for Berryessa RV Safe Parking construction	<input type="checkbox"/> Advertised RFP and short-listed contractors for Rue Ferrari expansion








# Reducing Unsheltered Homelessness Scorecard

Q3 2023-2024

Jan – Mar 2024

## Planned Key Accomplishments Next Period

Performance	<b>1) Homelessness Prevention Retention Rate</b>  1%	<b>2) Permanent Supportive, Rapid Rehousing Retention Rate</b> PSH  2% RR  1%	<b>3) Safe Opportunity Completion Rate</b>  25%	<b>4) Emergency Interim Housing Production Rate</b>  0%
Key Budget Programs/ Initiatives	<ul style="list-style-type: none"> <li>Homeless Outreach and Case Management (Housing)               <ul style="list-style-type: none"> <li>Eviction Prevention Help Center and Diversion Programs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Tenant Based Rental Assistance and Rapid Rehousing (Housing)</li> </ul>	<ul style="list-style-type: none"> <li>Interim Supportive Housing Development (Housing)               <ul style="list-style-type: none"> <li>New safe parking capacity</li> </ul> </li> <li>Non-Profit Service Grants to Support Housing and Community Development Needs</li> </ul>	<ul style="list-style-type: none"> <li>Housing Other Departmental – Citywide (Housing)               <ul style="list-style-type: none"> <li>Quick-build shelter expansion</li> </ul> </li> </ul>
Policy and Other City Council Considerations	<ul style="list-style-type: none"> <li>Consider methods for advanced prediction and prevention</li> </ul>	<ul style="list-style-type: none"> <li>Affordable Housing Tenant Preference Ordinances are going to CED Committee (2/26/24) and City Council in March</li> </ul>	<ul style="list-style-type: none"> <li>As part of the Framework for Shared Public Spaces, identify criteria for safe outdoor sleeping siting</li> </ul>	<ul style="list-style-type: none"> <li>In lieu of State HDC interim housing standards, the City to begin evaluating the development of its own local building standards for interim housing</li> </ul>
Planned Key Accomplishments for Q3	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop a place-based economic equity and prevention strategy</li> <li><input type="checkbox"/> Release RFP for \$11m HOME Tenant-Based Rental Assistance</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluate and announce three Notice of Funding Availability (\$50m in new construction, \$5m acquisition and rehabilitation, \$1m community development capacity building)</li> <li><input type="checkbox"/> Take three affordable housing projects totaling 650 units to City Council (Kooser, North Capitol, and View at Julian Street)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Award construction contract for Berryessa RV Safe Parking</li> <li><input type="checkbox"/> Evaluate three additional sites for EIH, RV, or Safe Outdoor Sleeping</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Award construction contract for Via del Oro mobile quick build shelter and housing</li> <li><input type="checkbox"/> Negotiate and finalize contract with Contractor, Level 10, for the Rue Ferrari Expansion Project</li> </ul>



# Cleaning Up Our Neighborhoods

## Outcome and Performance Measures

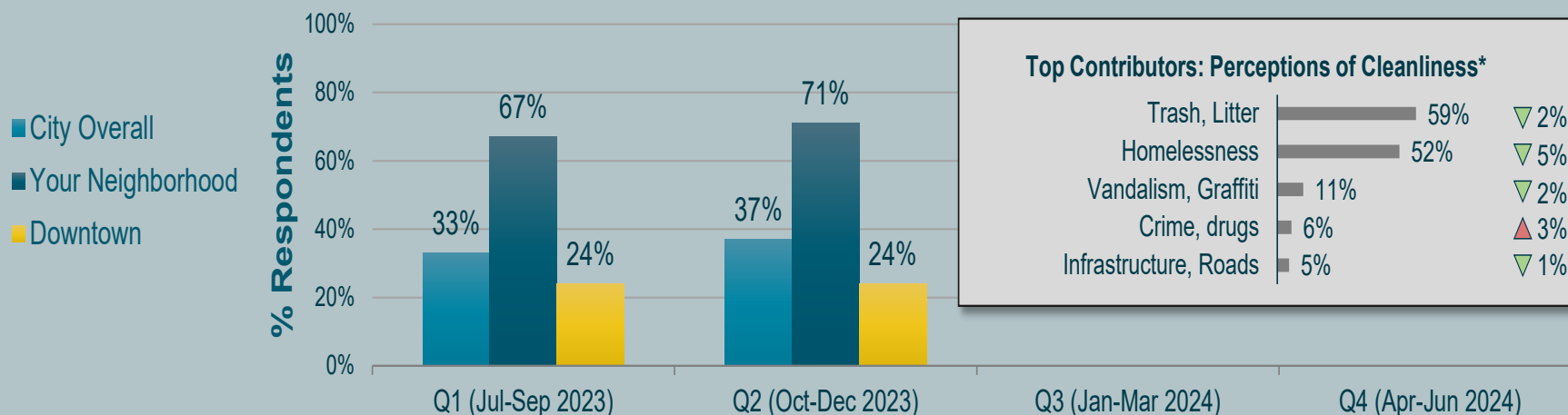
Q2 2023-2024

Oct – Dec 2023

### Outcome

**City Cleanliness Perception.** % of residents rating San José as “very clean” or “somewhat clean”

City ▲ 4%  
Neighborhood ▲ 4%  
Downtown ■ 0%



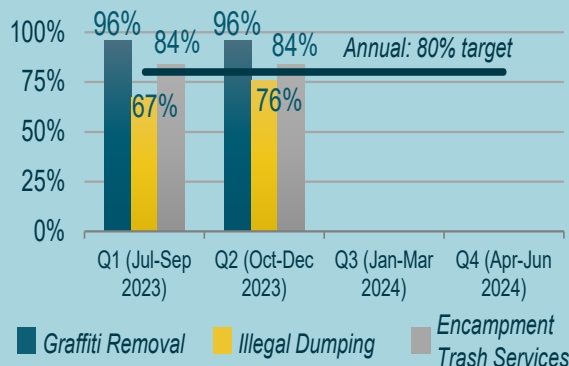
### Performance

#### 1) BeautifySJ Blight Response Times

(Source: App Order, SJ311, Survey123)

Graffiti ■ 0%  
Dumping ▲ 9%  
Trash ■ 0%

% of graffiti removal, illegal dumping, and encampment trash services inquiries responded to within response time targets (respectively, 3 business days, 5 business days, weekly)

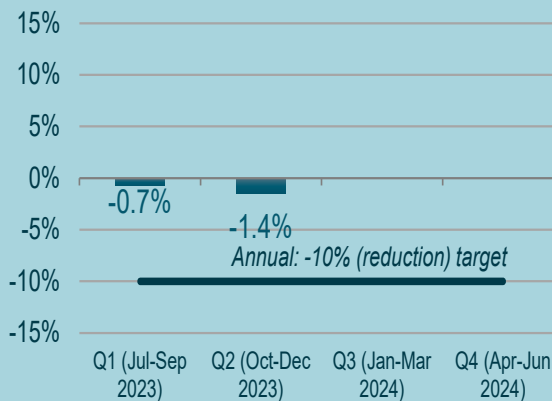


#### 2) Code Enforcement Case Backlog

(Source: PBCE)

▼ 0.7%

% of change in code enforcement case backlog

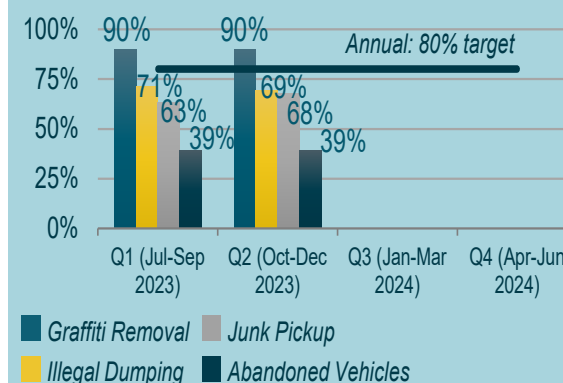


#### 3) SJ311 Customer Satisfaction

(Source: SJ311)

Graffiti ■ 0%  
Dumping ▼ 2%  
Junk Pickup ▲ 5%  
Vehicles ■ 0%

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



\* “Abandoned cars, RVs” dropped out of the top five contributors between Q1 and Q2



# Cleaning Up Our Neighborhoods

Q2 2023-2024

Oct – Dec 2023

## Key Programs/Initiatives and Resources Driving Performance Improvement

Performance	1) BeautifySJ Blight Response Times	2) Code Enforcement Case Backlog	3) SJ311 Customer Satisfaction
	Graffiti 0% Dumping 9% Trash 0%	0.7%	Graffiti 0% Dumping 2% Junk Pickup 5% Vehicles 0%
Key Budget Programs/Initiatives	<ul style="list-style-type: none"><li>Anti-Graffiti and Anti-Litter (PRNS)</li><li>Illegal Dumping and Homeless Encampment Trash Collection and Abatement (PRNS)</li></ul>	<ul style="list-style-type: none"><li>Community Code Enforcement (PBCE)<ul style="list-style-type: none"><li>Focus Area Service Team</li><li>Enhanced Vacant Building Enforcement Downtown</li></ul></li><li>Multiple Housing Code Enforcement (PBCE)</li></ul>	<ul style="list-style-type: none"><li>City Customer Contact Center (IT)<ul style="list-style-type: none"><li>Abandoned Vehicle Abatement Expansion</li></ul></li></ul>
FY 2023-2024 Resourcing for Key Budget Programs/Initiatives	<b>Anti-Graffiti and Anti-Litter:</b>	<b>Community Code Enforcement:</b>	<b>City Customer Contact Center:</b>
	\$6,605,403 25.75 FTEs	\$7,033,194 38.24 FTEs	\$3,373,658 18.00 FTEs
	<b>Illegal Dumping and Homeless Encampment Trash Collection and Abatement:</b>	<b>Multiple Housing Code Enforcement:</b>	
	\$23,927,736 64.00 FTEs	\$4,595,675 23.50 FTEs	
Planned vs Actual Key Accomplishments	<b>Sub-Total</b>	<b>Sub-Total</b>	<b>Sub-Total</b>
	<b>\$30,533,139 89.75 FTEs</b>	<b>\$11,628,869 61.74 FTEs</b>	<b>\$3,373,658 18.00 FTEs</b>
Planned vs Actual Key Accomplishments	<ul style="list-style-type: none"><li><b>Illegal Dumping:</b> Increased the number of completed service requests by 978 over Q2 of FY22-23; Completed the installation of 300 sign deterrents</li><li><b>Graffiti:</b> Removed 692,699 sq ft of graffiti and completed one clean up with Union Pacific Railroad to address graffiti</li><li><b>Trash Collection:</b> Completed a large beautification litter event that included the collaboration of five (5) partners; Removed 1.4 tons of debris</li></ul>	<ul style="list-style-type: none"><li><b>Focus Area Service Team:</b> Completed Focus Area Service Team areas 1 and 2</li><li><b>Vacant Buildings:</b> Began Enhanced Vacant Building Enforcement Downtown</li><li><b>Multiple Housing Inspections:</b> Reached 50% of annual target for Proactive Routine Multiple Housing Inspections in alignment with FY23-24 goal</li></ul>	<ul style="list-style-type: none"><li><b>Vehicle Concerns:</b> Completed 50% development of the Vehicle Concerns service on SJ311</li><li><b>Street Sweeping:</b> Completed design for the Street Sweeping lookup service and started development</li><li><b>Vehicle Concerns:</b> Deployed a new Vehicle Concerns pilot program dashboard on SJ311</li></ul>



# Cleaning Up Our Neighborhoods

## Planned Key Accomplishments Next Period

Q3 2023-2024

Jan – Mar 2024

### Performance

#### 1) BeautifySJ Blight Response Times

Graffiti 0%  
Dumping 9%  
Trash 0%

#### 2) Code Enforcement Case Backlog

0.7%

#### 3) SJ311 Customer Satisfaction

Graffiti 0%  
Dumping 2%  
Junk Pickup 5%  
Vehicles 0%

### Key Budget Programs/Initiatives

- Anti-Graffiti and Anti-Litter (PRNS)
- Illegal Dumping and Homeless Encampment Trash Collection and Abatement (PRNS)

- Community Code Enforcement (PBCE)
  - Focus Area Service Team
  - Enhanced Vacant Building Enforcement Downtown
- Multiple Housing Code Enforcement (PBCE)

- City Customer Contact Center (IT)
  - Abandoned Vehicle Abatement Expansion

### Policy and Other City Council Considerations

- Monitor and mitigate impacts of closure of graffiti removal supplier (Kelly Moore Paints) on paint supply and on dumping
- Revisit encampment management abatement criteria to update Setback guidelines

- None

- None

### Planned Key Accomplishments for Q3

- ❑ **Illegal Dumping:** Meet 80% target for service requests completed within 5 days, complete 2,500 proactive illegal dumping service requests and install 200 deterrents to address illegal dumping
- ❑ **Graffiti:** Coordinate with VTA and Caltrans to conduct graffiti cleanups on freeways walls
- ❑ **Trash Collection:** Increase escalated cleanups by 10% at encampment locations

- ❑ **Focus Area Service Team:** Complete Focus Area Service Team areas 3, 4
- ❑ **Backlog:** Reduce Code Enforcement Case backlog to 3% or more
- ❑ **Multiple Housing Inspections:** Reach 75% of FY 23-24 annual target for Proactive Routine Multiple Housing Inspections

- ❑ **Vehicle Concerns:** Complete the development and testing of the new Vehicle Concerns service on SJ311 (scheduled go-live is March-April 2024)
- ❑ **Street Sweeping Lookup:** Deploy the street sweeping lookup service on SJ311
- ❑ **Sewer Issues:** Deploy Sewer issues service on SJ311



# Attracting Investment in Jobs and Housing

Q2 2023-2024

Oct – Dec 2023

## Outcome and Performance Measures

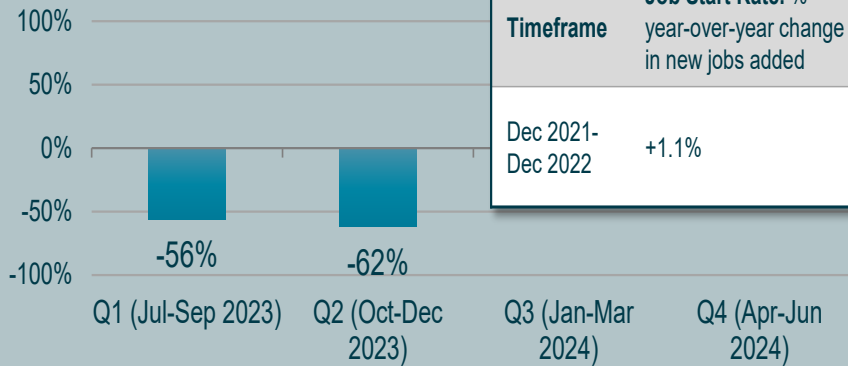
### Outcome

#### Jobs and Housing Start Rates

(Source: EDD, OEDCA, PBCE, Housing)

Housing Starts ▼ 6%

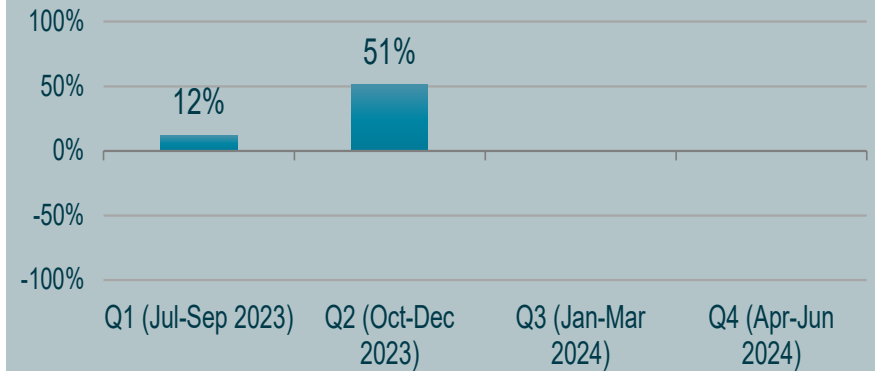
% change year-over-year of residential units entitled



#### Downtown Activity Rates (Device Counts) (Source: CityData)

▲ 45%

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



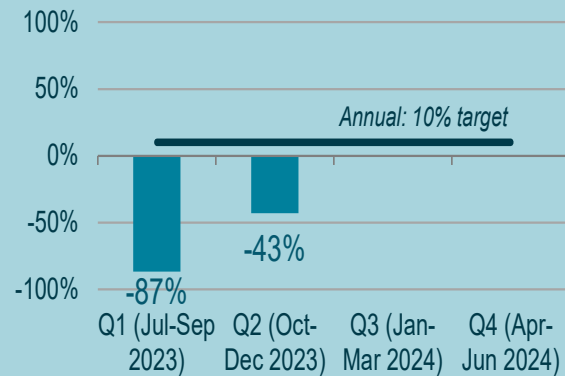
### Performance

#### 1) Housing Units Added in City

(Source: PBCE)

▲ 44%

% change year-over-year of housing units with certificate of occupancy or final inspection

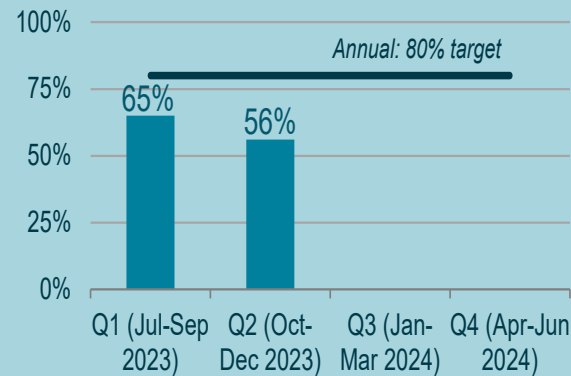


#### 2) Speed of Housing Permit Reviews

(Source: PBCE)

▼ 9%

% residential projects completed within plan check time targets

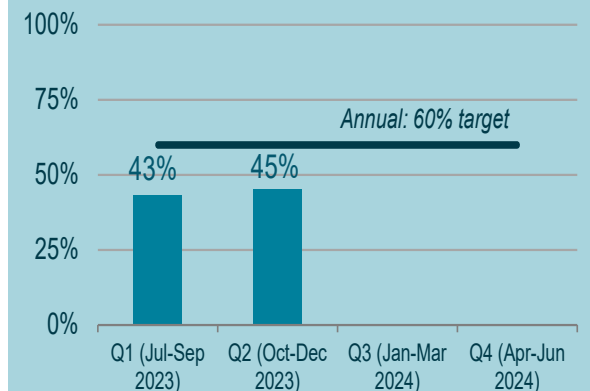


#### 3) Downtown Vibrancy Rating

(Source: Focus Area Community Survey)

▲ 2%

% of residents rating downtown as a vibrant place










# Attracting Investment in Jobs and Housing

Q2 2023-2024

Oct – Dec 2023

## Key Programs/Initiatives and Resources Driving Performance Improvement

Performance	1) Housing Units Added in City  44%	2) Speed of Housing Permit Reviews  9%	3) Downtown Vibrancy Rating  2%
Key Budget Programs/Initiatives	<ul style="list-style-type: none"> <li>Development Attracting and Facilitation (OEDCA)</li> </ul>	<ul style="list-style-type: none"> <li>Building Development Services (PBCE)</li> <li>Planning Development Services (PBCE)</li> </ul>	<ul style="list-style-type: none"> <li>Business District Management (OEDCA)               <ul style="list-style-type: none"> <li>Storefront Activation Program</li> <li>Downtown Programming and Marketing</li> </ul> </li> <li>Business Outreach and Assistance (OEDCA)</li> </ul>
FY 2023-2024 Resourcing for Key Budget Programs/Initiatives	<b>Development Attracting and Facilitation:</b> <div>\$638,8693.00 FTEs</div>	<b>Building Development Services:</b> <div>\$31,777,697150.61 FTEs</div> <b>Planning Development Services:</b> <div>\$5,897,76733.00 FTEs</div>	<b>Business District Management:</b> <div>\$1,569,9643.00 FTEs</div> <b>Business Outreach and Assistance:</b> <div>\$7,538,6378.32 FTEs</div>
Planned vs Actual Key Accomplishments	<ul style="list-style-type: none"> <li><input type="checkbox"/> Conducted Cost of Development Study Session (10/26/2023)</li> <li><input type="checkbox"/> Updated and resubmitted Housing Element (11/29/2023)</li> <li><input type="checkbox"/> Permitted 235 Affordable Housing units since Q1</li> <li><input type="checkbox"/> Augmented cross-departmental Affordable Housing prioritization process implementation</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Implemented Permits Self-Start for Building (live 10/2023)</li> <li><input type="checkbox"/> Implemented SJ ePlans for Building Permits (live 10/2023)</li> <li><input type="checkbox"/> Implemented Fire Online Inspection Scheduling (live 10/2023)</li> <li><input type="checkbox"/> Eliminated Building Permit Intake Appointments (11/2023)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Launched corporate outreach initiative to retain businesses</li> <li><input type="checkbox"/> Maintained Downtown Walking Beat shift coverage of 70%, up from 54% YoY</li> <li><input type="checkbox"/> Opened Pellier Park, honoring Downtown's history and adding much-needed open space</li> <li><input type="checkbox"/> Completed Encampment Resolution along Guadalupe River, moving 93 people into housing</li> </ul>
	<b>Sub-Total</b> <div>\$638,8693.00 FTEs</div>	<b>Sub-Total</b> <div>\$37,675,464183.61 FTEs</div>	<b>Sub-Total</b> <div>\$9,108,60111.32 FTEs</div>



# Attracting Investment in Jobs and Housing

Q3 2023-2024

Jan – Mar 2024

## Planned Key Accomplishments Next Period

Performance	1) Housing Units Added in City  44%	2) Speed of Housing Permit Reviews  9%	3) Downtown Vibrancy Rating  2%
Key Budget Programs/ Initiatives	<ul style="list-style-type: none"> <li>Development Attracting and Facilitation (OEDCA)</li> </ul>	<ul style="list-style-type: none"> <li>Building Development Services (PBCE)</li> <li>Planning Development Services (PBCE)</li> </ul>	<ul style="list-style-type: none"> <li>Business District Management (OEDCA)               <ul style="list-style-type: none"> <li>Storefront Activation Program</li> <li>Downtown Programming and Marketing</li> </ul> </li> <li>Business Outreach and Assistance (OEDCA)</li> </ul>
Policy and Other City Council Considerations	<ul style="list-style-type: none"> <li>Consideration of expanded Citywide Residential Incentive</li> <li>Adaptive Reuse draft work plan and approach</li> <li>Fee Framework Impacting Cost of Development (incl. housing component)</li> </ul>	<ul style="list-style-type: none"> <li>Assess high density projects seeking to lower density due to Builders Remedy and evaluate City response options</li> <li>Prioritize Housing Element work plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>OEDCA dedicated significant time to working on the unpermitted vendor issue for the holidays.</li> <li>Extension of the Downtown Highrise Incentive(s) to City Council by end of Q3</li> <li>Extension of construction tax waivers for office and R&amp;D</li> </ul>
Planned Key Accomplishments for Q3	<ul style="list-style-type: none"> <li><input type="checkbox"/> Certify Housing Element</li> <li><input type="checkbox"/> Hire Affordable Housing Navigator and Work Plan</li> <li><input type="checkbox"/> Begin work to update ADU Ordinance</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Complete Fire Development Web Language update</li> <li><input type="checkbox"/> Implement Development Services Process Improvement Work Plan</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement San Pedro Pedestrian Mall Law</li> <li><input type="checkbox"/> Execute leases for first pop-up retail spaces</li> <li><input type="checkbox"/> Support a successful NVIDIA GTC conference in March</li> <li><input type="checkbox"/> Acquire property for PMI Project Homekey and initiate of redevelopment entitlement</li> </ul>

# City Council Focus Areas

## Q2 Quarterly Status Report

February 13, 2024

**Lee Wilcox**  
**Dolan Beckel**  
**Omar Passons**  
**Angel Rios**  
**Rosalynn Hughey**  
**Rob Lloyd**  
**Kip Harkness**

Assistant City Manager, *Increasing Community Safety* Executive Sponsor  
Chief of Staff for the City Manager  
Deputy City Manager, *Reducing Unsheltered Homelessness* Executive Sponsor  
Deputy City Manager, *Cleaning Up our Neighborhoods* Executive Sponsor  
Deputy City Manager, *Attracting Investment in Jobs and Housing* Executive Sponsor  
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