



City of San José
Recovery Plan

State and Local Fiscal Recovery Funds

2021 Report

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GENERAL OVERVIEW

No event in living memory has been more painful or traumatic for the people of the City of San José (“City”) than the COVID-19 pandemic and the subsequent economic crisis, which laid bare and exacerbated existing inequalities. In this moment, the City’s biggest challenge and biggest opportunity is to foster an equitable recovery to a “Better Normal”. The journey to healing, recovery and resilience will require unprecedented effort, resources, and creativity across our community and organization. Recovery is not for us to do alone; rather, this work must be done with the whole community, for the benefit of those most burdened by the crisis, guided by their wisdom, tapping into their potential, and building on their deep enduring strength.

Now, the City is transitioning the organization from an Emergency Response environment, with a fully activated Emergency Operations Center (“EOC”), to the beginning of Community and Economic Recovery. Integrating community-wide recovery efforts into the City organization has entailed demobilizing most of the EOC while continuing its response to COVID-19 surges, and transitioning community and recovery functions into City departments. This is a large and complicated re-alignment of City service delivery that is almost as difficult as the COVID-19 Pandemic response itself – spanning eighteen (18) San José City Roadmap initiatives (Figure 1) with fifty-three projects¹ that will touch every City department.

Figure 1. City Roadmap: Eighteen (18) Recovery Initiatives

San José City Roadmap FY 2021-2022						Legend: ■ COVID-19 Response ■ Enterprise Initiatives		
Enterprise Priority	Project					Strategy		Policy
COVID-19 Pandemic: Community + Economic Recovery	Housing Stabilization	Re-Employment + Workforce Development	Small Business Recovery	Food + Necessities Distribution	Digital Equity	Child Care Learning Pods		Build Back Better + Recovery Taskforce
Emergency Management + Preparedness	Vaccination Taskforce							Soft-Story Building Earthquake Retrofit Policy
Creating Housing + Preventing Homelessness	Emergency Housing Construction + Operation	Sheltering + Enhanced Encampment Services					North San José Strategy	Encampment Management + Safe Relocation Policy
Safe, Vibrant, + Inclusive Neighborhoods + Public Life	Police Reforms Work Plan	San José 311 + Service Delivery	Encampment Waste Pick-Up BeautifySJ	Vision Zero Traffic Safety			Equity Strategy Development	Neighborhood Services Access Strategy
Building the San José of Tomorrow with a Downtown for Everyone	Align Zoning with General Plan	Development Services Transformation	Google Development	Major Real Estate Development Projects			BART + High-Speed Rail Strategy	
Smart, Sustainable, + Reliable City: 21st Century Infrastructure	Pavement, Fire, EOC, Transit Capital Improvements	Regional Wastewater Facility Capital Improvements	Electrical Service for Major Development	Climate Smart American Cities Climate Challenge			Lowering PG&E Above Market Costs for Clean Energy	
Enterprise Priority Foundational	Project					Strategy		Policy
Strategic Fiscal Positioning + Resource Deployment	Federal + State Recovery Advocacy	Secure City Cybersecurity	Procurement Improvement	Pension Obligation Bond Analysis			Budgeting for Equity	City Roadmap Budgeting, Accountability, + Performance
Powered by People	Continuity of City Services	Safe Workplace	Employee Health + Wellness	Drive to Digital	Effective Teams		City Workforce Diversity + Skill Building	

The American Rescue Plan (“ARP”) Act included \$212.3 million in Coronavirus State and Local Fiscal Recovery Funds (“CSLFRF”) in direct local recovery assistance for the City, of which \$106.1 million was

¹ Please note: “Workstream (“Project”)” has been used interchangeably with “project”; workstream is City terminology.

received in May 2021; the remainder is expected by June 2022. The 2021 *City Recovery Plan for State and Local Fiscal Recovery Funds* (“City Recovery Plan”) includes an initial \$131 million allocation of CSLFRF monies to support an incremental – though still substantial – assignment of resources for community and economic recovery initiatives for FY2020-21 and FY2021-22. The CSLFRF funds, when combined with other City funds, will be used to strategically deliver the respective projects within City Roadmap initiatives to help the City fully recover and return to that “Better Normal”. The City Recovery Plan will be revisited and reallocated as City priorities and/or the CSLFRF program require.

Executive Summary

The initial City of San José Recovery Plan *State and Local Fiscal Recovery Funds* 2021 Report (“City Recovery Plan”) demonstrates the City approach to funding a transition to Community and Economic Recovery that centers our collective efforts on:

- **WHAT work is most important** as defined by the San José City Roadmap and the eighteen (18) COVID-19 related initiatives the San José Mayor and City Council have prioritized, from housing stabilization to building back better. (City Roadmap)
- **WHO we are doing this with and for** is **with** our capable partners to ensure collective impact and **for** the people who have been most burdened, particularly Latino/Latina/Latinx and other people of color as well as women, seniors, differently-abled, and low-wage workers and small business owners. Seeing them not only as clients with needs, but as partners with strengths and potential. (Equity)
- **WHERE we need to ensure the most change** is predominately in the neighborhoods on the East Side and areas around Downtown, the neighborhoods with the highest rates of COVID infection and death, and the highest rates of unemployment and financial distress. (Place-Based)

The City must remain fiscally sound if we are to continue to support the lives and livelihoods of the people and businesses of San José into the future. This means a substantial amount of Federal and State government recovery funds will go not only to addressing the ongoing economic and public health crises created and, in some cases, intensified by the COVID-19 Pandemic, but also to supporting the General Fund and other City funds, thereby preserving the City’s organizational budgetary stability and wide range of long-established community services. After receiving City Council feedback during the City’s FY2021-22 Budget Study Sessions, and working with staff to understand available funding and projects, this City Recovery Plan allocates an initial Community and Economic Recovery Budget with confirmed funding sources, including CSLFRF monies, based on the City Roadmap eighteen (18) recovery initiatives and ensures funding for:

- Critical safety net services;
- Projects where City must lead and execute;
- Foundational work such as planning, hiring/procurement, fiscal accountability and transparency, communication/language and community and partner engagement;
- Other key initiatives described in the City Council-approved Mayor’s March Budget Message for Fiscal Year 2021-2022; and
- Mitigation of revenue shortfalls in City funds to ensure continuity of services.

This approach allowed for flexibility and partnering opportunities and needed time to continue to rigorously pursue, understand, and unlock additional State and Federal government funding programs. It allowed the City to immediately initiate planning, hiring, procurement, and other long lead items, so the City did not miss the opportunity to drive change. Starting this past summer 2021, the City:

- Continued providing critical safety net services, developing hand-off plans with partners where possible, making sure we do not leave anyone behind;
- Listened to people and businesses most burdened to center the work in their lived experience, and taking the time as leaders to reconnect with the community and give teams the ability to refine our approaches and strategies based on what we learn;

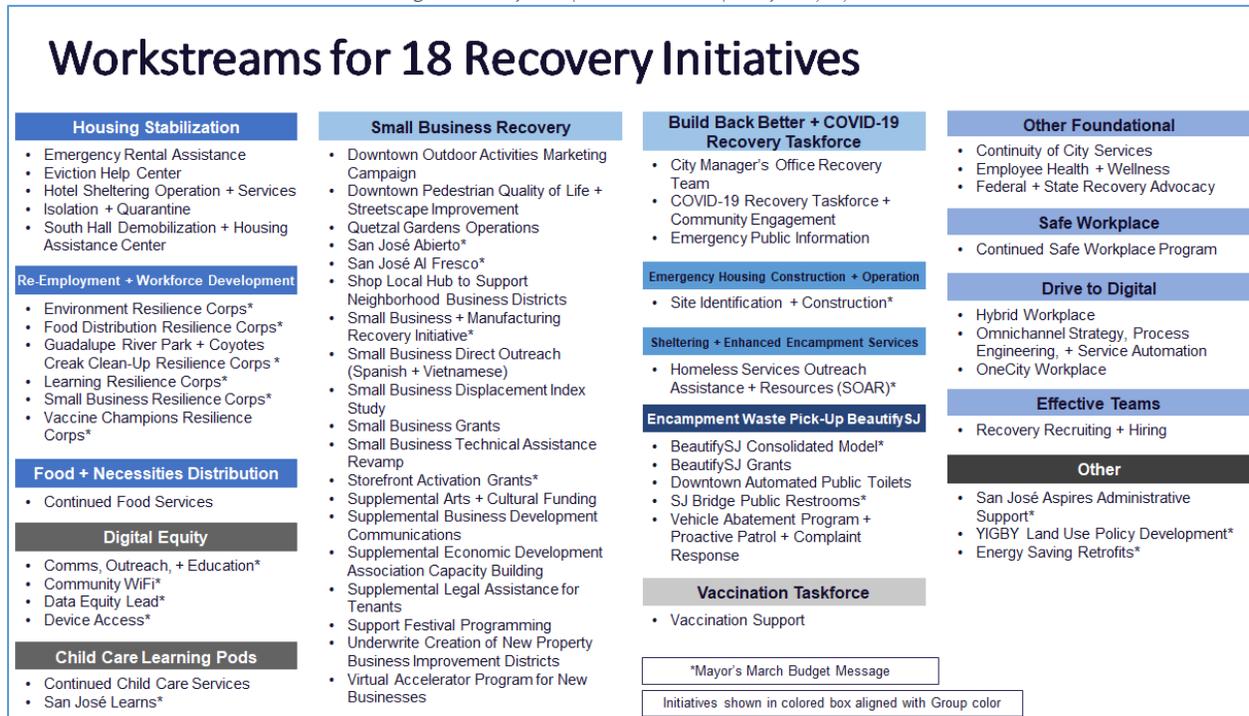
- Engaged with partners to develop a collective impact approach to recovery that plays to strengths, to make sure we have the opportunity and the ability to do something truly transformational;
- Developed and launched equity-focused, place-based, recovery initiatives that direct our efforts on who and where it is needed most;
- Continued to pursue, understand, and unlock additional State and Federal government funding programs, to maximize funding coming to us and our partners; and
- Ensured accountability and transparency in funding.

City staff also will return to its Council on a regular basis for guidance, direction and additional budget adjustments as required – including taking the time to work with Council Committees, and giving Council ample and repeated opportunities to set and shape policy and strategic direction for each of the eighteen (18) City Roadmap initiatives. As noted above, the City Recovery Plan will be revisited and reallocated as City priorities and/or the CSLFRF program require.

Uses of Funds

This City Recovery Plan presents an incremental – though still substantial – allocation of resources for community and economic recovery initiatives. In order to manage resource allocation and prioritization at a more granular level, each of the eighteen (18) Recovery Initiatives was broken down into projects. These projects are graphically shown in Figure 2 below. Funding for the projects (“workstreams”) in Figure 2 was prioritized using a racial equity lens, which is described in detail in the *Promoting Equitable Outcomes* section below.

Figure 2 Projects (“Workstream (“Project”)s”)



The City Recovery Plan *Uses of Funds* is presented in seven (7) groupings of Roadmap initiatives. These “Groups” reflect a thread that relates to the common outcomes, objectives, communities, and/or partners. These seven (7) Groups are:

- 1. Resident Relief** – comprised of the Housing Stabilization, Re-employment + Workforce Development, and Food + Necessities Distribution Initiatives;
- 2. Small Business, Non-Profits, and the Arts** – comprised of Small Business Recovery and Build Back Better + Recovery Task Force Initiatives;
- 3. Child Care and Education** – comprised of Digital Equity; Child Care Learning Pods; Family, Friend, and Neighborhood Program; and Child and Youth Success Initiatives;
- 4. Vaccination** – comprised of the Vaccination Taskforce Initiative;
- 5. Emergency Housing** – comprised of the Emergency Housing Construction and Operations, Sheltering + Enhanced Encampment Services, and Encampment Management + Safe Relocation Policy Initiatives;
- 6. Encampment Services/Beautify SJ** – comprised of the Encampment Waste Pick-up Beautify SJ Initiative; and

7. Recovery Foundational Enterprise Priority – comprised of Federal + State Stimulus, Continuity of City Services, Safe Workplace, Employee Health, Drive to Digital, and Effective Teams Initiatives.

The mappings of these Groups and Initiatives in the City Roadmap are visually represented in Figure 3, City Roadmap, Groups, and Initiatives Mapping.

Figure 3 City Roadmap, Groups, and Initiatives Mapping

San José City Roadmap FY 2021-2022								
Enterprise Priority	Project					Strategy	Policy	
COVID-19 Pandemic: Community + Economic Recovery	Housing Stabilization	Re-Employment + Workforce Development	Small Business Recovery	Food + Necessities Distribution	Digital Equity	Child Care Learning Pods	Build Back Better + Recovery Taskforce	
Emergency Management + Preparedness	Vaccination Taskforce	<div style="border: 1px solid black; padding: 5px;"> Groups Resident Relief Small Business, Non-Profits, + Arts Child Care + Education Vaccination Emergency Housing Encampment Services: Beautify SJ Recovery Foundation </div>					North San José Strategy	Encampment Management + Safe Relocation Policy
Creating Housing + Preventing Homelessness	Emergency Housing Construction + Operation						Sheltering + Enhanced Encampment Services	Equity Strategy Development
Safe, Vibrant, + Inclusive Neighborhoods + Public Life	Police Reforms Work Plan	San José 311 + Service Delivery	Encampment Waste Pick-Up Beautify SJ	Vision Zero Traffic Safety	BART + High-Speed Rail Strategy	Lowering PG&E Above Market Costs for Clean Energy		
Building the San José of Tomorrow with a Downtown for Everyone	Align Zoning with General Plan	Development Services Transformation	Google Development	Major Real Estate Development Projects				
Smart, Sustainable, + Reliable City: 21 st Century Infrastructure	Pavement, Fire, EOC, Transit Capital Improvements	Regional Wastewater Facility Capital Improvements	Electrical Service for Major Development	Climate Smart American Cities Climate Challenge				
Enterprise Priority Foundational	Project					Strategy	Policy	
Strategic Fiscal Positioning + Resource Deployment	Federal + State Recovery Advocacy	Secure City Cybersecurity	Procurement Improvement	Pension Obligation Bond Analysis		Budgeting for Equity	City Roadmap Budgeting, Accountability, + Performance	
Powered by People	Continuity of City Services	Safe Workplace	Employee Health + Wellness	Drive to Digital	Effective Teams	City Workforce Diversity + Skill Building		

The tables below display the following information:

- 1) Group. Budget allocations are at the Group and City Roadmap Initiative level to provide flexibility to respond to changing conditions and feedback from community engagement. Each Group contains one or more City Roadmap Initiatives.
 - ❖ Initial Funding – this amount is budgeted in FY2021-2022 with the CSLFRF monies and other known funding sources.
 - ❖ Total Funding Gap – this is the estimated amount needed later in FY2021-2022 and in future years. Likely funding sources to close this gap will be evaluated in calendar year 2021 and will include other programs from the American Rescue Plan Act, funding from the State of California, or additional CSLFRF allocations. While already federally appropriated CSLFRF resources could close the FY2021-2022 funding gap of \$28.3 million if no other resources became available, CSLFRF would not be able to fully cover the Future Year funding gap of \$64.7 million. Therefore, the City’s pursuit of additional funding sources is critical.
 - ❖ Total Estimated Cost – this is the total estimated Group cost over a multi-year period and is the sum of Initial Funding and Total Funding Gap.
- 2) City Roadmap Initiative. The FY2021-2022 total initial budget allocation – the sum of budget allocations with CSLFRF monies and City emergency reserves – is displayed for each City Roadmap Initiative. Each Citywide Roadmap Initiative contains one or more projects.

- 3) Projects. Individual projects funded with the initial 2021-2022 budget allocation are identified and briefly described, along with an estimated cost, and are listed in priority order.

Resident Relief (Group)	City Roadmap Initiative (2021-2022 Initial Funding)	Workstream (“Project”) (in priority order) (2021-2022 Initial Funding)
	Housing Stabilization (\$26,286,000)	Emergency Rental Assistance (Housing) Launch federal Emergency Rental Assistance Program in partnership with Homeless Prevention System and Santa Clara County (\$14,511,000, which is rebudgeted from \$30.4 million received in 2020-2021)
		Eviction Help Center (Housing) Provide legal services and education for tenant information and resources (\$3,100,000)
		Isolation + Quarantine (Housing) Provide isolation and quarantine services to residents toward mitigating community spread of COVID-19 (\$1,125,000)
		South Hall Demobilization + Housing Assistance Center (Housing) Allow for demobilization of South Hall by opening a Housing Assistance Center to work with South Hall clients on the transition to alternative housing options and provide temporary housing assistance (\$3,550,000)
		Hotel Sheltering Operations + Services (Housing) Provide hotel sheltering operations and services through purchased hotel properties (\$4,000,000)
2021-2022 ARP Initial Funding: \$39,249,000 2021-2022 Other Initial Funding: \$24,527,000 2021-2022 Total Initial Funding: \$63,776,000	Food + Necessities Distribution (\$21,600,000)	Continued Food Services (PRNS) Food assistance program with focus on essential grocery, prepared and shelf stable meal programs in prioritized neighborhoods; many of the local food and necessities distribution programs activated during the pandemic remain necessary and essential programs of last resort as the economy and our community recovers (\$21,600,000)
2021-2022 Funding Gap: Future Years Funding Gap: \$16,575,000 Total Funding Gap: \$22,382,000 \$38,957,000	Re-Employment + Workforce Development (\$15,890,000)	Vaccine Champions Resilience Corps (OEM) Provide logistical support at County vaccine sites with 200 “Vaccine Champions” (\$1,840,000)
		Food Distribution Resilience Corps (PRNS) Support Second Harvest Food Bank food boxing program with 120 individuals from the San José Conservation Corps (\$6,400,000)
Total Estimated Cost: \$102,733,000		Environment Resilience Corps (PRNS) Undertake environmental stewardship projects such as tree planting, defensible space and fuel reduction, biofuel maintenance, and trail maintenance, including community engagement and organizing, with individuals employed or hosted by San José Conservation Corp and other strategic partners (\$3,760,000)
		Guadalupe River Park + Coyotes Creak Clean-Up Resilience Corps (PRNS) Support varying levels of clean up, landscape maintenance and stewardship along the Guadalupe River Park and Trail and Coyote Creek system and aligned parks (\$1,400,000)
		Learning Resilience Corps (Library) Provide accelerated learning growth and extended education support at schools, non-profits, and City libraries to assist younger youth in recovering with learning during the COVID-19 pandemic (\$1,370,000)
		Small Business Resilience Corps (OED) Provide training in technology areas as such social media, digital marketing, e-commerce, and website design and provide case management and supportive services to the youth, placing and applying technological skills with small businesses impacted by the COVID-19 pandemic (\$1,120,000)

Small Business, Non-Profits, + Arts (Group)	City Roadmap Initiative (2021-2022 Initial Funding)	Workstream (“Project”) (in priority order) (2021-2022 Initial Funding)
2021-2022 ARP Initial Funding: \$16,635,000 2021-2022 Other Initial Funding: \$0 2021-2022 Total Initial Funding: \$16,635,000	Small Business Recovery (\$14,635,000)	Supplemental Business Development Communications (OED) Enable materials creation and translation, digital engagement, small business hotline, email, webinars, and other digital outreach (\$300,000)
		Quetzal Gardens Operations (OED) Operational funds to support standing up the Quetzal Gardens small business center in East San José (\$75,000)
		Downtown Outdoor Activities Marketing Campaign (OED) Support decentralized outdoor downtown activities and direct marketing campaigns (\$200,000)
		Supplemental Economic Development Association Capacity Building (OED) Support needs of business district capacity building program through events, advocacy, and marketing (\$1,000,000)
		Supplemental Legal Assistance for Tenant (OED) Support for tenants impacted by the pandemic and facing eviction in the form of legal assistance (\$150,000)
		Supplemental Arts + Cultural Funding (OED) Supplement arts and cultural funding to programs experiencing decline in Transient Occupancy Tax (TOT) funds and closure threat (\$2,000,000)
2021-2022 Funding Gap: \$4,750,000 Future Years Funding Gap: \$8,350,000 Total Funding Gap: \$13,100,000		Support Festival Programming (OED) Help revive struggling arts organization and re-engage audiences to downtown through support festival programming outlined in the Mayor’s Budget Message (\$200,000)
		Small Business Grants (OED) Provide up to 100 awards for \$25k grants to small businesses plus a 10% admin cost (\$2,750,000)
		Virtual Accelerator Program for New Businesses (OED) Build a virtual accelerator to support new small business (\$175,000)
Total Estimated Cost: \$29,735,000		Small Business Technical Assistance Revamp (OED) Redesign of the Business Owner Space to deliver a curated experience for small businesses seeking technical assistance (\$125,000)
		Small Business Direct Outreach (Spanish + Vietnamese) (OED) Enable direct outreach to small business in Spanish and Vietnamese through 2 Executive Analysts (\$300,000)
		Storefront Activation Grants (OED) Eliminate barriers for small business seeking to transform empty spaces into vibrant shops and restaurants (\$200,000)
		Downtown Pedestrian Quality of Life + Streetscape Improvement (OED) Enable downtown quality of life and streetscape improvements through safety, lighting, activation, and illumination (\$100,000)
	San José Al Fresco (OED) Transition of temporary parklets located in on-street parking spaces to permanent parklets for expanded outdoor business operations (\$700,000)	

Small Business, Non-Profits, + Arts (Group)	City Roadmap Initiative (2021-2022 Initial Funding)	Workstream (“Project”) (in priority order) (2021-2022 Initial Funding)
		Small Business Displacement Index Study (OED) Create a framework for addressing small business displacement citywide (\$60,000)
		Shop Local Hub to Support Neighborhood Business Districts (OED) Update the “Shop Local” hub to drive support for Neighborhood Business Districts (\$100,000)
		Underwrite Creation of New Property Business Improvement Districts (OED) Improve commercial districts through underwriting San José PBIDs (\$1,000,000)
		Small Business + Manufacturing Recovery Initiative (OED) Provide technical assistance to small businesses and manufacturing sector support, with an emphasis on businesses’ long-term resiliency as well as immediate needs, serving targeted commercial neighborhoods negatively impacted by the crisis (\$1,000,000)
		San José Abierto (PRNS) Expand the Viva Parks program from a summer program to a year-round, City-wide program that includes Downtown San José Parks (St. James Park/ Plaza de Cesar Chavez), as well as to include four Viva CalleSJ activations (\$4,200,000)
	Build Back Better + COVID-19 Recovery Taskforce (\$2,000,000)	Emergency Public Information (CMO) Creation and translation of emergency communications through digital media, print, collateral, and other outreach strategies (\$500,000)
		City Manager’s Office Recovery Team (CMO) Coordinate inter-departmental recovery efforts, support funding and grant opportunities, and establish a recovery data program (\$1,000,000)
		COVID-19 Recovery Taskforce + Community Engagement (CMO) Create and staff a citywide, cross-sector, community-based Taskforce that would provide recommendations to the City Council on matters of COVID-19 economic and social recovery (\$500,000)

Child Care + Education (Group)	City Roadmap Initiative (2021-2022 Initial Funding)	Workstream (“Project”) (in priority order) (2021-2022 Initial Funding)
2021-2022 ARP Initial Funding: \$6,120,000 2021-2022 Other Initial Funding: \$0 2021-2022 Total Initial Funding: \$6,120,000 2021-2022 Funding Gap: \$0 Future Years Funding Gap: \$2,530,000 Total Funding Gap: \$2,530,000 Total Estimated Cost: \$8,650,000	Digital Equity (\$3,820,000)	Digital Equity Communications, Outreach, + Education (Library) Provide digital literacy resources and services with community partner support and engagement, and communication and outreach in language to increase adoption of digital access programs (\$750,000)
		Community WIFI (Library) Expand broadband and connectivity in civic buildings and spaces with additional wireless equipment and bandwidth update and support the full build-out of the Access East Side network and develop sustainability plan for ongoing management (\$750,000)
		Device Access (Library) Provide digital assets, user technical support, hotspot programs, and circulation of public technology; Chromebooks/Tablets for public circulation, annual Hotspot Data Plans for school support transition and added Hotspot Data Plans for an additional 2,000 hotspots in public circulation (\$2,120,000)
		Data Equity Lead (CMO) Support for a technical lead in the Office of Civic Innovation to advance the data equity framework which seeks to cultivate a data-driven culture in City Hall, enabling: creation of key performance indicators for clear goals and indicators of progress; more transparent, rigorous, and effective decision making; allocation of scarce resources to those communities of greatest need; accountability for results; and, the identification of opportunities for improvement (\$200,000)
	Child Care Learning Pods (\$1,300,000)	Continued Child Care Services (PRNS) Continue Support for childcare and emergency program recovery with staffing support, including additional Recreation Leaders, for academic support, enrichment, and physical activities (\$800,000)
		San José Learns (Library) Expand the San José Learns program for summer and after-school learning programs to increase learning among high-need youth, providing thousands of young students with extended-day and summer learning in 16 high-need neighborhoods (\$500,000)
	Family, Friend, & Neighborhood Program (\$500,000)	Family, Friend, & Neighborhood Program (Library) Expand the Family, Friend, & Neighbor program solely for one-time expenditures that reduce barriers for new childcare providers (\$500,000)
	Child and Youth Success (\$500,000)	Child and Youth Success (CMO) Create a comprehensive "Cradle to Career" Youth Development Master Plan, and identify potential consolidation of existing multi-departmental services (\$500,000)

Vaccination (Group)	City Roadmap Initiative (2021-2022 Initial Funding)	Workstream (“Project”) (in priority order) (2021-2022 Initial Funding)
2021-2022 ARP Initial Funding: \$0 2021-2022 Other Initial Funding: \$0 2021-2022 Total Initial Funding: \$0 2021-2022 Funding Gap: \$0 Future Years Funding Gap: \$0 Total Funding Gap: \$0 Total Estimated Cost: \$0	Vaccination Taskforce (\$0)	Vaccination Support (OEM) Support and supplement Santa Clara County’s overall vaccination efforts, specifically in the areas of communication and outreach, and staffing (San José Fire Department personnel) for injections (Vaccination Taskforce budget was previously allocated for 2020-2021 and is also included in 2021-2022 through Resilience Corps allocations) (\$0)

Emergency Housing (Group)	City Roadmap Initiative (2021-2022 Initial Funding)	Workstream (“Project”) (in priority order) (2021-2022 Initial Funding)
2021-2022 ARP Initial Funding: \$5,500,000 2021-2022 Other Initial Funding: \$0 2021-2022 Total Initial Funding: \$5,500,000 2021-2022 Funding Gap: \$4,500,000 Future Years Funding Gap: \$16,000,000 Total Funding Gap: \$20,500,000 Total Estimated Cost: \$26,000,000	Sheltering + Enhanced Encampment Services (\$3,000,000) Emergency Housing Construction + Operation (\$2,500,000)	Homeless Services Outreach Assistance + Resources (SOAR) Program (Housing) Provide comprehensive street-based services at 16 homeless encampment sites, including hygiene, sanitation, laundry, trash pickup and dumpsters, housing outreach, and shelter for encampment residents (\$3,000,000) Site Identification + Construction (Housing) Identification, construction, and operation of additional emergency housing sites (\$2,500,000)

Encampment Services: BeautifySJ (Group)	City Roadmap Initiative (2021-2022 Initial Funding)	Workstream (“Project”) (in priority order) (2021-2022 Initial Funding)
2021-2022 ARP Initial Funding: \$12,250,000 2021-2022 Other Initial Funding: \$0 2021-2022 Total Initial Funding: \$12,250,000	Encampment Waste Pick-Up BeautifySJ (\$12,250,000)	BeautifySJ Consolidated Model (PRNS) Support a programmatic consolidation of BeautifySJ under a single manager solely focused on ridding the city of blight, as well as expanding the Cash for Trash Program to serve 450-500 unhoused residents at a time; the consolidation results in the establishment of a new Community Services Division in PRNS for Tier 1,2 and 3 encampment trash pickups and cleanups; continuation of the San José Bridge Program to employ homeless individuals for targeted cleanups; vehicles and supplies; and lease space costs; includes setbacks buffer zone, enhanced frequency, and concentrated downtown services (\$11,000,000)
2021-2022 Funding Gap: \$0 Future Years Funding Gap: \$14,450,000 Total Funding Gap: \$14,450,000		BeautifySJ Grants (PRNS) Expand beautification and community-building efforts in neighborhoods with grants to support community celebrations, such as National Night Out and block party events; they also fund murals, tree plantings, and community garden/urban agriculture projects (\$100,000)
Total Estimated Cost: \$26,700,000		Vehicle Abatement Program, Proactive Patrol, + Complaint Response (Transportation) Abandoned vehicle prevention through proactive patrol, encourage reporting of abandoned vehicles through the SJ311 app, and enhance the responsiveness for abandoned vehicle abatement (\$450,000)
		Downtown Automated Public Toilets (Transportation) Continued operation and maintenance services associated with 5 existing Automatic Public Toilets (APTs) in the Downtown (\$400,000)
		SJ Bridge Public Restrooms (PRNS) Launch a pilot project using San José Bridge or a similar model to engage unhoused residents with restroom cleaning/maintenance and monitoring, thereby enabling more public restrooms to remain usable to the public (\$300,000)

Recovery Foundation (Group)	City Roadmap Initiative (2021-2022 Initial Funding)	Workstream (“Project”) (in priority order) (2021-2022 Initial Funding)
2021-2022 ARP Initial Funding: \$2,588,000 2021-2022 Other Initial Funding: \$0 2021-2022 Total Initial Funding: \$2,588,000 2021-2022 Funding Gap: \$2,370,000 Future Years Funding Gap: \$1,015,000 Total Funding Gap: \$3,385,000	Drive to Digital (\$1,860,000)	Hybrid Workplace (IT) First iteration of tools and systems to blend (hybrid) of physical and online meetings; meeting spaces that have audio-visual setups that support effective interactions with both types of attendees; communications and collaboration technologies that provide the ease and reliability that staff and residents can depend on; and elimination of paper processes in favor of secure digital processes wherever possible (\$1,000,000)
		Omnichannel Strategy, Process Engineering, and Service Delivery Automation (IT) Development of a full digital services strategy across all channels used by the public and develop a prioritized list of customer-facing services and processes to be automated across all digital channels, define and/or re-engineer business processes, and migrate existing and new services to customer facing service delivery platforms (\$460,000)
		OneCity Workplace (IT) Funding for vendor costs and licensing to replace the City’s Intranet (sjcity.net platform) which does not meet the needs of a hybrid work environment (\$400,000)
Total Estimated Cost: \$5,973,000	Effective Teams (\$500,000)	Recovery Recruiting + Hiring (HR) Expanded support for Human Resources to recruit and hire for recovery-focused staffing positions including Resilience Corps, City Manager’s Recovery Team, and other key roles (\$500,000)
	Safe Workplace (\$228,000)	Safe Workplace (HR) Ensure employee and community safety through a position in support of a more robust and longer term strategy for a safe workplace (\$228,000)

Other (Group)	City Roadmap Initiative (2021-2022 Initial Funding)	Workstream (“Project”) (in priority order) (2021-2022 Initial Funding)
2021-2022 ARP Initial Funding: \$1,113,000 2021-2022 Other Initial Funding: \$0 2021-2022 Total Initial Funding: \$1,113,000	Other (\$1,113,000)	San José Aspires Administrative Support (Library) In partnership with the Library Department and the San José Public Library Foundation (SJPLF), support an education and equity initiative focused on enabling youth in underserved neighborhoods to set goals and chart a path towards a college education (\$538,000)
2021-2022 Funding Gap: \$0 Future Years Funding Gap: \$0 Total Funding Gap: \$0		YIGBY Land Use Policy Development (PBCE) Perform outreach for a “Yes, In My Back Yard” (YIGBY) Public/Quasi-Public policy to leverage private fundraising for affordable housing, and to examine PQP-conversion of school-district-owned lands (\$75,000)
Total Estimated Cost: \$1,113,000		Energy Saving Retrofits (Community Energy) Supplement energy efficiency programs authorized by the California Public Utilities Commission (CPUC) to incentivize energy-saving retrofits in low income homes, beyond the 250 homes contemplated in the first tranche of state funding currently pending award (\$500,000)

As described in the 2021-2022 Proposed Operating Budget, the City anticipated a net shortfall between ongoing revenues and expenditures in the General Fund of \$38.3 million. The shortfall does not consider any deferred infrastructure or any other one-time needs. As a result, the City strategy to leverage CSLFRF in the General Fund both resolves the \$38.3 million shortfall and provides additional needed funding for critical infrastructure replacement for a total use of \$45.0 million.

SPENDING ALLOCATIONS TO PAY FOR ONGOING ACTIVITIES REPRESENTING AT LEAST \$38.3 MILLION

The following ongoing spending allocations are representative of the core City governmental functions supported by CSLFRF. Of the total amount of \$47.6 million from these three City programs, \$38.3 million are associated with CSLFRF use.

1. 9-1-1 Call Taking & Police Dispatch (Police Department)	\$ 28,926,991	
2. Fire and Emergency Medical Services Dispatch (Fire Department)	8,729,204	
3. Youth Gang Prevention and Intervention (Parks, Recreation and Neighborhood Services)	<u>9,903,233</u>	
Total:	\$ 47,559,428	
Amount Supported by CSLFRF:		\$38,283,000

SPENDING ALLOCATIONS TO FOR ONE-TIME INFRASTRUCTURE NEEDS OF AT LEAST \$6.7 MILLION

This action transfers \$5.25 million to the Communications Construction and Conveyance Tax Fund to replace over 800 radios operating on the Silicon Valley Radio Communication System (SVRCS), which will be unsupported beginning July 2021.

4. Transfers to Other Funds: Communications Construction and Conveyance Tax Fund (Radio Replacement)	5,250,000
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This funding will provide for system development and implementation, and initial hosting, licenses, and maintenance costs for the Business Tax System (BTS), a critical system coordinating the billing of over 80,000 businesses annually, generating collections of approximately \$30 million in annual revenue, and interfacing with other key systems within the City. The \$4.1 million estimated cost reflects vendor responses to a recent Request for Information (\$3.5 million) and funding for system implementation and stabilization over an 18- month period beginning January 2022 (\$630,000), which allows for the temporary staffing of four positions and related equipment.

5. Business Tax System Replacement	<u>4,130,000</u>	
Total:	\$ 9,380,000	
Amount Supported by CSLFRF:		<u>6,717,000</u>

Total Amount Supported by CSLFRF for the General Fund:	\$45,000,000
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The Convention and Cultural Affairs Fund contains all expenditures to support operations of the City's Convention Center, as well as other marquee cultural facilities and events centers managed by Team San Jose, the City's third-party operator. From 2015-2016 to 2018-2019, pre-pandemic, Team San José's gross operating revenue ranged from \$45.5 million to \$54.8 million. In 2019-2020, gross operating fell to \$35.6 million in 2019-2020 due to the onset of the pandemic in March 2020 and is expected to end the 2020-2021 fiscal year at \$5.1 million as the facilities have been effectively closed for convention, concerts, meetings, and exhibitions the entire year. While revenues are tentatively expected to rise to \$22.8 million in 2021-2022, actual activity levels continue to be extremely impacted by the pandemic.

An amount of \$2.5 million from SLFRF will be transferred to the Convention and Cultural Affairs Fund to ensure that sufficient resources are available to support basic operating expenses related to the Convention Center and other cultural facilities, and to ensure that the fund maintains a positive fund balance.

Total Amount Supported by CSLFRF for the Convention and Cultural Affairs Fund:	\$2,500,000
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Sources:

2021-2022 Proposed Operating Budget Source and Use Statements, page X-31 and 32
<https://www.sanjoseca.gov/home/showpublisheddocument/72195/637563414334770000>

Manager's Budget Addendum #26, Team San Jose 2021-2022 Performance Measures:
<https://www.sanjoseca.gov/home/showpublisheddocument/74176/637583054929130000>

AMERICAN RESCUE PLAN SUMMARY AND MULTI-YEAR CONSIDERATIONS

Below is a summary of the CSLFRF as allocated in the initial 2021 City Recovery Plan.

Table 1. Sources and Uses summary of CSLFRF budget allocations and remaining funding

	Amount
Federal Government Appropriation – CSLFRF	\$212.3 million
Amount to Balance 2021-2022 General Fund Budget Shortfall (Revenue Replacement)	(\$45.0 million)
Amount to resolve anticipated 2021-2022 negative fund balance in the Convention and Cultural Affairs Fund (Revenue Replacement)	(\$2.5 million)
FY2020-21 Food + Necessities Distribution	(\$3.0 million)
Funds Available for Programming in 2021-2022 and Future Years	\$161.8 million
CSLFRF Allocated in initial City Recovery Plan	(\$83.4 million)
Funds Remaining After 2021-2022 Budget Allocation	\$78.4 million
Portion of the 2021-2022 General Fund ongoing shortfall that is unresolved and carried forward into 2022-2023	(\$28.3 million)
Remaining resources to mitigate fund General Fund shortfalls and continue recovery and response activities beyond 2021-2022	\$50.1 million

Of the \$212.3 million that will be received by the City in two installments (May 2021 and calendar year 2022), \$47.5 million will be used for revenue replacement to balance the General Fund and the Convention and Cultural Affairs Fund², and \$3.0 million is anticipated to be needed to meet commitments for food distribution through the end of 2020-2021. The 2021-2022 initial budget allocation supporting the project in the initial City Recovery Plan totals \$83.4 million.

This leaves \$78.4 million, which closely aligns with the direction in the City Mayor’s March Budget Message for Fiscal Year 2021-2022, as approved by the City Council, “to allocate at least \$80 million into a reserve that both insulates the City from the foreseeable and substantial shortfalls we must be prepared for in the following years, and to provide additional resources in 2022-2023 to continue supporting our community’s recovery.”

The City understands, per regulation issued by the Federal government, that the revenue from the American Rescue Plan can only be recognized to offset expenditures. As a result, the \$78.4 million cannot be placed into a budgeted reserve. However, the City needs to strategically manage this remaining funding to ensure sufficient funding remains to address the portion of the 2021-2022 ongoing General Fund shortfall carried into 2022-2023 (\$28.3 million). If the ongoing shortfall is not fully resolved in 2022-2023, additional CSLFRF monies will be needed to help balance the budget again in future years. The City should also preserve CSLFRF resources for future years to continue important programs such as the newly expanded core program of BeautifySJ (\$10 million annually) and the continued operation of emergency and interim housing sites (\$16 million annually).

² City Transient Occupancy Tax (TOT) revenue has been severely impacted; \$2.5 million is needed to resolve an otherwise negative balance in the fund used to support operations of the San José Convention Center and other cultural facilities).

Promoting Equitable Outcomes

To help ensure a racial equity-based and data-driven resource allocation of the City’s constrained funds for its Community and Economic Recovery from COVID-19, the City added a racial equity lens to a Weighted Shortest Job First (WSJF) process, shown in Figure 4, which was used to prioritize the City Roadmap Initiatives and projects noted in the *Uses of Funds* section above. The prioritization criteria for the WSJF process are shown in Figure 5.

Figure 4. Weighted Shortest Job First (WSJF) Process

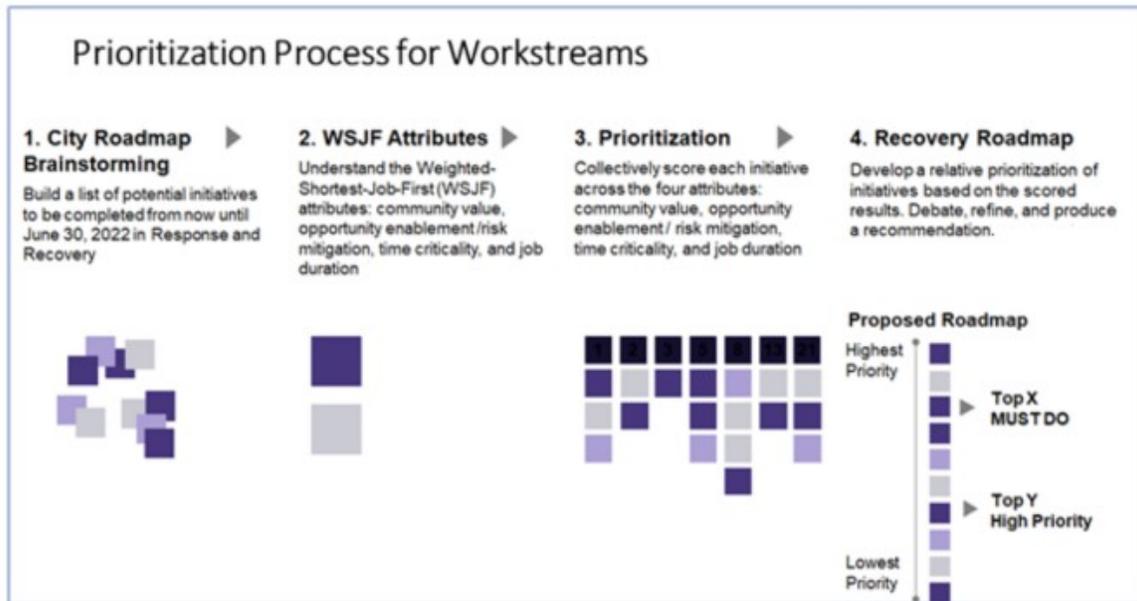


Figure 5

Recovery Workstream Prioritization with a Racial Equity Lens	
Community Value	<ul style="list-style-type: none"> • How equitable is the initiative? Who is benefitting? Who is burdened? What neighborhoods? • What is the relative value to the community and how does it contribute? How many people are served? • Is this serving marginalized communities? Is it intersectional? Are there higher order positive impacts? • What is the magnitude of impact/change and change to the efficiency or effectiveness of service?
Opportunity Enablement / Risk Mitigation	<ul style="list-style-type: none"> • Would failure open the community up to risk for human, material, economic, or environmental losses? • Does this serve an at-risk population? What is the risk within certain neighborhoods in the City? • How reimbursable is this? Does this bring in tax revenue? • Does this initiative pave the way for others which need this to come first? • How likely is not completing the initiative to cause litigation against the organization?
Time Criticality	<ul style="list-style-type: none"> • How susceptible is the neighborhood to pandemic impact in the short-term? • How important is it that this initiative gets done quickly? • Is there no other solution? Are other partners better at providing the solution? • Is there another external funding source to move on to? Are they eligible for another solution? • What is the current community impact, especially marginalized communities, if we do not complete?
Job Duration	<ul style="list-style-type: none"> • How long will the initiative take to execute? • How complex and how many unknowns does the initiative have? • How many dependencies are outside of our control? How controversial is the initiative? • How is the relationship with the partner? • How much staff time and effort will this take?

Applying this prioritization criteria with a racial-equity lens resulted in a relative stack-ranked priority of projects as shown below in Figure 6, with #1 having the highest and most critical priority. This stack ranking is a data-driven tool to make equitable resource allocations now and in the future.

Figure 6

Key Recovery Workstreams Prioritized with Racial Equity Lens <i>Excludes Foundational Enterprise Priority Workstreams</i>					
#	Critical Priorities	#	Very High Priorities	#	High Priorities
1	BeautifySJ Consolidated Model	17	Homeless Services Outreach Assistance + Resources	33	Small Business Direct Outreach (Spanish + Vietnamese)
2	Emergency Rental Assistance	18	San José Al Fresco	34	Data Equity Lead
3	Eviction Help Center	19	Hotel Sheltering Operation + Services	35	Small Business + Manufacturing Recovery Initiative
4	Vaccination Support	20	Quetzal Gardens Operations	36	Downtown Pedestrian Streetscape Improvement
5	Vaccine Champions Resilience Corps	21	Downtown Outdoor Activities Marketing Campaign	37	Small Business Displacement Index Study
6	Isolation + Quarantine	22	Economic Development Association Capacity Building	38	Underwrite Creation of New PBID/BIDs
7	San José Abierto	23	Guadalupe River Park Resilience Corps	39	Shop Local Hub to Support NBDs
8	Supplemental Business Development Communications	24	Supplemental Legal Assistance for Tenants	40	Storefront Activation Grants
9	Continued Food Services	25	Supplemental Arts + Cultural Funding	41	Learning Resilience Corps
10	Food Distribution Resilience Corps	26	BeautifySJ Grants	42	Virtual Accelerator Program for New Businesses
11	Continued Child Care Services	27	Support Festival Programming	43	YIGBY Land Use Policy Development
12	Environment Resilience Corps	28	San José Learns	44	Small Business Resilience Corps
13	South Hall Demobilization + Housing Assistance Center	29	Small Business Grants	45	Downtown Automated Public Toilets
14	Digital Equity Comms, Translation, Outreach, + Education	30	Vehicle Abatement + Patrol + Complaint Response	46	SJ Bridge Public Restrooms
15	Community WiFi	31	Small Business Technical Assistance Revamp	47	Energy Saving Retrofits
16	Digital Equity Device Access	32	Emergency Housing Site Identification + Construction	48	Establish Non-Profit Commercial Property Development

This overall prioritization strategy translated into the specific services or programs offered by the City in the following CSLFRF Expenditure Categories:

NEGATIVE ECONOMIC IMPACTS (EC 2):

<p>Assistance to households, small businesses, and non-profits to address impacts of the pandemic, which have been most severe among low-income populations. This includes assistance with food, housing, and other needs; employment programs for people with barriers to employment who faced negative economic impacts from the pandemic (such as residents of low-income neighborhoods, minorities, disconnected youth, the unemployed, formerly incarcerated people, veterans, and people with disabilities); and other strategies that provide disadvantaged groups with access to education, jobs, and opportunity.</p>	<ul style="list-style-type: none"> ✓ Housing Stabilization ✓ Re-employment + Workforce Development ✓ Small Business Recovery ✓ Food + Necessities Distribution ✓ Build Back Better + Recovery Taskforce ✓ Vaccination Taskforce ✓ Emergency Housing Construction + Operation ✓ Sheltering + Enhanced Encampment Services ✓ Enhanced Management + Safe Relocation Policy
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SERVICES TO DISPROPORTIONATELY IMPACTED COMMUNITIES (EC 3):

<p>Services to address health disparities and the social determinants of health, build stronger neighborhoods and communities (e.g., affordable housing), address educational disparities (e.g., evidence-based tutoring, community schools, and academic, social-emotional, and mental health supports for high poverty schools), and promote healthy childhood environments (e.g., home visiting, child care).</p>	<ul style="list-style-type: none">✓ Encampment Waste Pick-Up BeautifySJ✓ Digital Equity✓ Child Care Learning Pods
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Community Engagement

To ensure the City's planned and current use of COVID-19 related funds captures diverse feedback from constituents, community-based organizations, and the communities themselves, the City is convening and staffing a Citywide, cross-sector, community-based COVID-19 Recovery Task Force ("Task Force") that would provide recommendations to the City Council on matters of COVID-19 economic and social recovery. The Task Force is contemplated to be convened for no more than a year.

The scope of the Task Force is to work with the community to "think about the future" as it relates to strengthening and stabilizing families and small businesses. The role and responsibilities of the Task Force include:

- Advise and monitor progress on the City Roadmap Recovery initiatives;
- Develop a community engagement and communications plan;
- Disseminate information to constituencies and share community feedback to the Task Force on establishing and evaluating projects and programs; and
- Develop new recommended actions for recovery to be considered by the City Council.

The Task Force will build from and leverage other local recovery efforts, including the Silicon Valley Recovery Roundtable, Greater Downtown San José Economic Recovery Task Force, and Health and Equity Task Force. The Task Force will embrace best practices and principles in equitable recovery, such as those reflected in work products of the Silicon Valley Council of Nonprofits, Racial Equity Action Leadership (REAL) Coalition, and PolicyLink.

It is envisioned that the Task Force membership will total no more than thirty-five (35) representatives from member organizations. This follows models of other advisory and public engagement processes, including the Station Area Advisory Group (SAAG), and will enable the Task Force to work cohesively and nimbly, yet be inclusive of a wide array of community and content area interests.

The City anticipates bringing the Task Force membership recommendation to City Council in September 2021. Task Force meetings will be open to the public and likely be held monthly, with solution group meetings held in between. The first Task Force meeting is planned to be an orientation that would include a "get to know you" exercise, group agreements on discourse and decision making, Brown Act rules, an overview of the City Roadmap, and a "101 session" on the American Rescue Plan Act. The first Task Force meeting is targeted for October 2021 with the last meeting in September 2022.

In addition to the Task Force, the City has certain Projects, such as the Quetzal Gardens Business Center, where funds are being used to build the capacity of community organizations to serve people with significant barriers to services, including people of color, people with low incomes, limited English proficiency populations, and other traditionally underserved groups. Information regarding those efforts is presented in the respective project description.

Labor Practices

The City of San José has a number of workforce practices to ensure strong labor standards to promote the effective and efficient delivery of City projects and/or services while also supporting the economic recovery through strong employment opportunities for workers. General information regarding the City's Labor Compliance efforts is located at <https://www.sanjoseca.gov/your-government/department-directory/public-works/labor-compliance/labor-compliance>.

LIVING WAGE

The City of San José has had a Living Wage Policy in place since November 17, 1998 (Resolution 68554 <https://records.sanjoseca.gov/Resolutions/RES68554.PDF>), which was subsequently promulgated through on June 8, 1999 <https://records.sanjoseca.gov/Resolutions/RES68900.PDF>) and remains memorialized in City Council Policy 3-3 *Living Wage Policy* <https://www.sanjoseca.gov/home/showpublisheddocument/12845/636669965245930000>.

The City Living Wage Policy is summarized as follows:

"It is the policy of the City of San José that persons doing work on, for or on behalf of the City for services that are provided directly to the City or for services otherwise provided by City employees or who receive financial assistance from the City should be paid a living wage, be provided with or able to afford health insurance, have reasonable time off, not be subject to lay off merely because the City changes contractors and should work in an environment of labor peace."

PROJECT LABOR AGREEMENT

On March 28, 2019, the City of San José and the Santa Clara and San Benito Building Trades Council entered into a Citywide Project Labor Agreement ("PLA") for certain City public works projects with a cost in excess of \$3 million. Highlights of the PLA follow:

- applies to public works projects with engineer's estimates of \$3 million or more;
- design/build and design/bid/build public works projects are covered;
- provision for employers not currently working under a Master Agreement to hire five (5) core workers;
- includes a Targeted Hire Agreement;
- PLA has a 5-year term

The executed Citywide PLA is available at

<https://www.sanjoseca.gov/home/showpublisheddocument/57978/637242683585770000>.

PREVAILING WAGE

Public works projects are performed under contract and paid in whole or in part by public funds. Contractors and subcontractors that are awarded these projects are required to pay their workers prevailing wage rates. These wage rates vary according to crafts and are determined by the State of California Department of Industrial Relations. The City Department of Public Works Office of Equality Assurance is responsible for ensuring wage compliance for the City public works contracts. Additional information on the City Prevailing Wage policy is located at <https://www.sanjoseca.gov/your-government/departments/public-works/divisions/labor-compliance/prevailing-wage>.

MINIMUM WAGE

The City of San José Voters approved the Minimum Wage Ordinance on November 6, 2012. The ordinance set an hourly rate of pay that employers must pay their workers for work performed within the City. The current minimum wage rate for the City of San José is \$15.45 per hour. Additional information on the City Minimum Wage policy is located at <https://www.sanjoseca.gov/your-government/departments-offices/public-works/labor-compliance/minimum-wage-ordinance>.

OPPORTUNITY TO WORK

The San José Opportunity to Work Ordinance was an Initiative Ordinance on the November 2016 General Election ballot approved by 63.94% of San José voters, and effective March 13, 2017, which requires employers of 36 or more employees to offer additional work hours to existing qualified part-time employees before hiring new employees including subcontractors or the use of temporary staffing services. Additional information on the City Opportunity to Work Ordinance is located at <https://www.sanjoseca.gov/your-government/departments/public-works/divisions/labor-compliance/opportunity-to-work>.

Use of Evidence

The City is using CSLFRF funds for both evidence-based interventions and programmatic assessment of projects through program evaluations designed to build evidence. The City is reviewing the Learning Agenda process to determine whether that process could support City overarching evaluation efforts to create an evidence-building strategy(ies) for our jurisdiction. Further information for each project is included in the respective project description.

Table of Expenses by Expenditure Category

Category		Cumulative expenditures to date (\$)	Amount spent since last Recovery Plan
1	Expenditure Category: Public Health	\$ 98,186.14	\$ 98,186.14
1.12	Other Public Health Services	98,186.14	98,186.14
2	Expenditure Category: Negative Economic Impacts	\$ 1,261,358.98	\$ 1,261,358.98
2.1	Household Assistance: Food Programs	1,261,258.98	1,261,258.98
3	Expenditure Category: Services to Disproportionately Impacted Communities	\$ 8,063.49	\$ 8,063.49
3.5	Education Assistance: Other	8,063.49	8,063.49
Total		\$ 1,367,608.61	\$ 1,367,608.61

PROJECT INVENTORY

Included in this section is a description of each project for which the City currently has appropriated CSLFRF funding. Each description includes an overview of the main activities of the project, primary delivery mechanisms and partners, if applicable, and intended outputs and outcomes.

This section is further categorized by City Initiatives grouped as follows:

1. RESIDENT RELIEF – comprised of the Housing Stabilization, Re-employment + Workforce Development, and Food + Necessities Distribution Initiatives;
2. SMALL BUSINESS, NON-PROFITS, AND THE ARTS – comprised of Small Business Recovery and Build Back Better + Recovery Task Force Initiatives;
3. CHILD CARE AND EDUCATION – comprised of Digital Equity; Child Care Learning Pods; Family Friend, and Neighborhood Program; and Child and Youth Success Initiatives;
4. VACCINATION – comprised of the Vaccination Taskforce Initiative;
5. EMERGENCY HOUSING – comprised of the Emergency Housing Construction and Operations, Sheltering + Enhanced Encampment Services, and Encampment Management + Safe Relocation Policy Initiatives;
6. ENCAMPMENT SERVICES/BEAUTIFY SJ – comprised of the Encampment Waste Pick-up Beautify SJ Initiative; and
7. RECOVERY FOUNDATIONAL ENTERPRISE PRIORITY – comprised of Federal + State Stimulus, Continuity of City Services, Safe Workplace, Employee Health, Drive to Digital, and Effective Teams Initiatives.

RESIDENT RELIEF INITIATIVES

Housing Stabilization

Food and Necessities Distribution

Re-employment and Workforce Development

Recovery Plan Category: EC 2 : Negative Economic Impacts
 2.5 : Household Assistance: Eviction Prevention

Funding amount: \$ 3,100,000 **Timeline:** 07/01/2021 to 12/31/2022

City Roadmap: Housing Stabilization

City Enterprise Priority: COVID-19 Pandemic: Community + Economic Recovery

Managing Department: Housing

Existing or New Project: New

Purpose: Provide outreach engagement, emergency rental assistance, legal assistance and tenants' rights to impacted tenants and landlords in the rental community while targeting low and extremely low income households.

Qualified Census Tracts: Citywide

Use of Evidence: Evidence-Based Intervention based on City research

DESCRIPTION

A collaborative effort of local and state funded rental relief programs to assist COVID-19 was made available to landlords and tenants during California's eviction moratorium which sunsets on September 30, 2021. Both programs are open and taking applications to support 100% back rent from April 1, 2020 and up to three months of forward rent.

The local program is a partnership comprised of the City of San José, County of Santa Clara and about 50 non-profit partners lead by Destination: Home and Sacred Heart Community Service, called the Santa Clara County Homelessness Prevention System, COVID-19 response. This program supports extremely low-income residents below 30% AMI with rent relief.

The State of CA has a complimentary program that is targeted to support tenants above 30% AMI and below 80% AMI.

RACIAL EQUITY AND INCLUSION

Center racial equity in assessing needs, developing and implementing programs, and measuring outcomes to ensure that programs serve the individuals and families who have been most disproportionately impacted by COVID-19 and the pandemic-induced recession.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> • Number of people or households receiving eviction prevention services (including legal representation) • Number of affordable housing units preserved or developed 	<ul style="list-style-type: none"> • Number of applicants applying for rental assistance • Number of applicants approved for rental assistance • Percentage of applicants by race/ethnicity 	<ul style="list-style-type: none"> • Percentage of completed applications • Amount of Award • Breakdown percentage of identified categories

Recovery Plan Category: EC 3 : Services to Disproportionately Impacted Communities
 3.12 : Housing Support: Other Housing Assistance

Funding amount: \$ 3,550,000

City Roadmap: Housing Stabilization

City Enterprise Priority: Resident Relief

Managing Department: Housing

Existing or New Project: New

Purpose: Provide housing assistance, support services and temporary housing to individuals transitioning from temporary shelters or the Services Outreach Assistance and Resources (“SOAR”) encampment program.

Qualified Census Tracts: Citywide

Use of Evidence: Evidence-Based Intervention using local Point-in-Time surveys

DESCRIPTION

The City has been supporting individuals in temporary shelters and encampments during the COVID-19 pandemic. Even as cities transition to recovery, many emergency shelters are not operating at the full capacity they once were. The Housing Assistance Center will assist individuals staying in temporary congregate shelter, non-congregate shelter and SOAR program find alternative housing options. The program includes flexible funds for "housing problem solving" meant to provide one-time assistance for households that might have an immediate housing option such as staying with friends or relatives. The program may also include time-limited rental assistance and case management.

RACIAL EQUITY AND INCLUSION

This project will serve homeless individuals who, according to local Point in Time (PIT) surveys as well as national statistics, are disproportionately people of color. The local homeless community is disproportionately represented by Native American, African-American and Latino/a. By working to address homelessness in our community, San José is working to address these racial inequities through housing.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> • Number of people or households receiving eviction prevention services (including legal representation) • Number of affordable housing units preserved or developed 	<ul style="list-style-type: none"> • Homeless served • Demographics of homeless population 	<ul style="list-style-type: none"> • Increase the number of homeless sheltered • Increase the number of homeless able to transition to temporary housing • Increase the number of homeless able to access rental assistance and case management

Recovery Plan Category: EC 3 : Services to Disproportionately Impacted Communities
 3.12 : Housing Support: Other Housing Assistance

Funding amount: \$ 4,000,000

City Roadmap: Housing Stabilization

City Enterprise Priority: Resident Relief

Managing Department: Housing

Existing or New Project: New

Purpose: Provide interim housing and support services at hotels for households while transitioning to more stable housing opportunities.

Qualified Census Tracts: Citywide

Use of Evidence: Evidence-Based Intervention using local Point-in-Time surveys

DESCRIPTION

Local emergency shelters still have not gone back to full capacity, resulting in an increase in unsheltered homeless. The City will provide temporary hotel stays with on-site supportive services to households while transitioning to more stable housing opportunities. The program is still in development, including selecting sites, developing population targets, eligibility criteria and selecting a service provider.

RACIAL EQUITY AND INCLUSION

This project will serve homeless individuals who, according to local Point in Time (PIT) surveys as well as national statistics, are disproportionately people of color. The local homeless community is disproportionately represented by Native American, African-American and Latino/a. By working to address homelessness in our community, San José is working to address these racial inequities through housing.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of people or households receiving eviction prevention services (including legal representation) ▪ Number of affordable housing units preserved or developed 	<ul style="list-style-type: none"> ▪ Homeless served ▪ Demographics of homeless population 	<ul style="list-style-type: none"> ▪ Increase the number of homeless sheltered ▪ Increase the number of homeless able to access services

Recovery Plan Category: EC 2 : Negative Economic Impacts
 2.1 : Household Assistance: Food Programs

Funding amount: \$ 14,549,000 **Timeline:** 07/01/2021 to 12/31/2021

City Roadmap: Food and Necessities Distribution

City Enterprise Priority: Resident Relief

Managing Department: Parks, Recreation & Neighborhood Services

Existing or New Project: Existing

Purpose: Provide support for at-risk communities and populations, including food and necessities distribution, homeless support, and local assistance for families and businesses.

Qualified Census Tracts: Citywide

Use of Evidence: Evidence-Based Intervention using prior City programs

DESCRIPTION

The City will provide food (either groceries or prepared meals) to individuals that have been exposed or test positive for COVID-19 but who do not require hospitalization; high-risk individuals, people over sixty-five (65) with certain underlying health conditions, as defined by the Centers for Disease Control and Prevention, other populations that should be isolated based on public health official guidance and/or individual and families disproportionately affected by unemployment and other economic hardship because of the COVID-19 pandemic.

RACIAL EQUITY AND INCLUSION

This project will serve the most affected zip codes with high poverty levels in the City of San José and those who have been most affected by COVID-19. Communities most negatively impacted by COVID-19 within the City of San José are those with socio-economic challenges even prior to the pandemic. These disadvantaged communities were already at high risk for food insecurity; this was exacerbated as various pandemic-related shelter-in-place and closure mandates pandemic caused jobs and sources of income to be eliminated. A disproportionate amount of these communities are minorities with barriers to employment.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ Number of people employed through programs ▪ Number of people served ▪ Number of meals served ▪ Number of communities served based on zip code 	<ul style="list-style-type: none"> ▪ Demographic data on meal recipients ▪ Numbers of meals served ▪ Continued access to food

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ Number of food distribution centers ▪ Number of corps members/supervisors employed ▪ Number of participants providing workforce support to the Second Harvest Food Bank 	<ul style="list-style-type: none"> ▪ Numbers of meals served ▪ Demographic data on corps members/supervisor hired ▪ Demographic data on meal recipients

Recovery Plan Category: EC 2 : Negative Economic Impacts
 2.7 : Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives)

Funding amount: \$ 3,760,000 **Timeline:** 07/01/2021 to 03/31/2022

City Roadmap: COVID-19 Pandemic: Community + Economic Recovery

City Enterprise Priority: Re-employment and Workforce Development

Managing Department: Parks, Recreation & Neighborhood Services

Existing or New Project: New

Purpose: The Resilience Corps is a job program for adults residing in high-poverty, high-unemployment neighborhoods. This program will provide participants with comprehensive job training providing them the skill sets needed to seek permanent employment with the City of San José or its partners.

Qualified Census Tracts: Yes

Use of Evidence: Evidence-Based Intervention using prior San José Conservation Corps programs

DESCRIPTION

The City will provide job training and applicable certifications or public parks and playground maintenance, fire/fuel reduction, bioretention swale maintenance, and HAZWOPER (Hazardous Waste Operations and Emergency Response) prior to actual field work in and around City parks. A two-week orientation program will include employee topics such as OSHA 10 safety training, basic tool safety, first aid/CPR training, conservation awareness, and introductions to financial literacy, leadership and other relevant topics.

RACIAL EQUITY AND INCLUSION

The Resilience Corps program believes that every person is entitled to have access to the education, job training, and resources that give them a fair shot at fulfilling their potential. We believe the power of diversity enriches all of us by exposing us to a range of ways to understand and engage with the world, identify challenges, and to discover, design and deliver solutions. To ensure this the Resilience Corps is a program which welcomes all participants regardless of race, color, sex, age, national origin, religion, sexual orientation, gender identity and/or expression, status as a veteran, and basis of disability or any other federal, state or local protected class.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ Number of tier one participants to complete entire program. ▪ Volume of vegetation removed during fuel reduction. ▪ Volume of trash and litter picked up during all activities. ▪ Number of visits to bioretention swales for maintenance. ▪ Volume and names of invasive species removed from parks 	<ul style="list-style-type: none"> ▪ Number of participants that obtained employment with their work experience worksite ▪ Number of participants that obtained employment in the area of their work experience with a different employer ▪ Number of participants that entered or resumed post-secondary education ▪ Number of bioretention swale areas that pass inspection without corrective actions

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ Number of tier one participants to complete entire program. ▪ Volume of trash and litter picked up during all activities. ▪ Volume and names of invasive species removed from parks ▪ Number of trail safety and other related information provided to community 	<ul style="list-style-type: none"> ▪ Number of participants that obtained employment with their work experience worksite ▪ Number of participants that obtained employment in the area of their work experience with a different employer ▪ Number of participants that entered or resumed post-secondary education ▪ 50% decrease in park concerns reported on managed sections of trails.

Recovery Plan Category: EC 2 : Negative Economic Impacts
 2.7 : Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives)

Funding amount: \$ 1,370,000 **Timeline:** 07/01/2021 to 06/30/2022

City Roadmap: COVID-19 Pandemic: Community + Economic Recovery

City Enterprise Priority: Re-employment and Workforce Development

Managing Department: Library

Existing or New Project: New

Purpose: The Resilience Corps Learning Pathway pilot, a workforce development program, aims to accelerate learning growth among low-income K-12 students by connecting qualified Resilience Corps associates to high-quality and well-established expanded learning program providers serving San José students, including City agency program providers.

Qualified Census Tracts: Yes

Use of Evidence: Program Evaluation

DESCRIPTION

The Resilience Corps Learning Pathway will partner with San José State University, local Community Colleges (Evergreen College, San José City College, Foothill-De Anza College), and community organizations to recruit and place interested college students in positions that support their educational attainment and that of K-12 students. The primary goal of the program is designed to address economic and workforce development needs among university students, with a secondary goal designed to accelerate learning growth for K-12 students in San José.

This program will work to ensure that financially struggling college and graduate school students living in San José's high-poverty census tracts have employment in their desired field. In addition, the program will provide professional development and After placement; the respective and qualified Agency will train and support the Corps Associates according to their established model and best practices.

Program providers are aligned to common core anchor standards, prioritize whole child learning opportunities – including social-emotional learning, academics, and physical activity, and follow CDC public health and safety guidelines and best practices.

RACIAL EQUITY AND INCLUSION

Participants (“associates”) are considered and prioritized based on their home zip code/low resource census tracts, income and employment status, and educational goals and enrollment. Program providers also prioritize placement of Resilience Corps Associates at locations in low resource census tracts or locations serving low resourced communities.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ Placement in Work Experience (50 Associates) ▪ Completion of Work Experience (35 Associates) 	<ul style="list-style-type: none"> ▪ Associates will develop relevant on-the-job training in the expanded learning field so that they are better positioned for employ ▪ Associates will receive work readiness workshop services and relevant training so that they may obtain post relevant employment ▪ Accelerated learning growth for K-12 students in San José

Recovery Plan Category: EC 2 : Negative Economic Impacts
 2.7 : Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives)

Funding amount: \$ 1,370,000 **Timeline:** 08/24/2021 to 01/30/2022

City Roadmap: COVID-19 Pandemic: Community + Economic Recovery

City Enterprise Priority: Re-employment and Workforce Development

Managing Department: Office of Economic Development & Cultural Affairs

Existing or New Project: New

Purpose: Assist small businesses in San José to engage in Digital Marketing to grow their business, and to assist residents of San José to gain new skills in Digital Marketing to re-enter the job market.

Qualified Census Tracts: Yes

Use of Evidence: Program Evaluation

DESCRIPTION

This project works with San José small business owners to help them use digital marketing to maximize their business online. Effective digital marketing helps small businesses learn the online habits of customers so they can better target ideal customers. Each small business owner will be paired with individuals who reside in the City of San José in low-resource census tracts and who have been *retrained to re-enter the job market. These individuals are trained specifically in Digital Marketing* where they will acquire the necessary knowledge to become a successful digital marketer. With these new skills they will assist the business as an intern, after which the intern can transition to additional training, apply for digital marketing related jobs through jobs portals, or become a consultant – the participants can embrace an entrepreneurial mindset and start their own small business. Resources will be provided to the business and participant after the internship is complete.

RACIAL EQUITY AND INCLUSION

This project will allow for individuals to train in a new skill of which they may not been previously aware. This opportunity was made available to City of San José marginalized individuals and/or businesses in low-resource census tracts or individuals who are in low-income households (AMI 60% or lower). The majority of participants identify as Asian or Hispanic/Latino/Latina.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ Offered digital marketing training 	<ul style="list-style-type: none"> ▪ Completed digital marketing training ▪ Employed with small business or viably self-employed

SMALL BUSINESS, NON-PROFITS, AND THE ARTS INITIATIVES

Small Business Recovery

Build Back Better and Recovery Task Force

Recovery Plan Category: EC 2 : Negative Economic Impacts
2.9 : Small Business Economic Assistance (General)

Funding amount: \$ 300,000 **Timeline:** 07/01/2021 to 12/31/2024

City Roadmap: COVID-19 Pandemic: Community + Economic Recovery

City Enterprise Priority: Small Business Recovery

Managing Department: Office of Economic Development & Cultural Affairs

Existing or New Project: New

Purpose: Research, develop and implement communications tactics and channels that effectively reach non-English-speaking and less advantaged business owners throughout San José to maximize their ability to upgrade their business practices, get free consultant support and access sources of business funding.

Qualified Census Tracts: Citywide

Use of Evidence: Program Evaluation

DESCRIPTION

This project will support and drive engagement with the various initiatives launched by the City of San José to help business owners struggling with the impacts of COVID-19. Due to the COVID-19 pandemic, the City has had to change many of its baseline communications tactics to ensure under-served, highly impacted communities are able to access the information and services provided. This means a much faster turn-around for translated written information, fuller translations of web-based information, enhancement of digital outreach to include multi-lingual social media posts and SMS messaging, and simultaneous interpretation of meetings, webinars and other "live" activities and events. Languages required are English, Spanish, Vietnamese, Traditional and Simplified Chinese (written) and Mandarin. In addition, the project plan includes a multi-lingual website with hubs for up to eleven (11) commercial/business districts across the city, of which at least four (4) include parts or all of Qualified Census Tracts.

RACIAL EQUITY AND INCLUSION

By its nature, "transculturation" of City communications materials and channels is a key component of racial equity and inclusion, as it not only is designed to overcome language barriers, but also includes tactics for communicating outside of the digital framework – by in-person, interpreted communications and via printed flyers, brochures and notices made available where people gather, shop and live.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ 1-3 email messages to 40k businesses each week ▪ 2-5 sets of multi-lingual social media posts ▪ 2 monthly business walks by multi-lingual team members to commercial sections of the city ▪ 2 webinars for business owners per month ▪ 4-6 blogposts per month ▪ Multi-lingual staffing of phone and email hotline for business owners ▪ Tracking of calls and emails managed 	<ul style="list-style-type: none"> ▪ For emails, average 25% open, 5% click rate ▪ Faster turnaround time for translation of communications ▪ Visit average of 10-20 businesses/month ▪ Webinar attendance average 20-70

maker and women's entrepreneurship group has begun. The new center will complement other City-backed projects and initiatives to support East San José businesses with the long-term goal to strengthen and sustain the local business ecosystem.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ New center operational 	<ul style="list-style-type: none"> ▪ Number of businesses assisted

past 18 months to include translation into Spanish and Vietnamese; these efforts will continue to be expanded.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ Events to aid in downtown economic recovery ▪ Marketing campaign to aid in downtown economic recovery 	<ul style="list-style-type: none"> ▪ Four outdoor movies ▪ One outdoor concert ▪ Holiday outdoor ice skating rink ▪ Weekly Farmers' Market May – November ▪ Dine Downtown campaign

Recovery Plan Category: EC 2 : Negative Economic Impacts
2.9 : Small Business Economic Assistance (General)

Funding amount: \$ 1,000,000 **Timeline:** 01/01/2022 to 12/31/2024

City Roadmap: COVID-19 Pandemic: Community + Economic Recovery

City Enterprise Priority: Small Business Recovery

Managing Department: Office of Economic Development & Cultural Affairs

Existing or New Project: Existing

Purpose: Build capacity in business districts while directing resources to underserved communities most impacted by the pandemic and the economic fallout. This project will support the needs for business district capacity building program through events, advocacy, and marketing.

Qualified Census Tracts: Yes

Use of Evidence: Program Evaluation

DESCRIPTION

Business District Corridors are critical to City economic vitality, providing opportunities for small businesses and employment as well cultural and civic benefits. The project will expand the capacity of business-support networks to serve targeted business districts negatively impacted by the COVID-19 pandemic, which include Downtown, Central and East San José. The funding for this project will allow for the implementation of components to provide support and stand up Business Districts. These components include:

- Outreach strategies and programming to engage business partners and property owners; drive stakeholder membership; and promote the business corridors.
- Marketing campaigns that highlight each corridor as a destination business district and feature the area’s diverse commercial and industrial sectors while showcasing the area’s history, geographic advantages, and unique cultural characteristics.
- Implementing small business events and engagement opportunities such as Small Business Saturday, Doing Business in San José workshops, and Small Business Week Summit.
- Securing commercial space in the business district areas to provide centralized services and provide certainty for business owners to access services given time issues.

In addition, a focus on business district advocacy for East San José, one of the city’s most diverse regions, with a vibrant mix of neighborhoods and small businesses, it is also one of the areas characterized by higher unemployment rates and is historically underserved in terms of business assistance and access to capital. This area of the city was one of the hardest hit by the recent pandemic. Recovery and resiliency work include:

- Contracting a Business District Manager to develop a work plan and implement strategies for emerging neighborhood business associations and serve as a conduit for existing and developing resources like small business owner engagement, access to capital, employee recruitment, business transformation, safe operations, and digital marketing.
- Implementing business district programs and activities developed by the Business District Manager

- Mapping cultural assets, highlighting cultural identity through wayfinding programs
- Developing Business District branding and placemaking in strategic gateway locations

Additional information may be found at www.sjeconomy.com.

RACIAL EQUITY AND INCLUSION

This project addresses racial equity by focusing recovery resources on underserved businesses district areas. San José is home to approximately 55,000 small businesses, more than half of which are immigrant-owned and more than 60% owned by business owners of color. These businesses often represent important cultural and neighborhood anchors in our underserved communities. The proposed service area includes the heavily Vietnamese Little Saigon; the Latino and Portuguese oriented East Santa Clara/Alum Rock corridor; Japantown (one of only three remaining Japantowns in the U.S.); and Downtown, with its focus on entertainment and the arts. Residents in these neighborhoods, particularly East San José, have been struggling before the pandemic, with generally higher rates of unemployment, poverty and overcrowding, and lower rates of educational attainment and less access to capital. Many of those Zip codes have COVID-19 case rates well above San José’s average.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ Number business and property owners outreached ▪ Marketing and identity branding material developed ▪ Work plan developed ▪ Small Business events produced ▪ Cultural assets mapped 	<ul style="list-style-type: none"> ▪ Increased number of business and property owner membership in business associations ▪ Increased number of digital media hits and impressions ▪ Long-term sustainability for business associations ▪ Increased number of businesses engaged ▪ Increased community and resident visits

Recovery Plan Category: EC 2 : Negative Economic Impacts
 2.9 : Small Business Economic Assistance (General)

Funding amount: \$ 150,000 **Timeline:** 12/01/2021 to 12/31/2022

City Roadmap: COVID-19 Pandemic: Community + Economic Recovery

City Enterprise Priority: Small Business Recovery

Managing Department: Office of Economic Development & Cultural Affairs

Existing or New Project: New

Purpose: Keep more small businesses in operation, maintaining jobs in San José. It will provide individual advising, workshops and referrals to educate COVID-impacted business owners on how to resolve or avoid lease disputes, negotiate with landlords, and understand their rights and responsibilities to avoid eviction.

Qualified Census Tracts: Citywide

Use of Evidence: Program Evaluation

DESCRIPTION

Small businesses have suffered greatly due to public health restrictions on business activity, as well as the overall economic fallout from the COVID-19 pandemic. Many businesses spent months completely shuttered while others were only able to operate with reduced capacities. This has damaged small business revenue and the ability of business owners to pay expenses, including rent. A county-wide commercial-eviction moratorium recently expired, putting thousands of businesses at risk of eviction.

The Small Business Anti-Eviction Initiative will provide support to small business owners throughout the City experiencing the threat of eviction or related landlord/tenant disputes. By working with partners, this program will provide individual advising, workshops, and referrals to educate business owners on how to prevent conflict and resolve lease and related disputes in various languages and in a culturally appropriate manner. Currently, similar services are available through a smattering of nonprofits, but capacity is extremely limited and not adequate for a city of San José's size. The City is in the process of starting a program to assist with similar services. This program will enhance the service offering, providing increased, multilingual capacity adequate to better serve a city with approximately 60,000 small businesses. For clarity, these services will consist of information provision, not formal legal representation.

RACIAL EQUITY AND INCLUSION

While this program is envisioned to operate citywide, provision of these services will primarily benefit immigrant-owned businesses, and business owners of color. In San José, approximately 60% of small businesses are estimated to be owned by people of color. City research shows that business owners of color were less likely to have received government assistance, such as Paycheck Protection Program loans, during the pandemic, due to less reliable access to professional services and banking. This makes this population more vulnerable to commercial eviction and more likely to benefit from these services. The program will also include targeted outreach efforts to reach vulnerable and underserved

communities, particularly on San José's eastside, which has generally higher rates of poverty, non-English speaking residents, and lower median incomes.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ Number of businesses per quarter provided with access to information on subject matter. ▪ Number of workshops or events per quarter on relevant subject matter. ▪ Number of referrals to specialized business assistance providers provided. 	<ul style="list-style-type: none"> ▪ Number of small businesses able to stay in their space. ▪ Number of landlords and tenants participating in mediation/negotiation rather than the eviction process. ▪ Number of jobs maintained by businesses participating in program and avoiding eviction. ▪ Amount of business tax retained by businesses participating in the program and avoiding eviction.

Recovery Plan Category: EC 2 : Negative Economic Impacts
 2.9 : Small Business Economic Assistance (General)

Funding amount: \$ 200,000 **Timeline:** 07/01/2021 to 06/30/2022

City Roadmap: COVID-19 Pandemic: Community + Economic Recovery

City Enterprise Priority: Small Business Recovery

Managing Department: Office of Economic Development & Cultural Affairs

Existing or New Project: New

Purpose: Sustain and stabilize City of San José festival grant program funding to the local nonprofit art and culture sector. These grant programs are traditionally are funded by the Transient Occupancy Tax (hotel tax), a revenue source that significantly declined due to the COVID-19 pandemic and shelter-in-place orders.

Qualified Census Tracts: Citywide

Use of Evidence: Program Evaluation

DESCRIPTION

The project supports the Festival, Parade, and Celebration competitive grant program, offsetting negative economic impacts caused by the decline in Transient Occupancy Tax collections. Funds will be used for Festival, Parade and Celebration grants. All grant awards are recommended based on a public, competitive, peer-reviewed process, and approval by the San José Arts Commission, a City Council Advisory Body. Additional information may be found at www.sanjose.org

RACIAL EQUITY AND INCLUSION

Racial equity and inclusion are guiding principles of the Cultural Funding Portfolio of the City of San José, one of the most diverse cities in the United States with a minority-majority in which no one ethnic group represents a majority of the population. The arts are a means to promote cross cultural understanding and celebrate our multicultural community. All grant opportunities are advertised multilingually in multiple multilingual media channels. Furthermore, all grant panels are comprised of multidisciplinary, racially-diverse members. As a result, approximately 40% of grantees are culturally-specific.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ Number of grant awards 	<ul style="list-style-type: none"> ▪ Number of people served through nonprofits' programs

Recovery Plan Category: EC 2 : Negative Economic Impacts
 2.9 : Small Business Economic Assistance (General)

Funding amount: \$ 2,750,000 **Timeline:** 01/03/2022 to 12/30/2022

City Roadmap: COVID-19 Pandemic: Community + Economic Recovery

City Enterprise Priority: Small Business Recovery

Managing Department: Office of Economic Development & Cultural Affairs

Existing or New Project: New

Purpose: Provide a targeted grant program to small businesses who have not received any federal stimulus loans, funds or state grant programs. This is a city wide project with promotion and targeting directed to small businesses located in low income census tracts and areas in the city hit hardest by the effects of COVID-19.

Qualified Census Tracts: Citywide

Use of Evidence: Evidence-Based Intervention using prior City program data

DESCRIPTION

Since COVID-19, over 45,000 individual federal and state emergency loans and grants have been awarded to businesses located in the city of San José. Many businesses have been able to secure more than one loan or grant. However, published data and local research identifies the lowest take-up rates for small business are those employing less than 10 staff, just 34% have to date have received a federal loan or state grant.

This will be a citywide business grant program designed to attract applications from eligible small business physically located in San José. The grant program will target applications from businesses located in underserved communities and low income census tracts. The city will use the knowledge and experience gained from funding two COVID-19 business grant programs in 2020 to inform the design, eligibility criteria and user experience. The financial value of individual grants within the program will be confirmed prior to the program becoming operational. The goal of the program would be to serve 100-150 small businesses.

A key feature of this grant program is the opportunity to design in a referral process for all business owners who apply to receive free technical assistance. It is anticipated the number of applications will exceed the funds available and the city aims to support business owners by making best use of existing free technical assistance through the Business Owner Space (“BOS”) partnership. Businesses who take up technical assistance improve their prospects of recovery and, by networking with other business owners, open up opportunities for shared interests and commercial benefit.

The grant program will be targeted at small businesses employing less than 35 staff with a physical location in the city of San José. Businesses who have been in receipt of a PPP loan, EDIL loan, Restaurant Revitalization Grant, Shuttered Venue Operators Grant and the CA Relief grant will be ineligible. All grants awarded in this project will comply with Federal regulations. The grant can be used to offset expenses, rent arrears and other utility bills.

The grant program will be managed by an organization(s) independent of the city of San José that has the requisite knowledge, expertise and infrastructure to meet the city of San José’s strategic and operational requirements. The program assumes a management fee of 5% will be charged by the program manager. This will be confirmed as part of the procurement process. Additional information may be found at www.businessownerspace.com.

RACIAL EQUITY AND INCLUSION

In 2020 the City gained invaluable experience in designing three grant programs and disbursed \$6.09 million in grants to support 499 San José small businesses owned by low- or moderate-income individuals, primarily from communities of color. 92% of grants were awarded to business owners of color. Staff identified businesses within the zip codes of the most COVID-affected neighborhoods and undertook email and phone outreach to these business owners to encourage them to apply. It is important to note that when the City controlled the distribution of funds, the City achieved a high degree of success in targeting small businesses owned by people of color in the most COVID-19 impacted zip codes. Because the City was the grantor, staff could collect additional demographic data on grant recipients to determine how successfully vulnerable communities were reached. These outcomes include 100% distributed to low- or moderate-income applicants, 52% awarded to businesses located in targeted zip codes most heavily impacted by COVID-19, and 100% distributed to businesses with 10 or fewer employees.

This project will directly benefit from this recent experience. The key is to design in criteria and explicit targeting to encourage the maximum number of applicants to apply in close collaboration with technical assistance providers. Engagement with the BOS providers to build a clear referral mechanism for all applicants to obtain free technical assistance will be a new feature and many of the BOS providers with the cultural sensitivity and linguistic capability will be encouraged to participate in supporting business owners.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ Business grant program 	<ul style="list-style-type: none"> ▪ Number of businesses awarded a grant ▪ Number of jobs protected ▪ Number of business minority business owners applied ▪ Number of minority business owners awarded a grant ▪ Number of businesses who apply from a low income census tract ▪ Number of businesses awarded a grant from a low income census tract

Recovery Plan Category: EC 2 : Negative Economic Impacts
 2.9 : Small Business Economic Assistance (General)

Funding amount: \$ 175,000 **Timeline:** 04/01/2022 to 12/31/2024

City Roadmap: COVID-19 Pandemic: Community + Economic Recovery

City Enterprise Priority: Small Business Recovery

Managing Department: Office of Economic Development & Cultural Affairs

Existing or New Project: New

Purpose: The virtual business center is a city wide one-stop shop to support entrepreneurs starting a business in San José. The services will be free and designed to support both tech and non-tech startups. The project will be co-designed with partner organizations to enhance entrepreneurship and strengthen equity-based delivery in the business ecosystem

Qualified Census Tracts: Citywide

Use of Evidence: Program Evaluation

DESCRIPTION

This is a new project to target entrepreneurs who want to start a business in San José. The negative economic impact of COVID-19 has increased the risk of existing business failure and job losses. There are close to 50,000 active self-employed residents in San José registered for business tax purposes. It is a strength of the City's economy to have this number of self-employed residents who may choose in time to establish a business entity and employ staff. The virtual business center will be established to support this journey and create the entrepreneurial pathways for the next generation of resident business owners. The new concept is designed to support both tech and non-tech business startups. This is a long term project to strengthen the business ecosystem of San José.

The City aims to develop and create a virtual business information center that can attract entrepreneurs to locate in San José or for existing residents to start a new business here. The City will aim to encourage entrepreneurs in the emerging green “climate smart” sectors, manufacturing and biotech/bioscience sectors to start a business in San José, creating links and access to existing providers and industry sector specialists.

The service concept will adapt and apply networked models with access to finance, technical expertise and partnerships to curate an entrepreneurial experience in one virtual location. The new virtual center will showcase existing accelerator, incubator and shared office/managed workspace in San José. Government regulation, business tax licensing and permitting will be attractively presented so all the standards/compliance requirements of a new business can be located or linked into the new center.

The project will be designed to complement the refresh of the Business Owner Space partnership, so the City has a clear strategic service offer for both existing and new businesses. The virtual business center service will be city wide as well as underpinning local approaches and other projects where efforts are planned to target new opportunities and the creation of new business association and property based improvement districts (PBIDS). Cultural and linguistically sensitivity will be important components of the service to ensure entrepreneurs have access to all services and partners. The

opportunity to establish a new business and create an asset of value is a defining principle for implementing equity-based entrepreneurship.

RACIAL EQUITY AND INCLUSION

The program will be promoted through the City's various communications mechanisms in the languages most prevalent in hardest hit areas of the City of San José: Spanish, Vietnamese and Mandarin. Outreach will be done through City of San José Small Business Allies, business associations, city council offices and community-based organizations traditionally serving under-represented, minority communities in the City.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ Online service established with a website, marketing materials and links 	<ul style="list-style-type: none"> ▪ Entrepreneurs assisted annually ▪ Businesses created ▪ Jobs Created ▪ Commercial space ▪ Minority entrepreneurs assisted ▪ Minority owned businesses created

RACIAL EQUITY AND INCLUSION

While this project is envisioned to operate citywide, provision of these services will primarily benefit immigrant-owned businesses, and business owners of color. These have been the businesses hardest hit by the negative impacts of the pandemic. In San José, approximately 60% of small businesses are estimated to be owned by people of color. City published research revealed that micro businesses many of whom are business owners of color were less likely to have received government assistance, such as Paycheck Protection Program loans, during the pandemic compared to larger businesses. This makes micro business owners more vulnerable to commercial eviction and more likely to benefit from these services. The program will also include targeted outreach efforts to reach vulnerable and underserved communities, particularly on San José's east side, which has generally higher rates of poverty, non-English speaking residents, and lower median incomes. The refreshed website will pilot new materials in multiple languages, test the validity of surveys and questionnaires with other customer facing feedback techniques and tools all designed to generate a higher take up of free technical assistance.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ New website, online materials and information 	<ul style="list-style-type: none"> ▪ Businesses accessing the website

- Promoting technical assistance programs designed to increase/enhance business success (marketing, access to capital, business planning, entrepreneurship, workforce development, etc.); and
- Troubleshooting common problems where City Hall can assist, such as blight, crime, tax and code compliance, etc.

San José's existing Business Outreach team (a staff of 10) has been responsible for generating an average of roughly 2,265 new jobs over the last two fiscal years and retaining an average of 3,367 jobs. See VII-17 of 2021-2022 City Service Area, Community and Economic Development:

<https://www.sanjoseca.gov/home/showpublisheddocument/72297/637556950919730000>.

RACIAL EQUITY AND INCLUSION

While this program is envisioned to operate citywide, provision of these services will primarily benefit immigrant-owned businesses, and business owners of color. In San José, approximately 60% of small businesses are estimated to be owned by people of color. City research shows that business owners of color were less likely to have received government assistance, such as Paycheck Protection Program loans, during the pandemic, due to less reliable access to professional services and banking. This makes this population more vulnerable to commercial eviction and more likely to benefit from these services. The program will also include targeted outreach efforts to reach vulnerable and underserved communities, particularly on San José's eastside, which has generally higher rates of poverty, non-English speaking residents, and lower median incomes.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ Businesses outreached to ▪ Meetings held with Spanish and Vietnamese-speaking businesses owners ▪ Businesses referrals to technical assistance partners 	<ul style="list-style-type: none"> ▪ Number of businesses retained, attracted, or expanded ▪ Number of jobs retained, attracted, or expanded ▪ Amount of business tax retained or attracted

RACIAL EQUITY AND INCLUSION

Program collateral will be available in languages most prevalent in hardest hit commercial areas: Spanish, Vietnamese and Mandarin. Outreach will be done through City of San José Small Business Allies, business associations, council offices and community-based partners serving underserved and minority communities in San José, as well as those operating in areas of the city hardest-hit by the effects of the COVID-19 pandemic.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ Number of grants awarded to small businesses occupying vacant storefronts. ▪ Number of grants awarded to existing small businesses to improve storefront exteriors 	<ul style="list-style-type: none"> ▪ 85% of grant recipients will remain in business beyond three-years ▪ Visual blight will be reduced in commercial areas

Recovery Plan Category: EC 2 : Negative Economic Impacts
2.9 : Small Business Economic Assistance (General)

Funding amount: \$ 100,000 **Timeline:** 09/01/2021 to 12/31/2024

City Roadmap: COVID-19 Pandemic: Community + Economic Recovery

City Enterprise Priority: Small Business Recovery

Managing Department: Office of Economic Development & Cultural Affairs

Existing or New Project: Existing

Purpose: Ensure the City provides a comfortable and inviting pedestrian-level experience for those who live, work, visit and are considering investing in our urban core as Downtown San José attempts to recover from the negative impacts of the COVID19 pandemic.

Qualified Census Tracts: Yes

Use of Evidence: Evidence-Based Intervention using City research

DESCRIPTION

Downtown is one of San José’s primary economic and cultural engines. With more than 3,000 residential units and approximately 3 million square feet of commercial development currently under construction, the private sector is making significant investments in downtown, yet the day-to-day pedestrian experience, especially after the past 18 months, is lackluster. It is impossible to sufficiently support the recovery and revitalization of Downtown post-pandemic without addressing current basic needs and shortfalls. If the City does not ensure a positive experience for people walking through our Downtown now, we will never maximize Downtown’s future potential.

This proposal provides funding to continue to address day-to-day quality of life issues, consistently and persistently, developing a coordinated City team to work with complementary stakeholder groups. Funding will enable expansion of the Transitional Storefronts Grant program and targeting of specific problem areas and pressing issues by an ad-hoc team of staff from a variety of departments. The Transitional Storefront Grant program activates dark and unattractive spaces that do not yet have a permanent tenant. This funding will also facilitate the continuation of the cross-departmental ad-hoc staff team, enabling targeting of specific problem areas and pressing issues.

This request will also potentially fund necessary improvements, repairs and maintenance not currently supported by city department or partner budgets including supplemental support for downtown outreach services and emergency hotel vouchers when needed to address urgent situations; matching grants for the installation of exterior building lighting and seasonal building illumination along major pedestrian corridors to increase safety and security; as well as other exterior façade improvements, such as outdoor seating to enhance street life.

RACIAL EQUITY AND INCLUSION

Many of the 1500+ businesses within the Downtown Business Improvement District are small, minority-owned businesses. The majority of Downtown San José is located within a Qualified Census Tract as outlined below.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ Beautification of vacant storefronts ▪ Enhanced streetscape vitality ▪ Enhanced streetscape security 	<ul style="list-style-type: none"> ▪ Illumination of buildings along prominent downtown corridors ▪ Beautification, activation, enhancement of ten (10) vacant storefronts

Recovery Plan Category: EC 2 : Negative Economic Impacts
 2.9 : Small Business Economic Assistance (General)

Funding amount: \$ 700,000 **Timeline:** 10/01/2021 to 10/31/2022

City Roadmap: COVID-19 Pandemic: Community + Economic Recovery

City Enterprise Priority: Small Business Recovery

Managing Department: Office of Economic Development & Cultural Affairs

Existing or New Project: New

Purpose: As a result of the COVID19 pandemic, customers will likely be more discerning about the operational set-up of businesses they patronize. This initiative will assist businesses struggling to recover from decreased customer counts during the pandemic to permanently expand the footprint of their business operations outside at a reduced expense.

Qualified Census Tracts: Citywide

Use of Evidence: Evidence-Based Intervention using City research

DESCRIPTION

In June of 2020, the City of San José began instituting a streamlined program (SJ Al Fresco) for businesses across the city to expand their business operations outdoors – into private parking lots, on sidewalks, into streets closed to vehicular traffic, on-street parking spaces and city parks. The goal of this initiative was to provide additional space for hard-hit businesses to operate within the public health restrictions that were in place to combat the COVID-19 pandemic.

Under the SJ Al Fresco streamlined process, over 130 businesses self-registered to conduct outdoor business operations on private property, 35 businesses received a permit for business operations in an on-street parking space, on a public sidewalk or both, 12 businesses received a permit to operate in a street temporarily closed to vehicular traffic and nine permits were issued for al fresco operations in a City park. Three streets were temporarily closed under SJ Al Fresco – two in the Downtown Core and one in South San José.

While indoor dining and shopping is now allowed, many customers remain hesitant to shop or dine indoors in the current COVID-19 environment. This project is designed to provide the ability for businesses to comfortably extend their retail or dining operations outdoors permanently and will hopefully assist these businesses on their road to economic recovery. Assisting them in the establishment of permanent outdoor operations will also allow businesses to recoup a larger portion of the investments they made to conduct business outdoors over the past 18 months.

The program will provide financial assistance to businesses for City permitting and inspection costs as well as a grant to cover a portion of the costs to establish their actual outdoor operations space. For additional information, please see <https://www.sjeconomy.com/why-san-jose/covid-19-guidance/sj-alfresco-initiative>.

RACIAL EQUITY AND INCLUSION

Information about the temporary initiative distributed during the height of the pandemic was translated to Spanish, Vietnamese, Traditional Chinese and Simplified Chinese to reach the city's non-English speaking business owners and in an effort to serve business owners in traditionally underserved areas of the city. To the extent that additional funding is available for business owners that did not participate in the temporary initiative, similar outreach efforts will be made to engage non-English speaking business owners to permanently expand their business operations space outdoors.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ Transition of temporary SJ Al Fresco parklets to permanent parklets ▪ Assistance for businesses not originally engaged in the temporary initiative. 	<ul style="list-style-type: none"> ▪ At least 50% of business with temporary parklets transitional to permanent parklets ▪ Number of businesses not engaged in the original temporary initiative that receive funding for the establishment of permanent outdoor business operations

Recovery Plan Category: EC 2 : Negative Economic Impacts
 2.9 : Small Business Economic Assistance (General)

Funding amount: \$ 60,000 **Timeline:** 04/01/2022 to 12/31/2022

City Roadmap: COVID-19 Pandemic: Community + Economic Recovery

City Enterprise Priority: Small Business Recovery

Managing Department: Office of Economic Development & Cultural Affairs

Existing or New Project: New

Purpose: The recent pandemic has exposed the vulnerability of many businesses to outside influences. This project will create a framework to identify business most at risk of displacement. The report will use data, published research and best practice to set out recommendations on land use, zoning and access to technical assistance for impacted businesses.

Qualified Census Tracts: Citywide

Use of Evidence: Program Evaluation

DESCRIPTION

The negative economic impact of COVID-19 is exposing businesses to a heightened risk of displacement. Land and property owners with vacant premises and bad debt arising from failed business tenants may sell for redevelopment purposes, resulting in a loss of commercial land and property and the displacement of remaining tenants.

The City's objectives for this project are to examine the exposure and risk of displacement in a changing commercial property market, design a city wide framework with policy recommendations and identify the type and range of business support and mitigation services that should be available to the business being displaced. The project will evidence good practice, relevant published research and review major projects planned in San José such as BART Phase II, redevelopment of Diridon Station and Downtown West.

The project will be led by the Office of Economic Development with support from the Planning, Building and Code Enforcement Department; Housing Department; Office of Racial Equality; the City Manager's Office; and the City Attorney.

RACIAL EQUITY AND INCLUSION

The impact of business displacement is a city wide phenomenon with 60% of small businesses estimated to be owned by people of color. Small businesses employ over 130,000 people in San José. many of whom are residents of San José and reflect the local identify where the business is located. To better understand how to respond to the pressure of displacement and test solutions, the City launched a pilot in the Alum Rock area on the City's east side in late 2019. This area has some of the highest rates of COVID-19 infection in the City and Santa Clara County.

Interim findings from the Alum Rock Pilot highlight how business owners are being impacted by displacement. Local research also revealed that micro-businesses, many of whom are business owners of color, were less likely to have received government assistance, such as Paycheck Protection Program

loans, during the pandemic compared to larger businesses. This makes micro-business owners impacted by COVID-19 more vulnerable to displacement.

The approach to this project will be to engage directly with local business associations, chambers of commerce and business advocacy groups, many of whom directly represent the interests of business owners of color.

As the City recovers from the negative economic impact of COVID-19, the importance of addressing the risk of displacement, and the design of appropriate and culturally sensitive technical assistance are a focal point for a creating a more equity driven approach to neighborhood economic recovery and business growth.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ Report Published ▪ Adjustments to or introduction of new city policies around displacement 	<ul style="list-style-type: none"> ▪ Report presented to Community & Economic Development Committee ▪ Number of businesses served

Recovery Plan Category: EC 2 : Negative Economic Impacts
2.9 : Small Business Economic Assistance (General)

Funding amount: \$ 1,000,000 **Timeline:** 07/01/2022 to 12/31/2024

City Roadmap: COVID-19 Pandemic: Community + Economic Recovery

City Enterprise Priority: Small Business Recovery

Managing Department: Office of Economic Development & Cultural Affairs

Existing or New Project: New

Purpose: To fully recover from the economic impact of COVID-19 (and build resiliency for the next crisis), small businesses need stronger support networks. This project will fund the formation of Property and Business Improvement Districts in six (6) primarily underserved, ethnically diverse business hubs in the City of San José, allowing better service delivery.

Qualified Census Tracts: Yes

Use of Evidence: Evidence-Based Intervention using City research

DESCRIPTION

San José contains a wide range of commercial "main streets", often in ethnically diverse neighborhoods. These commercial corridors are important community anchors, primarily comprised of independent small businesses, which were hit hard by the COVID-19 public health restrictions and have struggled to regain their footing as the state and City has reopened.

Luckily, the State of California has a tool to help commercial business districts better support themselves. Property and Business Improvement Districts (PBIDs) provide a stable source of funding to provide enhanced safety, combat blight, and provide marketing/branding/identity within district boundaries. San José has an extremely successful PBID in Downtown, which has a strong track record of supporting business retention, attraction, beautification and technical assistance for its member businesses. While informal business associations exist in other parts of the City, PBIDs have not formed due to the large legal costs and coordination required for their creation.

This proposal would help solve that, bringing this tested tool to strengthen some of the City's most critical ethnic business hubs. The project would fund PBID outreach, studies, consulting, and legal work to facilitate PBIDs in the following districts:

- Japantown - one of only three remaining active Japantowns in the U.S.;
- The Alameda – one of California's most historic highways, now a key gateway to downtown San José;
- East Santa Clara Street and Alum Rock Avenue – key Latino and Portuguese commercial centers for the region;
- Monterey Corridor – a manufacturing and industrial hub that supplies critical living-wage jobs to residents without a college degree; and
- Tully Road/Eastridge – One of the City's Vietnamese cultural and commercial centers.

With a PBID in place, these commercial hubs can reap the benefits of stronger services and community advocacy that can help them not only recover from the COVID-19 pandemic, but better withstand the next crisis.

Additional details and information around the history of the Downtown San José PBID and the services that it provides can be found here: <https://sjdowntown.com/property-improvement-district/> and <https://www.youtube.com/watch?v=ciWcGGKhjBk&t=1490s> (Timestamp 24:19 to 34:26).

RACIAL EQUITY AND INCLUSION

Provision of these services will primarily benefit immigrant-owned businesses, and business owners of color. In San José, approximately 60% of small businesses are estimated to be owned by people of color. These business owners generally have less access to professional services. The PBID tool promises to "even the playing field" by providing greater access to enhanced services beyond what the City can provide, and to enhance the ability of these business owners to advocate for themselves.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none">▪ Number of workers enrolled in sectoral job training programs▪ Number of workers completing sectoral job training programs▪ Number of people participating in summer youth employment programs	<ul style="list-style-type: none">▪ Feasibility studies completed▪ Engineers reports completed▪ Petition processes initiated▪ Legally required supporting documentation completed	<ul style="list-style-type: none">▪ Increase in business district cleanliness▪ Increase in business district safety▪ Increase in business district tenant retention/attraction▪ Property values supported (stabilized/increasing)▪ Increased brand identity for the area

RACIAL EQUITY AND INCLUSION

This project addresses racial equity by focusing recovery resources on underserved businesses. San José is home to 55,000 small businesses, more than half of which are immigrant-owned and more than 60% owned by business owners of color. These businesses often represent important cultural and neighborhood anchors in our underserved communities. Key small business in the proposed service area include the heavily Vietnamese Little Saigon; the Latino and Portuguese oriented East Santa Clara/Alum Rock corridor; Japantown (one of only three remaining Japantowns in the U.S.); and Downtown, with its focus on entertainment and the arts. Residents in these neighborhoods, particularly East San José, have been struggling before the pandemic, with generally higher rates of unemployment, poverty and overcrowding, and lower rates of educational attainment and less access to capital. Many of those Zip codes have COVID-19 case rates well above San José’s average.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ Businesses outreached to ▪ Businesses receiving technical assistance ▪ Organizational collaborations formed as a result of this initiative ▪ Downtown businesses receiving relocation assistance ▪ Businesses participating in business association meetings ▪ Workshops/trainings produced on technical assistance (access to capital, business planning, marketing, ecommerce) 	<ul style="list-style-type: none"> ▪ Change in commercial vacancy rates in program areas ▪ Establishment of formal business association(s) within the program area ▪ Number of businesses successfully relocating, expanding, or renewing their leases in the community ▪ Number of companies receiving and deploying new capital (loans/grants/investments) ▪ Number of manufacturing jobs sustained within the project area ▪ Number of businesses established in the project area

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ 4 Viva CalleSJ Activations in 2021-2022 ▪ Provide 100 Viva Parks Activations in 2021-2022 ▪ Create grants for arts based organizations in San José 	<ul style="list-style-type: none"> ▪ Over 100,000 participants per Viva CalleSJ activation ▪ Increase local economy along the Viva Calle SJ route ▪ 60% of participants will get 60 minutes minimum exercise ▪ Activate Viva Parks city-wide in most underutilized parks ▪ Distribute \$1.4 Million to arts based groups

Recovery Plan Category:	EC 1 : Public Health 1.8 : Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)
Funding amount:	\$ 500,000 Timeline: 07/01/2021 to 06/30/2022
City Roadmap:	COVID-19 Pandemic: Community + Economic Recovery
City Enterprise Priority:	Build Back Better + Recovery Task Force
Managing Department:	Communications
Existing or New Project:	New
Purpose:	Providing timely, accurate and, where feasible, transcreated information to residents and business to aid in community and economic recovery and safety
Qualified Census Tracts:	Citywide
Use of Evidence:	Program Evaluation

DESCRIPTION

This project will focus on providing timely and accurate information to residents and business to aid in community and economic recovery and safety through the creation and translation of emergency communications through digital media, print, collateral, and other outreach strategies.

The City Communications Office will develop and provide culturally appropriate and language specific information to diverse residents and businesses who are least connected to services and have been disproportionately impacted by COVID-19 physically and economically. Tactics will include print, radio, digital, social media and TV ads to focused audiences (Spanish, Vietnamese, Chinese, Black/African Ancestry), outdoor collateral (banners), transcreation of various emergency- and business-related materials, including emails, webinars and blog posts; and support of other Citywide Community and Economic Recovery efforts, such as local assistance collateral and advertising.

RACIAL EQUITY AND INCLUSION

San José is home to a diverse population. The systemic inequities faced by marginalized communities, including challenges with increasing density and growing income disparity pre-pandemic, have been exacerbated by COVID-19. Santa Clara County's death reports show the Coronavirus hit San José's Latino/Latina/Latinx neighborhoods hardest, with more than a third of the county's first 100 deaths having occurred in just four ZIP codes on the city's East Side: 95116, 95127, 95122 and 95148. SCC Public Health data indicates that the Latino/Latina/Latinx community accounts for 61% of COVID-19 cases despite making up only 27% of the population. Adding to the disparities is a language barrier. This project will provide culturally appropriate and language specific information to diverse residents and businesses who are least connected to services and have been disproportionately impacted by COVID-19 physically and economically.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ N/A 	<ul style="list-style-type: none"> ▪ Number of Media buys ▪ Number of social media ad buys ▪ Mailings to highest need zip codes ▪ Produce outdoor collateral (200 banners) ▪ Perform media monitoring (Contract with Meltwater Communications) 	<ul style="list-style-type: none"> ▪ Number of impressions for all media

Recovery Plan Category: EC 7 : Administrative Expenses
 7.1 : Administrative and Other

Funding amount: \$ 1,000,000 **Timeline:** 10/01/2021 to 09/30/2022

City Roadmap: COVID-19 Pandemic: Community + Economic Recovery

City Enterprise Priority: Build Back Better + Recovery Task Force

Managing Department: City Manager's Office

Existing or New Project: New

Purpose: Support a newly formed, Citywide, cross-sector, community-based COVID-19 Recovery Task Force that would provide recommendations to the City Council on matters of COVID-19 economic and social recovery.

Qualified Census Tracts: Citywide

Use of Evidence: Program Evaluation

DESCRIPTION

To ensure the City's planned and current use of COVID-19 related funds captures diverse feedback from constituents, community-based organizations, and the communities themselves, the City is convening and staffing a Citywide, cross-sector, community-based COVID-19 Recovery Task Force ("Task Force") that would provide recommendations to the City Council on matters of COVID-19 economic and social recovery. The Task Force is contemplated to be convened for no more than a year.

The City of San José will utilize its Greater Downtown San José Economic Recovery Task Force and the Health & Racial Equity Task Force as models. It is contemplated approximately thirty-five local organizations, including CBOs, NGOs, educational institutions, and other partners and stakeholders will have representation on the Task Force. This project funds the City support staff for this effort.

RACIAL EQUITY AND INCLUSION

As City of San José's COVID-19 recovery efforts are implemented, we want to ensure that our efforts reach every neighborhood, especially the most vulnerable communities. To hold ourselves accountable to reaching the most vulnerable communities, the City will develop a set of metrics applied (i.e., mapped) on a neighborhood level. These metrics will be used to assess need, target outreach and programming, and, over time, track whether programming is having its intended impact.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ N/A 	<ul style="list-style-type: none"> ▪ Number of participating agencies ▪ Diversity of participating agencies ▪ Number of Task Force meetings 	<ul style="list-style-type: none"> ▪ Report to City Council ▪ Actionable items for City Council consideration

Recovery Plan Category: EC 7 : Administrative Expenses
 7.1 : Administrative and Other

Funding amount: \$ 500,000 **Timeline:** 10/01/2021 to 09/30/2022

City Roadmap: COVID-19 Pandemic: Community + Economic Recovery

City Enterprise Priority: Build Back Better + Recovery Task Force

Managing Department: City Manager’s Office

Existing or New Project: New

Purpose: Fund activities of a newly formed, Citywide, cross-sector, community-based COVID-19 Recovery Task Force that would provide recommendations to the City Council on matters of COVID-19 economic and social recovery.

Qualified Census Tracts: Citywide

Use of Evidence: Program Evaluation

DESCRIPTION

To ensure the City’s planned and current use of COVID-19 related funds captures diverse feedback from constituents, community-based organizations, and the communities themselves, the City is convening and staffing a Citywide, cross-sector, community-based COVID-19 Recovery Task Force (“Task Force”) that would provide recommendations to the City Council on matters of COVID-19 economic and social recovery. The Task Force is contemplated to be convened for no more than a year.

The City of San José will utilize its Greater Downtown San José Economic Recovery Task Force and the Health & Racial Equity Task Force as models. It is contemplated approximately thirty-five local organizations, including CBOs, NGOs, educational institutions, and other partners and stakeholders will have representation on the Task Force. This project funds the activities of the Task Force for this effort.

RACIAL EQUITY AND INCLUSION

As City of San José’s COVID-19 recovery efforts are implemented, we want to ensure that our efforts reach every neighborhood, especially the most vulnerable communities. To hold ourselves accountable to reaching the most vulnerable communities, the City will develop a set of metrics applied (i.e., mapped) on a neighborhood level. These metrics will be used to assess need, target outreach and programming, and, over time, track whether programming is having its intended impact.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ N/A 	<ul style="list-style-type: none"> ▪ Number of participating agencies ▪ Diversity of participating agencies ▪ Number of Task Force meetings 	<ul style="list-style-type: none"> ▪ Report to City Council ▪ Actionable items for City Council consideration

CHILD CARE AND EDUCATION INITIATIVES

Digital Equity

Child Care Learning Pods

Family, Friend, and Neighborhood Program

Child and Youth Success

Recovery Plan Category: EC 3 : Services to Disproportionately Impacted Communities
3.5 : Education Assistance: Other

Funding amount: \$ 750,000 **Timeline:** 08/01/2021 to 06/30/2022

City Roadmap: Digital Equity

City Enterprise Priority: COVID-19 Pandemic: Community + Economic Recovery

Managing Department: Library

Existing or New Project: New

Purpose: Provide the community with additional digital learning resources as well as awareness of resources available to them through the San José Public Library.

Qualified Census Tracts: Citywide

Use of Evidence: Evidence-Based Intervention based on City research

DESCRIPTION

This project allocates funding for additional digital resources (eResources) available through the San José Public Library for use by the general public. These skill-building tools and information resources will be available to all Library members.

This project allocates funding for marketing and outreach to ensure that members of the general public are aware of the connectivity devices, computing devices, and digital resources available to them with a library membership. The marketing and outreach plan will focus heavily on areas of San José that have lower home internet adoption.

This project funds three (3) staff positions to oversee program management, resource allocation, digital devices, and equity. For additional information, please see www.sjpl.org/sjaccess.

RACIAL EQUITY AND INCLUSION

Deeply ingrained in the Library's mission is equity and inclusion. To inform this body of work, the Library has created a Digital Equity Priority Index that calculates need by census tract based on the following factors: Census data reflecting households without internet and households without a computer, poverty rate, density of children ages 0-18, and the percentage of the population that speaks English less than well. This index drives place-based decision-making on distributing new resources, siting new investments, and conducting relevant and culturally competent outreach campaigns.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> Number of students participating in evidence-based tutoring programs 	<ul style="list-style-type: none"> Outreach campaign should produce at least 80,000 impressions on media 	<ul style="list-style-type: none"> Circulation of SJ Access devices should be over 85% in DI priority library branches for 9 of 12 months

Recovery Plan Category: EC 5 : Infrastructure

5.17: Broadband: Other projects

Funding amount: \$ 750,000 **Timeline:** 07/01/2021 to 06/30/2022

City Roadmap: Digital Equity

City Enterprise Priority: COVID-19 Pandemic: Community + Economic Recovery

Managing Department: Library

Existing or New Project: Existing

Purpose: Build free and accessible outdoor wireless networks available for the community to use in areas of low digital equity.

Qualified Census Tracts: Yes

Use of Evidence: Evidence-Based Intervention based on City research

DESCRIPTION

The City of San José has partnered with the East Side Union High School District (ESUHSD) to cost-share the building of community wi-fi networks in ESUHSD attendance areas. The infrastructure holds two networks: one available to students with ESUHSD credentials, and a second, freely available network to all residents in the surrounding area.

This project will build three (3) wi-fi network areas by the close of FY 2021-2022. This project allocates funding for additional digital resources (eResources) available through the San José Public Library for use by the general public. These skill-building tools and information resources will be available to all Library members. For additional information, please see <https://www.sjpl.org/sjaccess#internet>.

RACIAL EQUITY AND INCLUSION

Deeply ingrained in the Library's mission is equity and inclusion. To inform this body of work, the Library has created a Digital Equity Priority Index that calculates need by census tract based on the following factors: Census data reflecting households without internet and households without a computer, poverty rate, density of children ages 0-18, and the percentage of the population that speaks English less than well. This index drives place-based decision-making on distributing new resources, siting new investments, and conducting relevant and culturally competent outreach campaigns.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ N/A 	<ul style="list-style-type: none"> ▪ Projects completed within timeline and budget 	<ul style="list-style-type: none"> ▪ Student educational outcome measures retained by ESUHSD

Recovery Plan Category: EC 5 : Infrastructure
 5.16 : Broadband: Last mile projects

Funding amount: \$ 2,120,000 **Timeline:** 07/01/2021 to 06/30/2022

City Roadmap: Digital Equity

City Enterprise Priority: COVID-19 Pandemic: Community + Economic Recovery

Managing Department: Library

Existing or New Project: Existing

Purpose: Provide high quality connectivity and computing devices to the public through school distributions and the San José Public Library.

Qualified Census Tracts: Yes

Use of Evidence: Evidence-Based Intervention based on City research

DESCRIPTION

The San José Public Library is managing the distribution of hotspots and computing devices to members of the community in need. SJPL is doing this through two main distribution methods: 1) directly to K-12 students in need through their school, and 2) directly to members of the general public through the public library. This project is funding the devices managed through the Library that do not have internet filters. For additional information, please see <https://www.sjpl.org/hotspot>.

RACIAL EQUITY AND INCLUSION

Deeply ingrained in the Library's mission is equity and inclusion. To inform this body of work, the Library has created a Digital Equity Priority Index that calculates need by census tract based on the following factors: Census data reflecting households without internet and households without a computer, poverty rate, density of children ages 0-18, and the percentage of the population that speaks English less than well. This index drives place-based decision-making on distributing new resources, siting new investments, and conducting relevant and culturally competent outreach campaigns.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ N/A 	<ul style="list-style-type: none"> ▪ Device circulation maintained over 85% checkout for 9 of 12 months 	<ul style="list-style-type: none"> ▪ 85% or more customers report that device helped them achieve their goals.

Recovery Plan Category: EC 7 : Administrative and Other
 7.2 : Evaluation and data analysis

Funding amount: \$ 200,000 **Timeline:** 09/27/2021 to 09/23/2022

City Roadmap: Digital Equity

City Enterprise Priority: COVID-19 Pandemic: Community + Economic Recovery

Managing Department: Civic Innovation

Existing or New Project: New

Purpose: Fund a Data Equity position with overall accountability for strategy and execution of a program that delivers data-to-goal insights, advances effectiveness along equity outcomes, engages stakeholders through data, and supports departments in making continuous improvements with an equity lens.

Qualified Census Tracts: Citywide

Use of Evidence: Program Evaluation

DESCRIPTION

For this project, the Data Equity Lead’s responsibilities include the following:

- Co-create and manage the development and operations of a city data transformation roadmap and set of OKRs with a racial equity lens in partnership with the City’s Data Center of Excellence and Office of Racial Equity;
- Collaborate with the City’s Data Center of Excellence, Office of Racial Equity, and other departments in development of data tools and insights to define and deliver budgets and services with a racial equity lens;
- Collaborate with external stakeholders and engage community perspectives related to data insights;
- Evaluate new technologies, standards and approaches to accelerate data driven government;
- Practice and promote proven innovation techniques including an agile approach to planning and execution;
- Support the Director of Civic Innovation and the Deputy City Manager of Technology and Innovation on special projects as required;
- Democratize the value of data and remove both the barriers and privacy risks to its access and use for the elected officials, City staff, and people of San José;
- Foster communities of practice that grow the breadth, depth, and expertise with which the City uses data to achieve the goals of City Council and residents; and
- Enable data-driven actions and decisions through cultures, processes, and systems that guide and aid the use of data to improve the effectiveness, efficiency, and equity of City services.

RACIAL EQUITY AND INCLUSION

The Data Equity Lead will focus on using data to ensure new and existing services are created/modified to include a racial equity lens and will therefore provide benefit those communities.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none">▪ N/A	<ul style="list-style-type: none">▪ Number of services modified to include insights from data equity analysis	<ul style="list-style-type: none">▪ Increased usage of services by low income communities of color

Recovery Plan Category: EC 3 : Services to Disproportionately Impacted Communities
 3.6 : Healthy Childhood Environments: Child Care

Funding amount: \$ 800,000 **Timeline:** 08/15/2021 to 08/31/2022

City Roadmap: Child Care

City Enterprise Priority: COVID-19 Pandemic: Community + Economic Recovery

Managing Department: Parks, Recreation & Neighborhood Services

Existing or New Project: Existing

Purpose: Continue to prioritize childcare by administering high quality and affordable childcare through a variety of programs and services throughout the City of San José.

Qualified Census Tracts: Citywide

Use of Evidence: Evidence-Based Intervention using prior City programs

DESCRIPTION

The childcare branch of the City Emergency Operations Center (“EOC”) was established in response to the COVID-19 pandemic emergency in March 2020, with the realization that the City of San José would serve a pivotal role in childcare throughout the pandemic. The Department of Parks, Recreation and Neighborhood Services (PRNS) and the Library began collaborating on childcare programs and options for vulnerable families in March 2020. The childcare branch administered programming for over 400 school aged students, providing academic support, enrichment, and physical activities in a safe and supervised environment during the 2020-2021 school year. In conjunction with school year programming, the branch coordinated childcare programs in the summer of 2020 and the summer of 2021 to continue to provide full-day childcare to approximately 900 youth weekly during the summer months.

Through the utilization of internal department scholarship funding, CDBG funds, and federal Coronavirus Relief Funds, the childcare branch was able to provide these programs at no cost to those most in need throughout the City of San José, thereby having a positive impact to those in desperate need of affordable childcare and distance learning support. While the City transitions from emergency to a recovery model, there is growing concern that the pandemic has shifted the childcare landscape in our city, and the need for affordable childcare options for families will only increase. PRNS will continue to utilize funds to reduce the cost to the community for childcare programs, prioritize scholarship eligible families, and administer a variety of afterschool programs, preschool classes, and summer camps throughout 2021 and 2022.

RACIAL EQUITY AND INCLUSION

These programs have been developed and expanded to address the increased need for childcare in San José, which has only been exacerbated during COVID-19. Communities most negatively impacted by COVID-19 within the City of San José are those with the most socio-economic challenges and have the highest need for high quality and affordable childcare options. Programs have been strategically placed and added in these communities, and PRNS has partnered with multiple school districts to develop and utilize a referral system for those youth and families most in need of childcare. Along with a referral

system that has been used for a few of these programs, additional funding has been used to provide scholarships to families that are financially impacted, and a priority registration period was developed for scholarship eligible families.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of people or households receiving eviction prevention services (including legal representation) ▪ Number of children served by childcare and early learning (pre-school/pre-K/ages 3- 5) 	<ul style="list-style-type: none"> ▪ Total number of locations that PRNS utilizes to offer childcare programs. 	<ul style="list-style-type: none"> ▪ Total number of youths enrolled in PRNS programs related to childcare (San José Recreation Preschool, Recreation of City Kids, Afterschool Education and Safety, and Youth Centers)

Recovery Plan Category: EC 3 : Services to Disproportionately Impacted Communities
 3.2 : Education Assistance: Aid to High-Poverty Districts

Funding amount: \$ 500,000 **Timeline:** 07/01/2021 to 06/30/2022

City Roadmap: Child Care

City Enterprise Priority: COVID-19 Pandemic: Community + Economic Recovery

Managing Department: Library

Existing or New Project: New

Purpose: Support eligible expanded learning programs in efforts to mitigate adverse impacts of the pandemic on high-risk youth.

Qualified Census Tracts: Yes

Use of Evidence: Evidence-Based Intervention based on City research

DESCRIPTION

The San José Learns initiative (“SJ Learns”) aims to bolster academic achievement by funding promising and innovative out of school programs for San José students in transitional kindergarten through third grade.

SJ Learns was created in response to low academic performance among students in low-income communities in San José, where approximately half of third-graders are not proficient in English Language Arts (ELA), Reading, and Mathematics, and nearly 5,000 at-risk K-3 students lack access to free, quality, school-based after school programs.

High-quality extended learning programs provide crucial academic support for students who are struggling in the classroom and are especially important for students from families who cannot afford fee-based alternatives. For additional information, please see <https://www.sjplf.org/sjlearns/>.

RACIAL EQUITY AND INCLUSION

The program aims to serve students who are most at risk of falling behind academically, which is inclusive of all students - but students who are from low-income households, speak a language other than English at home, and are non-white represent a majority of students served. Following is an overview of 2019-20 students; active grant impact data will be analyzed Fall 2021 – 54% English Learners; 73% Latinx; 10% Other; 9% Asian; 8% White

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of students participating in evidence-based tutoring programs 	<ul style="list-style-type: none"> ▪ Provide funds for direct programming ▪ Community of Practice Meetings (5 meetings in 2021-22) ▪ Evaluation Reports (Interim and Final Reports) 	<ul style="list-style-type: none"> ▪ Student: agency, school engagement, academic achievement, and social and emotional learning skills ▪ Families: partnerships with schools/programs; academic involvement, and family efficacy ▪ Programs: alignment with quality standards; partnerships with schools, families, and others; proliferation of promising practices ▪ Community: community-wide support for high-quality OST; educated City and workforce

Recovery Plan Category: EC 3 : Services to Disproportionately Impacted Communities
 3.6 : Healthy Childhood Environments: Child Care

Funding amount: \$ 500,000 **Timeline:** 07/01/2021 to 06/30/2022

City Roadmap: Child Care

City Enterprise Priority: COVID-19 Pandemic: Community + Economic Recovery

Managing Department: Library

Existing or New Project: New

Purpose: Expand the Family, Friend, & Neighbor program solely for one-time expenditures that reduce barriers for new childcare providers, such as paying for certification of care providers, city permits and fees related to new sites, and expert assistance with sites and tenant improvements.

Qualified Census Tracts: Citywide

Use of Evidence: Evidence-Based Intervention using prior City programs

DESCRIPTION

Investing in care infrastructure will yield jobs in the care sector and support the employ-Investing in care infrastructure will yield jobs in the care sector and support the employment of caregivers, including parents. These elements are crucial for economic recovery.

The COVID-19 pandemic has highlighted the urgent need to protect, improve, and ensure the viability of childcare and early education providers in San José. This project will not only enable providers to stay open and help stabilize the early care workforce, but it will also increase access to quality childcare for our City's working families.

The project utilizes a multi-level approach to professional development designed to support the various types of informal caregivers, while eliminating potential barriers to opportunities to improving the quality of care they provide. Each pathway will be linked to opportunities and resources. Partner agencies will play a key role in promoting quality early learning experiences for children through a unified, comprehensive program model specifically designed to meet the varying needs of the informal care providers in our community.

RACIAL EQUITY AND INCLUSION

Supporting caregivers is an equity and justice issue. The lack of infrastructure and the undervaluing of care work contributes to significant gender and racial inequities. According to the Aspen Institute, 9 out of 10 caregivers are women and are disproportionately Black, Latinx, or Asian immigrant woman. This project aims to provide support and advocacy to help support the racial equity issue that currently plagues our current childcare landscape. (Source: Dyvonne Body, The True Cost of Caregiving, Aspen Institute, June 2020, <https://www.aspeninstitute.org/wp-content/uploads/2020/05/The-True-Cost-of-Caregiving.pdf>)

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of people or households receiving eviction prevention services (including legal representation) ▪ Number of children served by childcare and early learning (pre-school/pre-K/ages 3- 5) 	<ul style="list-style-type: none"> ▪ Participants complete a minimum of 21 professional development hours ▪ Program participants in need of digital devices and internet connectivity will receive Chebooks and Wi-Fi hotspots and digital literacy training and support. ▪ CPR and First Aid certification will be made available to program participants. ▪ Number of participating Family Friend and Neighbors (FFN) ▪ % of FFN participants attending Community of Learning activities ▪ % of FFNs who completed 21 professional development hours ▪ Number of Quality Improvement Plans (QIPs) created ▪ % of QIPs goals completed ▪ # of FFN participants applying for Family Child Care Licenses ▪ # of children served by participating FFN providers 	<ul style="list-style-type: none"> ▪ 85% of Participants indicating an increased confidence in their role as a caregiver ▪ 85% of Participants indicating an increased confidence in child development ▪ 85% of Participants indicating an increased confidence in health and safety practices

Recovery Plan Category: EC 3 : Services to Disproportionately Impacted Communities
 3.6 : Healthy Childhood Environments: Child Care

Funding amount: \$ 500,000 **Timeline:** 07/01/2021 to 06/30/2023

City Roadmap: Child Care

City Enterprise Priority: COVID-19 Pandemic: Community + Economic Recovery

Managing Department: City Manager’s Office

Existing or New Project: New

Purpose: Create a comprehensive "Cradle to Career" Youth Development Master Plan and identify potential consolidation of existing multi-departmental services.

Qualified Census Tracts: Citywide

Use of Evidence: Program Evaluation

DESCRIPTION

Since 2015, the City has launched several new programs to help lift the aspirations and opportunities of children and youth from low-income families, including San José Learns, Coding 5K, San José Works, and San José Aspires, in addition to the City’s preexisting youth programs in our Parks, Recreation & Neighborhood Services and Library Departments. Greater alignment of our programs could better provide a continuum of support for our youth in high-need neighborhoods and could ensure greater uniformity of standards and performance metrics across programs. Dedicated staff with an overview of all of the programs could also more strategically seek grants and other external funding sources and ensure better internal alignment. This project will fund one (1) Full-Time Equivalent, limit-dated position for two years, and a one-time allocation of consulting services of \$75,000 to support and oversee this effort. This allocation of resources is “seed” funding for the potential development of an office focused on youth development and programs. With this funding, the project is contemplated to deliver:

- **Creation of a comprehensive "Cradle to Career" Youth Development Master Plan**
- **Identification of appropriate performance metrics and best practices**
- **Identification of opportunities for potential consolidation of existing multi-departmental services**
- **Facilitation of partnerships with community partners and external funders; and**
- **Alignment with City of San José Education Policy (#0-30) and our equity goals.**

Consulting services will help inform and expedite an integrated program approach, conduct research in relevant best practices and current improvements in peer cities, and make recommendations for data management to track outcomes across the system.

RACIAL EQUITY AND INCLUSION

The City of San José is one of the most diverse communities in the United States and strives to create a welcoming and safe place for all persons to call home. The City views its work in the education space with the same regard, and through the education efforts and services provided by or with City resources, seeks to provide a welcoming, safe, and fully accessible resource that supports and enables all individuals to achieve their full potential. City programs covered by the City of San José Education Policy (#0-30) will make an intentional effort to build relationships with residents and program participants based on understanding, respect, trust, and a celebration of diversity, and will work to understand the

whole individual in the context of family, culture, community, and the broader society to provide the best and most responsive service. The high-need neighborhoods being targeted with this program have disproportionately been impacted by COVID-19 and experienced higher rates of learning loss, according to schools-provided data.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of people or households receiving eviction prevention services (including legal representation) ▪ Number of children served by childcare and early learning (pre-school/pre-K/ages 3- 5) 	<ul style="list-style-type: none"> ▪ Report to City Council with recommendations on potential consolidation of current relevant City programs 	<ul style="list-style-type: none"> ▪ Actionable recommendations on potential consolidation of current relevant City programs

EMERGENCY HOUSING INITIATIVES

Emergency Housing Construction and Operation

Sheltering + Enhanced Encampment Services

Encampment Management + Safe Relocation Policy

Recovery Plan Category: EC 3 : Services to Disproportionately Impacted Communities
3.12 : Housing Support: Other Housing Assistance

Funding amount: \$ 3,000,000

City Roadmap: Sheltering + Enhanced Encampment Services

City Enterprise Priority: Creating Housing + Preventing Homelessness

Managing Department: Housing

Existing or New Project: Existing

Purpose: Provide basic needs support along with street-based case management to unsheltered residents.

Qualified Census Tracts: Citywide

Use of Evidence: Evidence-Based Intervention using local Point-in-Time surveys

DESCRIPTION

The Services, Assistance, Outreach and Resources (SOAR) program provides street-based services to ten of the City's largest homeless encampments. During the COVID-19 pandemic and even as the City shifts to recover, many unsheltered are left without access to current COVID-19 health and safety information, proper personal protective equipment and even basic food and water. The SOAR program provides support in three areas; 1) hygiene and trash support, 2) COVID-19 health information and 3) street based case management and housing support.

RACIAL EQUITY AND INCLUSION

The homeless population is disproportionately Native Americans, African Americans and Latino/a. The SOAR program will provide services in multiple languages including Spanish and Vietnamese. Services are provided in a harm-reduction model and trauma-informed approach. The program collaborates with and uses the expertise of individuals with lived experience of homelessness to provide continuous program feedback.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> • Number of people or households receiving eviction prevention services (including legal representation) • Number of affordable housing units preserved or developed 	<ul style="list-style-type: none"> • Homeless served • Demographics of homeless population 	<ul style="list-style-type: none"> • Increase the number of homeless sheltered • Increase the number of homeless able to better their housing situation

Recovery Plan Category: EC 3 : Services to Disproportionately Impacted Communities
 3.12 : Housing Support: Other Housing Assistance

Funding amount: \$ 2,500,000 **Timeline:** 09/28/2021 to 06/30/2022

City Roadmap: Emergency Housing Construction + Operation

City Enterprise Priority: Creating Housing + Preventing Homelessness

Managing Department: Housing

Existing or New Project: New

Purpose: Construct new 76 unit interim housing community to temporarily provide emergency shelter for unhoused individuals during and after the pandemic.

Qualified Census Tracts: Citywide

Use of Evidence: Evidence-Based Intervention using local Point-in-Time surveys

DESCRIPTION

This funding will fund a portion of construction of a 76 unit emergency interim housing project to serve as temporary shelter of unhoused individuals during the pandemic. After the pandemic, the site will be used to temporarily house unhoused individuals who are in the process of transitioning to permanent housing. The site will consist of 16 prefabricated modular buildings used as sleeping rooms with private restrooms. The project will also consist of two large common buildings which will house operations/support staff, laundry facilities, shared kitchens, and case management space. The community will be constructed to meet the Americans with Disabilities Act (ADA) requirements, including all amenities and six accessible sleeping units. The interim site will be connected to permanent utilities. A non-profit operator will provide site management as well as on-site supportive services.

RACIAL EQUITY AND INCLUSION

This project will serve homeless individuals which according to local Point in Time (PIT) surveys as well as national statics disproportionately impacts people of color. By working to address homelessness in our community, San José is also working to address these racial inequities through housing.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> • Number of people or households receiving eviction prevention services (including legal representation) • Number of affordable housing units preserved or developed 	<ul style="list-style-type: none"> ▪ Number of individuals sheltered annually 	<ul style="list-style-type: none"> ▪ Number of individuals exiting to permanent housing

ENCAMPMENT SERVICES/BEAUTIFY SJ INITIATIVE

Recovery Plan Category: EC 3 : Services to Disproportionately Impacted Communities
 3.11 : Housing Support: Services for Unhoused persons

Funding amount: \$ 11,000,000 **Timeline:** 07/01/2021 to 06/30/2022

City Roadmap: Encampment Waste Pick-Up BeautifySJ

City Enterprise Priority: Safe, Vibrant, + Inclusive Neighborhoods + Public Life

Managing Department: Parks, Recreation & Neighborhood Services

Existing or New Project: New

Purpose: Provide waste removal (trash, debris, biohazards and household hazardous waste) at 190+ homeless encampment sites throughout the City of San José as part of the Encampment Trash Program. This program is part of the City Encampment Management Strategy.

Qualified Census Tracts: Citywide

Use of Evidence: Evidence-Based Intervention based on City research

DESCRIPTION

The City of San José is approaching unsheltered homelessness through a public health framework that is in alignment with the City Council-adopted Santa Clara County Community Plan (“Community Plan”) to End Homelessness. Upon the onset of the pandemic, the CDC issued guidance stating that homeless people should shelter-in-place, which led to deteriorating conditions at encampments. BeautifySJ launched the Encampment Trash Program in 2020 to directly support Pillar 3 of the Community Plan, which calls to "Improve the quality of life for unsheltered individuals and create healthy neighborhoods for all".

After an intensive process to determine where homeless residents resided and the magnitude of trash including biowaste at encampments, the BeautifySJ Program developed a three-tier service model. This model categorized sites based on size, the amount of trash and debris and residents’ willingness to support cleanup efforts at encampments. In the past, the City had utilized an abatement only approach; the newly developed Encampment Trash Program and protocols uses a variety of strategies to work with residents to better manage and cleanup homeless encampments, limiting the need for abatements and therefore leading to a cleaner environment for those residing in encampments and the community as a whole.

RACIAL EQUITY AND INCLUSION

The BeautifySJ Program ensures that racial equity and inclusion are paramount to the delivery of services within encampments and the neighborhoods impacted. The Encampment Trash Program provides services to those in the encampment and surrounding neighborhoods and businesses based on need ensuring that communities of color and those less advantaged receive resources to effectively address the problem. In the past, a complaint-driven system did not adequately address the needs of the community as whole and left communities of color to bear the brunt of the effects of trash and debris and that is located at encampments.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of people or households receiving eviction prevention services (including legal representation) ▪ Number of affordable housing units preserved or developed 	<ul style="list-style-type: none"> ▪ Number of encampments serviced each week ▪ Total tons of debris removed each month ▪ Number of new encampments assessed each week ▪ Total number of abatements coordinated monthly 	<ul style="list-style-type: none"> ▪ Cleanliness rating of encampments improves by 20% ▪ Residents report that the City is cleaner ▪ Encampments receiving scheduled service 80% of the time ▪ Number of encampments receiving service as scheduled 80% of the time ▪ Increase in cleanliness at encampments as determined by the encampment assessment

Recovery Plan Category: EC 3 : Services to Disproportionately Impacted Communities
 3.13 : Social Determinants of Health: Other

Funding amount: \$ 100,000 **Timeline:** 07/01/2021 to 06/30/2022

City Roadmap: Encampment Waste Pick-Up BeautifySJ

City Enterprise Priority: Safe, Vibrant, + Inclusive Neighborhoods + Public Life

Managing Department: Parks, Recreation & Neighborhood Services

Existing or New Project: New

Purpose: Expand Beautification and Community-Building Efforts in Affected Neighborhoods.

Qualified Census Tracts: Citywide

Use of Evidence: Evidence-Based Intervention based on City research

DESCRIPTION

This project will expand beautification and community-building efforts in neighborhoods with grants to support community celebrations, such as National Night Out and block party events. The monies will also fund murals, tree plantings, and community garden/urban agriculture projects.

RACIAL EQUITY AND INCLUSION

The BeautifySJ Grant Program includes both established and "emerging" neighborhood groups for less established, and typically underserved, areas. The grant program will provide informational sessions to newer neighborhood groups in identified qualified census tracts to increase outreach efforts with key stakeholders.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ N/A 	<ul style="list-style-type: none"> ▪ Provide 130 beautification projects and neighborhood organization events. 	<ul style="list-style-type: none"> ▪ Organize and conduct activities that address issues important to neighborhood quality of life by creating cleaner, safer, and more engaged neighborhoods

Recovery Plan Category: EC 2 : Negative Economic Impacts
2.11 : Aid to Tourism, Travel, or Hospitality

Funding amount: \$ 450,000 **Timeline:** 07/01/2021 to 06/30/2022

City Roadmap: Encampment Waste Pick-Up BeautifySJ

City Enterprise Priority: Safe, Vibrant, + Inclusive Neighborhoods + Public Life

Managing Department: Transportation

Existing or New Project: Existing

Purpose: Remove truly abandoned vehicles that pose safety and blight concerns from the public right-of-way citywide

Qualified Census Tracts: Citywide

Use of Evidence: Evidence-Based Intervention based on City research

DESCRIPTION

The Program is designed to utilize staff, technology, and equipment to accomplish its goal of removing abandoned vehicles that pose safety and blight concerns from City streets. Through proactive patrols and review of SJ311 service requests our staff would identify abandoned vehicles that meet a described criterion to initiate the process of impounding vehicles from City neighborhoods. The proactive patrols ensure that Program resources are equitably distributed amongst all neighborhoods within the City. This will ensure that any area of the City that has been historically underreporting through the SJ311 service, will get the needed available resources to address its blight and safety concerns. Once a vehicle is identified, a strict process is followed to ensure that the impound meets all legal requirements before it is removed from City streets.

RACIAL EQUITY AND INCLUSION

The Vehicle Abatement model introduces a second input source, proactive citywide vehicle patrols, that provide services to areas identified as having need. City staff proactively drive every city street approximately every 14 days identifying vehicles to be investigated for abatement due the vehicle being inoperable, or being a blight, safety or health concern. These proactive patrols are bringing vehicle abatement services to areas that have historically underreported their need for service.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ Number of towed vehicles 	<ul style="list-style-type: none"> ▪ Number of towed vehicles

Recovery Plan Category: EC 2 : Negative Economic Impacts
 2.11 : Aid to Tourism, Travel, or Hospitality

Funding amount: \$ 400,000 **Timeline:** 07/01/2021 to 06/30/2022

City Roadmap: Encampment Waste Pick-Up BeautifySJ

City Enterprise Priority: Safe, Vibrant, + Inclusive Neighborhoods + Public Life

Managing Department: Transportation

Existing or New Project: Existing

Purpose: Continue the operation and maintenance of five (5) Automated Public Toilets to address blight in throughout Downtown San José

Qualified Census Tracts: Yes

Use of Evidence: Evidence-Based Intervention based on City research

DESCRIPTION

This is a program which contracts with JC Decaux San Francisco LLC to operate and maintain five automatic self-cleaning public restroom facilities in Downtown San José. These public restrooms were installed for the benefit of residents and visitors to downtown San José and to help minimize the inadequacy of public restrooms in San José and related blights.

RACIAL EQUITY AND INCLUSION

This program benefits all residents and visitors to downtown San José and to help minimize the inadequacy of public restrooms in San José and related blights.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ Inspect each APT at least twice per day, every day ▪ Repair of damage, vandalism, or graffiti, within twenty-four (24) hours 	<ul style="list-style-type: none"> ▪ Continuously maintain APTs in a clean, graffiti-free, safe, and good working condition

Recovery Plan Category: EC 3 : Services to Disproportionately Impacted Communities
 3.11 : Housing Support: Services for Unhoused persons

Funding amount: \$ 300,000 **Timeline:** 07/01/2021 to 06/30/2023

City Roadmap: Encampment Waste Pick-Up BeautifySJ

City Enterprise Priority: Safe, Vibrant, + Inclusive Neighborhoods + Public Life

Managing Department: Parks, Recreation & Neighborhood Services

Existing or New Project: New

Purpose: Provide job training and housing search assistance for homeless San José residents to enable them to transition to more stable housing opportunities.

Qualified Census Tracts: Citywide

Use of Evidence: Evidence-Based Intervention based on City research

DESCRIPTION

The San José Bridge Program (SJ Bridge) is an employment program for homeless San José residents. The SJ Bridge will employ homeless individuals, assist in job training and long-term career goals and placement, as well as housing search and placement in San José. This previously implemented program employed homeless individuals as part of cleaning crews to combat blight and supported homeless individuals to reclaim a path to self-sufficiency in the form of job training and good wages.

RACIAL EQUITY AND INCLUSION

This project will serve homeless individuals which according to local Point in Time (PIT) surveys as well as national statics disproportionately impacts people of color. The local homeless community is disproportionately represented by Native American, African-American and Latino/a. By working to address homelessness in our community, San José is working to also address these racial inequities through housing.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of people or households receiving eviction prevention services (including legal representation) ▪ Number of affordable housing units preserved or developed 	<ul style="list-style-type: none"> ▪ Homeless served ▪ Demographics of homeless population 	<ul style="list-style-type: none"> ▪ Provide employment and job training opportunities to the homeless population ▪ Increase the number of homeless able to obtain temporary housing

RECOVERY FOUNDATION INITIATIVES

Federal + State Stimulus

Continuity of City Services

Safe Workplace, Employee Health

Drive to Digital

Effective Teams

Recovery Plan Category: EC 7 : Administrative Expenses
 7.1 : Administrative and Other

Funding amount: \$ 1,000,000 **Timeline:** 07/01/2021 to 06/30/2023

City Roadmap: Drive to Digital

City Enterprise Priority: Powered by People

Managing Department: Information Technology

Existing or New Project: New

Purpose: To provide tools and systems to blend of physical + online meetings for staff and public; meeting spaces that have audio-visual setups that support effective interactions with both types of attendees; communications, collaboration and process automation technologies that provide the ease and reliability staffs and residents can depend on.

Qualified Census Tracts: Citywide

Use of Evidence: N/A

DESCRIPTION

The City is moving to a hybrid operational model that creates a “mixed-mode” environment of on-site + virtual work locations, along with online and physical interactions with the public in providing City services. In April 2021, City teams identified over fifteen (15) new customer personas to support, which will require time and investments. To accommodate, the City will need to continue making investments in technology including:

- Digital-collaboration and communication tools;
- Automation and redesign of business processes to be more efficient while supporting safe and remote work;
- Technologies to support safe and frictionless use of facilities across online and on-premise work;
- Equipment and access to support a mobile workforce; and
- Enhanced cybersecurity tools to protect the City’s information and systems based on the exposure of City assets to a more dangerous online world.

A “hybrid work environment” demands a blend of physical + online meetings; meeting spaces that have audio-visual setups that support effective interactions with both types of attendees; communications and collaboration technologies that provide the ease and reliability staffs and residents can depend on; elimination of paper processes in favor of secure digital processes wherever possible; and new levels of logistical support from the Public Works-Facilities, Human Resources, and Information Technology departments is expected.

RACIAL EQUITY AND INCLUSION

Providing hybrid (remote and physical) access to public meetings such as City council and Committee meetings has increased public participation dramatically and has improved racial equity by broadening access to local government policy making bodies for populations that previously had lower participation rates in public meetings.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ N/A 	<ul style="list-style-type: none"> ▪ # of outdated technology equipment replaced to support Hybrid public meetings ▪ # of staff meeting rooms equipped with technology to support hybrid work 	<ul style="list-style-type: none"> ▪ Sustainable increases in public meeting participation ▪ Sustained flexible workplace to increase appeal in public service

Recovery Plan Category: EC 7 : Administrative Expenses
7.1 : Administrative and Other

Funding amount: \$ 460,000 **Timeline:** 07/01/2021 to 06/30/2023

City Roadmap: Drive to Digital

City Enterprise Priority: Powered by People

Managing Department: Information Technology

Existing or New Project: New

Purpose: To develop a full digital services strategy across all channels used by the public and develop a prioritized list of customer-facing services and processes to be automated across all digital channels, define and/or re-engineer business processes, and migrate existing and new services to customer facing service delivery platforms.

Qualified Census Tracts: Citywide

Use of Evidence: N/A

DESCRIPTION

Since the launch of San José 311 (formerly My San Jose) in July 2017, the City committed to moving towards an omni-channel experience to engage residents and help the City become more responsive to the needs of the community. The 2017 launch was the tip of the spear for the City’s digital strategy to meet San José’s Smart City early objectives, involving re-engineering City processes, making services more accessible and responsive through technology, and resourcing service delivery based on the data trends that surface through integrated service delivery.

Since the initial launch, and particularly within the last 18 months, substantial progress has been made in advancing improvements to San José 311 (SJ 311) and the City’s digital service delivery strategy, including: the 9-1-1 to 3-1-1 call transition , the rebranding of the SJ 311 web portal and mobile application, the implementation of virtual agent services, the refresh of the SJ 311 technology platform and architecture, the addition of language translation (Spanish and Vietnamese), and the addition of Resident Garbage and Recycling.

Improvements to SJ 311 usability, functionality, and service level expectations reflect in SJ 311 performance metrics. Beginning July 30, 2017, when the SJ 311 mobile app and web portal were launched, the number of reports stalled at around 165,000 annually from 39,000 active users. Reports for the Fiscal Year 2020-2021 are now exceeding 192,000 from nearly 42,500 active users. In addition, the City is beginning to see customer satisfaction ratings improve significantly – in 2021, 68% of SJ 311 users reported a “Good” to “Excellent” experience – a marked increase from only 28% of users reporting a “Good” to “Excellent” experience in the previous year.

The Mayor’s March Budget Message for Fiscal Year 2021-2022, and the subsequent City Council Adopted Budget for Fiscal Year 2021-2022, partially invested in a two-year program to expand San José 311 feature development and customer experience. This project provides data science and

implementation strategies to represent the ‘voice of the customer’ in terms of most requested City services that should be digitized through SJ 311 to increase inclusive and equitable access to City services. For additional information, please see <https://www.sanjoseca.gov/your-government/departments-offices/customer-service/san-jose-311>.

RACIAL EQUITY AND INCLUSION

Equity workshops and data analytics: The SJ 311 team partnered with the Mayor’s Office of Technology and Innovation (“MOTI”) to complete a series of workshops to define what data equity might look like for each individual service team, stakeholders, and constituents. This work resulted in an agreed-upon SJ 311 Equity Objective, “Empower all who live, work, and play in San José, especially underreporting and heavily impacted communities, to submit reports via SJ 311 and ensure that services are delivered per committed turnaround times,” for which the two teams MOTI and SJ 311 are working to identify and/or add data sets that will inform staff if equity objectives are being met and to support subsequent monitoring and evaluation.

In addition, data scientists at Dell Technologies provided pro bono services to analyze free-text comments in service-requests – particularly for the category “Other Issues” which accounts for 33 percent of all SJ 311 service requests. The most prevalent theme found in Dell’s analysis was: People of different levels of means need different things from SJ 311. Livability concerns (complaint driven) are more likely to be reported in areas with lower incomes. As the City considers what services to add next to SJ 311, a strong consideration should be given to balance addressing basic opportunity and access needs (equity in education access, affordable housing, internet connectivity) for areas of lower income in parallel with efforts to address blight issues and complaints.

Accessibility assessment: As our residents’ one-stop shop for City services, it is critical for SJ 311 to support accessibility for all residents with an added emphasis on meeting federal accessibility guidelines. Our goal is to offer optimal user experiences for the differently abled community, considering that one-in-four individuals in the United States lives with a disability.

To support this goal, the SJ 311 Team completed an accessibility assessment project which provided a list of recommendations that can enhance the user experience for the differently abled community and will be implemented in phase II of this project. The outcome of this effort will prepare the City to build upon efforts to meet Federal Government requirements, often referred to as Section 508 and Web Content Accessibility Guidelines (WCAG) standards. Major findings of this assessment included:

- **Recognizing the importance of including and compensating disabled residents for sharing their expertise and lived experiences.**
- **Prioritizing web accessibility in procurement and contract decisions.**
- **Building relationships with community organizations and partners to improve engagement and accessibility. Providing hybrid (remote and physical) access to public meetings such as City council and Committee meetings has increased public participation dramatically and has improved racial**

equity by broadening access to local government policy making bodies for populations that previously had lower participation rates in public meetings.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ N/A 	<ul style="list-style-type: none"> ▪ # of City service requests through SJ 311 ▪ # of Active Users of SJ 311 ▪ # of Vietnamese and Spanish Speakers using app in native language 	<ul style="list-style-type: none"> ▪ % of service requests meeting service delivery targets ▪ Customer satisfaction exceeding 80%

Recovery Plan Category: EC 7 : Administrative Expenses
 7.1 : Administrative and Other

Funding amount: \$ 400,000 **Timeline:** 07/01/2021 to 06/30/2023

City Roadmap: Drive to Digital

City Enterprise Priority: Powered by People

Managing Department: Information Technology

Existing or New Project: New

Purpose: As we plan for the future of work, a major question facing the City is how the City will provide the platforms, tools, practices, and staff training necessary to keep employees engaged and informed, while optimizing productivity. This project replaces existing intranet platforms that do not meet the needs of a Hybrid work environment.

Qualified Census Tracts: Citywide

Use of Evidence: N/A

DESCRIPTION

The City Roadmap Project *Drive to Digital* has developed functional requirements for a platform and set of approaches that are beyond what was stereotypically thought of as an intranet for keeping our employees engaged and informed while optimizing productivity. We have identified the following additional needs:

- common tools to promote employee engagement in a culture of remote work;
- easy employee access to all internal applications and resources to perform day to day duties; and,
- promoting organizational culture that aligns “=”ONE” City workforce with the City core mission, vision and priorities.

The effort to replace our existing intranet and implement this new platform will include a dedicated multi-disciplinary, cross-trained team of technical and functional experts to transition to OneCity Workplace to modernize our approach to informing, engaging and optimizing productivity for City staff through a modernized intranet.

RACIAL EQUITY AND INCLUSION

Consistent employee experience and awareness of policies, procedures and priorities ties directly to the culture and quality of public service. Although these tools are internally focused, they do have implications on improving equity and inclusion by keeping our staff engaged, informed and productive in providing City services that are efficient, effective and equitable.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ N/A 	<ul style="list-style-type: none"> ▪ All OneCity Workplace functional measures are completed ▪ OneCity Workplace is delivered on time and within budget 	<ul style="list-style-type: none"> ▪ Staff can find all relevant City Policies ▪ Staff have access to necessary City applications ▪ Staff can receive communication alerts and notifications related to critical city information or emergencies

Recovery Plan Category: EC 7 : Administrative Expenses

7.1 : Administrative and Other

Funding amount: \$ 500,000

Timeline: 07/01/2021 to 06/30/2023

City Roadmap: Effective Teams

City Enterprise Priority: Powered by People

Managing Department: Human Resources

Existing or New Project: New

Purpose: Increase capacity in Human Resources to hire for recovery-focused staff positions for critical community and economic recovery priorities on the City Roadmap, such as Small Business Recovery, Day Care, Digital Equity, BeautifySJ, etc.

Qualified Census Tracts: Citywide

Use of Evidence: N/A

DESCRIPTION

The project funds four (4) Full-Time Equivalent positions to support and direct hiring for 98 positions for the City community and economic recovery priorities.

The City of San José is one of the leanest staffed agencies in the state (San José Auditor's report) and currently has a more than 700 vacancies (about 11% vacancy rate). Given the scale and criticality of the recovery effort in the City, short-term staffing is needed in the next year to focus exclusively on recovery related staffing needs which are for programs and initiatives for some of our most vulnerable and under-served communities of color. Not filling these positions in a timely manner may put the continuity of response services and planning for recovery work at risk.

The team will act as a Business Partner to about seven hiring departments by providing guidance on policies and procedures, develop and implement strategies to meet the EOC Recovery recruitment needs, establishing and maintaining clear and timely communications with hiring departments, providing strong customer service to applicants and hiring departments, and completing transactions. The team also will be responsible for directly hiring some of the 98 positions.

RACIAL EQUITY AND INCLUSION

The positions identified in this Recovery Hiring Project includes Small Business Recovery, Housing Stabilization, Homeless Encampment Waste Pick Up, and Digital Equity. These recruitment efforts will include bilingual staff to work directly with communities who have been disproportionately impacted by the pandemic.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ N/A 	<ul style="list-style-type: none"> ▪ Launch recruitments for 98 recovery positions during FY 2021-2022 ▪ Deploy 20 of the 80 Recovery positions during Q2 ▪ Deploy 30 of the 80 Recovery positions during Q3 ▪ Deploy 30 of the 80 Recovery positions during Q4 	<ul style="list-style-type: none"> ▪ Hire 80 of the 98 Recovery positions during FY 2021-2022 ▪ Hire 20 of the 80 Recovery positions during Q1 ▪ Hire 20 of the 80 Recovery positions during Q2 ▪ Hire 20 of the 80 Recovery positions during Q3 ▪ Hire 20 of the 80 Recovery positions during Q4

Recovery Plan Category: EC 7 : Administrative Expenses
7.1 : Administrative and Other

Funding amount: \$ 228,000 **Timeline:** 07/01/2021 to 06/30/2022

City Roadmap: Effective Teams

City Enterprise Priority: Powered by People

Managing Department: Human Resources

Existing or New Project: New

Purpose: Fund Program Manager to educate staff, track injuries, and document trends to reduce overall injuries and costs associated with injuries (workers' comp costs).

Qualified Census Tracts: Citywide

Use of Evidence: N/A

DESCRIPTION

The project funds one (1) Full-Time Equivalent position to identify incident rates (frequency and severity) and associated workers' compensation costs for each department to set meaningful reduction goals, conduct trend analysis to understand the types and causes of injuries by department, develop Safety Improvement plans, and develop and implement CAL/OSHA compliant safety policies, procedures and training that will educate employees on injury prevention.

RACIAL EQUITY AND INCLUSION

Per City Policy, hiring activities and decisions shall be conducted in a manner consistent with City of San José Charter provisions regarding selection based on merit and fitness, and consistent with local, state, and federal laws, statutes, and regulations governing employment.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ N/A 	<ul style="list-style-type: none"> ▪ Identify Incident rates (Frequency and Severity) 	<ul style="list-style-type: none"> ▪ Reduction in both frequency and severity

OTHER CITY INITIATIVES

Recovery Plan Category:	EC 2 : Negative Economic Impacts	
	2.2 : Household Assistance: Rent, Mortgage, and Utility Aid	
Funding amount:	\$ 500,000	Timeline: 09/01/2021 to 06/30/2025
City Roadmap:	Build Back Better + Recovery Task Force	
City Enterprise Priority:	COVID-19 Pandemic: Community + Economic Recovery	
Managing Department:	Community Energy	
Existing or New Project:	New	
Purpose:	Supplement the San José Single-Family Residential Program authorized by the California Public Utilities Commission (CPUC) to incentivize energy-saving retrofits in low-income homes.	
Qualified Census Tracts:	Citywide	
Use of Evidence:	Evidence-Based Interventions based on CPUC research	

DESCRIPTION

The SJCE Single-Family Residential Program will provide discounts and incentives to moderate-income SJCE residential customers in single-family homes for replacing older, less efficient appliances with new energy efficient electric appliances. The program will center its focus on serving two classes of customers:

- Residents of disadvantaged communities (DACs);
- Families whose household income exceeds California Alternate Rates for Energy (CARE) Program eligibility guidelines and within the moderate-income thresholds defined by the CPUC (200-400% of the Federal Poverty Guidelines).

SJCE will employ an innovative program model that leverages neighborhood outreach and bulk buying power to drive down the cost of appliances. Layered with other program incentives, the bulk discount will provide customers with replacement appliances at a lower price, reducing electric load and generating customer satisfaction and energy bill savings. SJCE contemplates 250 homes will be able to be retrofitted using the first tranche of California state funding currently pending award. This project will expand the program beyond the initial 250 homes.

RACIAL EQUITY AND INCLUSION

Equity is a core focus for the City of San José. San José has a very diverse community of residents, with roughly 36% of its population Asian, 32% Hispanic, and 26% white per 2019 U.S. Census Bureau data. The CalEnviroScreen tool identifies fourteen (14) census tracts in the City of San José that score within the top 25% of communities with the highest pollution burden. Those 14 tracts have a population total of 63,925 and around 12,000 San José Community Energy (“SJCE”) accounts. This program would serve residents of disadvantaged communities and families whose household income exceeds California Alternate Rates for Energy (CARE) Program eligibility guidelines and within the moderate-income thresholds defined by the CPUC (200-400% of the Federal Poverty Guidelines).

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ Number of people or households receiving eviction prevention services (including legal representation) ▪ Number of affordable housing units preserved or developed ▪ Number of workers enrolled in sectoral job training programs ▪ Number of workers completing sectoral job training programs ▪ Number of people participating in summer youth employment programs 	<ul style="list-style-type: none"> ▪ Provide appliance discounts and incentives as well as self-install and direct installation options to customers. 	<ul style="list-style-type: none"> ▪ Number of completed projects ▪ Number of homes served ▪ Program energy savings ▪ Number of participants in DAC and moderate-income communities ▪ Percentage of program funding directed to DAC and moderate-income communities ▪ Cost-effectiveness calculations ▪ Percentage of recommended measures installed by customers ▪ Percentage of customers audited who install at least one program measure

Recovery Plan Category: EC 7 : Administrative Expenses
 7.1 : Administrative and Other

Funding amount: \$ 538,000 **Timeline:** 07/01/2021 to 06/30/2025

City Roadmap: Effective Teams

City Enterprise Priority: Powered by People

Managing Department: Library

Existing or New Project: Existing

Purpose: This project funds administrative support for the San José Aspires program.

Qualified Census Tracts: Yes

Use of Evidence: N/A

DESCRIPTION

This project funds administrative support for the San José Aspires program. San José Aspires provides college and career readiness guidance to high school students in Title I schools. Through San José Aspires, high school students claim awards based on in-school and out-of-school work they do that provides them with post-secondary financial support to help them achieve their college and/or career goals. Students in San José Aspires can claim up to \$5,000 in financial support for their post-secondary educational needs (community college, college or university, or technical or trade school) by claiming a variety of awards. The awards are separated into two categories: core and supplemental. Core awards help students prioritize their academics and college application requirements; supplemental awards allow students to highlight their extra-curricular or out-of-school time efforts. Students claim these awards by providing evidence to San José Aspires. When the student graduates from high school and enrolls in a post-secondary institution, the funds are distributed to the student to help cover tuition, fees, technology, materials, and other post-secondary-related costs. For additional information, please see www.sjpl.org/sj-aspires.

RACIAL EQUITY AND INCLUSION

San José Aspires is focused on providing opportunity to under-resourced students. The program is at two high schools in San José: San José High School and William C. Overfelt High School. Both schools are Title 1 schools and are minority-majority schools.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ N/A 	<ul style="list-style-type: none"> ▪ Private funding raised to support students in San José Aspires ▪ Increase in non-financial opportunities such as job shadows or mentoring for students in San José Aspires ▪ Data sharing agreements with schools and districts to expedite the claiming of awards for students in San José Aspires ▪ Development and growth of San José Aspires Student Community Portal to further engage students in San José Aspires ▪ Literacy Program Specialist to manage day-to-day program operations and oversee long-term growth and strategic planning ▪ Administrative staff to support the students in and resolve technical issues related to San José Aspires 	<ul style="list-style-type: none"> ▪ Increase in percentage of graduates attending a post-secondary educational institution ▪ Five year graduate rate of San José Aspires students at college and universities ▪ Percentage of San José Aspires students who graduate from community college with a career certificate ▪ Percentage of San José students who graduate from community college with an Associate's or Associate's for Transfer Degree ▪ Percentage of San José students who transfer from a community college to a four-year college or university ▪ Percentage of San José Aspires who receive a technical trade certification or license

Recovery Plan Category: EC 3 : Services to Disproportionately Impacted Communities
 3.10 : Housing Support: Affordable Housing

Funding amount: \$ 75,000 **Timeline:** 07/28/2021 to 05/02/2022

City Roadmap: Build Back Better + Recovery Task Force

City Enterprise Priority: COVID-19 Pandemic: Community + Economic Recovery

Managing Department: Planning, Building & Code Enforcement

Existing or New Project: New

Purpose: Perform outreach for a “Yes, In My Back Yard” (YIGBY) Public/Quasi-Public (PQP) policy to leverage private fundraising for affordable housing, and to examine PQP-conversion of school-district-owned lands.

Qualified Census Tracts: Citywide

Use of Evidence: Program Evaluation

DESCRIPTION

Some City of San José churches have expressed a willingness to build 100% affordable housing for homeless and low-income families and individuals on their parking lots, but current City land use designations have posed a longstanding barrier. In the fall of 2020, the San José City Council approved developing a “Yes, In My Back Yard” (YIGBY) land use policy as part of the Citywide Residential Anti-Displacement Strategy. The City has identified approximately 435 acres of assembly use properties owned by nonprofit faith organizations zoned Public/Quasi Public (PQP), a significant portion of which is underutilized surface parking lots that could be converted into affordable housing. In contrast to the recent conversion of a local school district’s PQP-designated land for a market-rate project that will produce predominantly \$1.4+ million homes, the City has the opportunity to create truly affordable housing at a scale worthy of consideration for the conversion of publicly designated land. Much of the work lies in community outreach which could be performed by local non-profits like Catalyze SV on a contractual basis. This project will contract with an outreach consultant to accelerate the work necessary to bring forward a YIGBY PQP policy as soon as possible so the City can take advantage of offers by philanthropic partners willing to develop affordable housing. To the extent possible, the consultant should also perform work of PQP-conversion of school-district-owned lands to save time and generate efficiencies.

RACIAL EQUITY AND INCLUSION

The development of this policy is estimated to create between 300-500 units of affordable housing that will alleviate the disproportionately high cost of renting for families of color in the City.

PERFORMANCE MEASURES

Mandatory Key Performance Indicators	Output Measures	Outcome Measures
<ul style="list-style-type: none"> ▪ N/A 	<ul style="list-style-type: none"> ▪ Amend the land use designation in the General Plan for 541 parcels including 203 sites with existing assembly uses. 	<ul style="list-style-type: none"> ▪ Amended land use designation should support the creation of 300 to 500 new units of affordable housing.