

3.5 City Initiatives Roadmap

Fourth Quarter 2021-2022 Update

September 27, 2022

Agenda

1. Roadmap Background
2. Status Report Q4 2021-2022
3. Initiative Plans for 2022-2023
4. Status Report Q1 2022-2023
5. Next Steps

Roadmap Background

- The Great Recession and “Priority Setting”
- “Small Bytes” – Nailing then Scaling Roadmaps and Cultural Change
- Enterprise Priorities
- COVID-19 and the First Council Approved City Initiatives Roadmap
- 2021-2022 Q4 Report Milestone and Accomplishments
- 2022-2023 Priorities - City Initiatives Roadmap
- Report Conclusion - Lessons Learned and Path Forward

2021-2022 City Initiatives Roadmap

Enterprise Priority	Initiatives						
COVID-19 Pandemic: Community + Economic Recovery	Housing Stabilization	Re-Employment + Workforce Development	Small Business Recovery	Food + Necessities Distribution	Digital Equity	Child Care	Build Back Better + Recovery Task Force
Emergency Management + Preparedness	Vaccination Task Force	Soft-Story Building Earthquake Retrofit Policy					
Ending Homelessness	Emergency Housing Construction + Operation	Sheltering + Enhanced Encampment Services	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	North San José Strategy	
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	Lowering PG&E Above Market Costs for Clean Energy		

Enterprise Priority Foundational	Initiatives						
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	

2022-2023 City Initiatives Roadmap

Enterprise Priority	Initiatives								
COVID-19 Pandemic Community and Economic Recovery	Housing Stabilization	Re-Employment + Workforce Development	Small Business Recovery + Resilience	COVID-19 Recovery Task Force					
Sustainable and Resilient City Infrastructure and Emergency Preparedness	Disaster Ready + Climate Smart	Reliable Infrastructure Resilience	Clean Energy Resilience	Water Supply Resilience	Natural Environment Restoration				
Ending Homelessness	Emergency Housing System Expansion	Encampment Services, Outreach, Assistance, + Resources	Encampment Management + Safe Relocation	Emergency Housing Financial Sustainability	Safety Net Services County Coordination				
Safer San José	Police Reforms	Vision Zero Traffic Safety	City Services Continuity of Operations						
Clean, Vibrant, and Inclusive Neighborhoods and Public Life	Children + Youth Services Master Plan	Education, Digital Equity, + Digital Literacy	BeautifySJ Encampment Trash Services	BeautifySJ Vehicle Blight	Child Care Siting Policy Update				
Building the San José of Tomorrow with a Downtown for Everyone	Align Zoning with General Plan	Development Services Process Improvements	Google Downtown West Development	BART Silicon Valley Extension	Airport Connector + Diridon Station	North San José	High-Speed Rail	Wage Theft Prevention Policy + Responsible Contractor Ordinance	Affordable Housing on Assembly Use Sites Policy (YIGBY)

Enterprise Priority Foundational	Initiatives								
Strategic Fiscal Positioning and Resource Deployment	Emergency Fiscal Recovery + Planning	Outcomes, Equity Indicators, + Performance Management	Disparity Study	Advancing Equity through Culture + Practice	Procurement Improvement				
Powered by People	Workforce Diversity + Talent Pipeline	Citywide Hiring	Employee Wellbeing, Growth, + Retention	Digital Workforce	Customer Service Vision + Standards				

City Initiatives Roadmap Status Report

- Q4 2021-2022 Actual Key Results Status Report by Enterprise Priority
- 2022-2023 Planned Annual Key Results by Enterprise Priority
- Q1 2022-2023 Planned Key Results by Enterprise Priority

1. COVID-19 Pandemic: Community + Economic Recovery

2022 Q4 (Apr - Jun) OKRs

OBJECTIVES

12-month

Invest in Our Most Vulnerable Residents, Families, Small Businesses, and Non-Profits

Empower Our Community with Resources that Build Resiliency

Stabilize and Improve Equitable Outcomes for All

Actual Key Results **17** **2** **1**

100% goal met > 65% goal met < 65% goal met

KEY RESULTS

3-month

- Place 375 youth or adults into training and/or a paid work experience related to a demand occupation
- Participate in 30 community outreach events in priority areas for legal aid/tenant rights
- Launch the Eviction Diversion and Settlement Program at the Superior Court, assisting 180 households
- Launch the Small Business Grant program targeting rent debt relief
- Participate in 25 community work2future outreach events to promote its workforce development services
- Establish a weekly collaborative workshop at the Courthouse for unlawful detainer litigants
- Facilitate the distribution of 7M meals to residents
- Open the Small Business Resource Center at Quetzal Gardens in partnership with the Latino Business Foundation and Excite Credit Union
- Collect data on outreach activities for food assistance programs
- Implement 2,700 hotspots and 1,500 new Chromebooks into circulation at Library branches
- Select technical assistance providers to augment small business assistance programs
- Conduct program review and site visits for current Food partners
- Complete 60% of construction in Independence, Oak Grove, and Andrew P Hill area WiFi networks
- Finalize design of Silver Creek and Mt. Pleasant area wi-fi networks
- Provide data to First Five to complete Applied Survey Research, comparing pre- and post-assessments to create a program snapshot on the impact of preparing students for kindergarten
- Present to City Council a \$10.5 million American Rescue Plan spending plan to support children and youth services for the summer and 2022-2023 academic year
- Train 200 Recreation Leaders based on After School site evaluation data
- Develop a Community Engagement Plan to conduct engagement for COVID-19 Recovery Task Force efforts
- Identify non-profit partners and finalize scope of work for Promotores program
- Establish a Lived Experience Group to host community events to gather input on Recovery

Enterprise Priority	Initiative						
COVID-19 Pandemic: Community + Economic Recovery	Housing Stabilization	Re-Employment + Workforce Development	Small Business Recovery	Food + Necessities Distribution	Digital Equity	Child Care	Build Back Better + Recovery Task Force

1. COVID-19 Pandemic: Community + Economic Recovery

OBJECTIVES

12-month

Invest in Our Most Vulnerable Residents, Families, Small Businesses, and Non-Profits

Empower Our Community with Resources that Build Resiliency

Stabilize and Improve Equitable Outcomes for All

ANNUAL KEY RESULTS
(definitions of done)

12-month

Housing Stabilization	<ul style="list-style-type: none"> Assist 200 households in the Eviction Diversion and Settlement Program Assist 440 households with Emergency Rental Assistance funds Transition Eviction Diversion and Settlement Program and the weekly Eviction Prevention Clinic to the Housing Department's Rent Stabilization and Tenant Protection Program
Re-Employment + Workforce Development	<ul style="list-style-type: none"> Engage 200 Resilience Corps Phase 2 program participants in work experience with 80% BIPOC and 80% or more with 2 or more barriers to employment Conduct 4 large job fairs with over 125 unique employers and resource agencies to support area residents Serve 650 youth and adult clients from COVID-19 equity zip codes and census tracts with job counseling, training, and/or employment services
Small Business Recovery + Resilience	<ul style="list-style-type: none"> 90% of funded cultural organizations rating the arts grant program "good" to "excellent" based on responsiveness Assist up to 300 small businesses with rental relief grants Engage business technical services providers to assist 375 San Jose small businesses in business recovery, operations and sustainability Execute ground floor activation grants that will help up to 60 small businesses activate vacant storefronts, extend their outdoor operations and enhance the street level experience
COVID-19 Recovery Task Force	<ul style="list-style-type: none"> Complete COVID-19 Recovery Task Force activities and deliver Recovery recommendations for allocation of \$2M recovery fund to City Council Increase access to Recovery resources for >10,000 residents, families, small businesses, and non-profits Train >21 promotores to assist with community outreach for COVID-19 Recovery resources Identify and pilot tracking indicators for long-term Recovery monitoring

1. COVID-19 Pandemic: Community + Economic Recovery

2023 Q1 (Jul - Sep) OKRs

OBJECTIVES

12-month

Invest in Our Most Vulnerable Residents, Families, Small Businesses, and Non-Profits

Empower Our Community with Resources that Build Resiliency

Stabilize and Improve Equitable Outcomes for All

Planned Key Results: 11 total goals

KEY RESULTS

3-month

- Commence work experience for 150 Resilience Corps Phase 2 program participants with 80% BIPOC and 80% or more with 2 or more barriers to employment
- Conduct 2 large job fair with 70 employers and resource agencies to support area residents
- Provide 175 youth and adult clients from COVID-19 hotspots with job counseling, training, and/or employment services
- Host a COVID-19 Recovery Community Resource Fair and connect residents to existing Recovery resources
- Train 21 Promotores to assist in community outreach/engagement on Recovery resources

- Participate in 30 community events in priority areas for legal and tenant rights
- Assist 110 households at the weekly collaborative Courthouse workshops
- Select technical assistance providers to augment small assistance programs
- Distribute Rent Relief Program Grants to up to 100 small businesses
- Execute grant agreements with nonprofit art organizations to distribute \$2M in American Rescue Plan funds in Fiscal Year 2022-2023

- Assist 52 households in the Eviction Diversion and Settlement Program
- Create Phase 2 program criteria to distribute the remaining funds from Small Business Rent Relief Program
- Analyze and share results of COVID-19 Recovery Task Force community engagement to inform recommendations

Enterprise Priority	Initiative			
COVID-19 Pandemic: Community + Economic Recovery	Housing Stabilization	Re-Employment + Workforce Development	Small Business Recovery + Resilience	COVID-19 Recovery Task Force

OBJECTIVES

12-month

Support Residents + Employees for Positive Health Outcomes During the COVID-19 Pandemic

Safeguard the Public Through Disaster Risk Reduction Policies + Processes

Actual Key Results **7** **1** **0**

100% goal met > 65% goal met < 65% goal met

KEY RESULTS

3-month

- Partner with the County to organize at least 15 vaccination events in priority neighborhoods
- Maximize transition of Vaccine Champions from City of San José Temp U positions into County of Santa Clara permanent positions
- Reach 100,000 digital impressions through newly explored social media channels for public health communications
- Identify and secure partnerships to fill potential vaccination service gaps left as the County concludes MoVax program
- Complete Vaccination Task Force exit strategy to align with the anticipated Emergency Declaration end-date of June 30, 2022

- Launch an RFP for a seismic consultant to create an inventory of structures and building typologies, retrofit measures, and program design
- Complete the review of consultant proposals and identify recommended short-list of seismic consultants
- Create a draft communication strategy for outreach to soft-story stakeholders

Enterprise Priority	Initiative		
Emergency Management + Preparedness	Vaccination Task Force	Soft-Story Building Earthquake Retrofit Policy	

OBJECTIVES

12-month

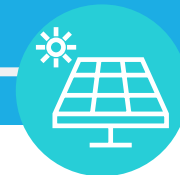
Disaster Ready + Climate Smart

Infrastructure Resilience

Clean Energy Resilience

Water Resilience

Natural Environment Restoration



WORKSTREAMS

Prepare the City for the Next Disaster

Seismically Safe "Soft Story" Apartments

Climate Smart Decarbonization & Mitigation

Understand Sea-Level Rise

Complete Funded Projects (Measure T)

Address Infrastructure Backlog + O&M

Seek New State/Federal Funding & Policy

Ensure Cybersecurity

Deploy Micro Grids for Resilience

Downtown Large Project Electrification

City Wide Building Electrification

Electric Vehicle Charging Infrastructure

Rebuild Regional Wastewater Facility

Create New Water Supply Opportunities

Sustainable Sewers - Sanitary & Storm

Green Infrastructure (Stormwater)

Restore the Urban Tree Canopy

Protect Coyote Valley Open Space

3. Ending Homelessness

OBJECTIVES

12-month

Increase Production of Emergency + Interim Housing

Create Safe + Healthy Living Conditions for People who are Unhoused

Actual Key Results **5** **1** **1**

100% goal met > 65% goal met < 65% goal met

KEY RESULTS

3-month

- Identify 6 potential sites for emergency housing and perform site feasibility analysis and recommend plan to move forward
- Execute agreement with consultant for Emergency Interim Housing financial sustainability study
- Approve contracts for services at 2 Bridge Housing Community sites, 3 existing Emergency Interim Housing sites, and 1 new Emergency Interim Housing site for FY22-23

- Bring Services, Outreach, Assistance, and Resources (SOAR) site expansion criteria to Council for approval
- Host a minimum of 5 workshops to communicate and educate internal and external stakeholders on Encampment Management Strategy
- Complete agreements to open RV parking site at VTA Santa Teresa in fall 2022
- Develop scope to remove biohazards from RVs and other lived-in vehicles

Enterprise Priority	Initiative		
Ending Homelessness	Emergency Housing Construction + Operation	Sheltering + Enhanced Encampment Services	Encampment Management + Safe Relocation Policy

3. Ending Homelessness

OBJECTIVES

12-month

Increase Production and Achieve Operational Sustainability of Emergency Housing

Create Safe and Healthy Living Conditions for People who are Unhoused

Prevent People from Entering into Homelessness

ANNUAL KEY RESULTS
(definitions of done)

12-month

Emergency Housing System Expansion	<ul style="list-style-type: none"> 30% of people successfully exit into stable housing from any interim housing 400 temporary housing units (EIH and HomeKey) completed and added to the emergency housing system (400 is HomeKey unit goal) 8 emergency housing sites identified (4 HomeKey sites, 4 EIH new or densified sites)
Encampment Services, Outreach, Assistance, and Resources	<ul style="list-style-type: none"> 30% of people living in SOAR sites successfully exit into shelter, temporary or permanent housing Five SOAR expansion sites serviced
Encampment Management and Safe Relocation	<ul style="list-style-type: none"> 50% of serviced encampment locations are meeting standards for cleanliness and cooperation Secured bio-waste removal and disposal funding to service ~1,000 Recreational Vehicles Implement Phase 1 of new data management system for the encampment management system and outreach services
Emergency Housing Financial Sustainability	<ul style="list-style-type: none"> Complete San Francisco Foundation study on Emergency Housing Sustainability City Council approval of new interim housing model/sustainability plan
Safety Net Services County Coordination	<ul style="list-style-type: none"> Increase alignment of City homelessness efforts through coordinated delivery in three County Departments

3. Ending Homelessness

OBJECTIVES

12-month

Increase Production and Achieve Operational Sustainability of Emergency Housing

Create Safe and Healthy Living Conditions for People who are Unhoused

Prevent People from Entering into Homelessness

Planned Key Results: 8 total goals

■ 100% goal met
 ■ > 65% goal met
 ■ < 65% goal met

KEY RESULTS

3-month

- Execute contract for services and operations at Guadalupe emergency housing site to increase emergency housing capacity by 96 units
- Complete agreements to open RV parking site at VTA Santa Teresa in fall 2022 to establish capacity by 45 spaces
- Complete Phase 1 and 2 of emergency housing sustainability study with lived experience focus group interviews and research on best practices and operations costs

- Execute contract for expanded services, outreach, assistance and resources at encampments to support 5 sites
- House 149 people living at Guadalupe Gardens in interim or permanent housing
- Implement the Encampment Risk Criteria Checklist to prioritize sites for possible abatement
- Implement the Good Neighbor Policy (12x12 strategy)

- Evaluate capacity of prevention system to determine annual goal for homelessness prevention in San Jose

Enterprise Priority	Initiative					
Ending Homelessness	Emergency Housing System Expansion	Encampment Services, Outreach, Assistance, and Resources	Encampment Management and Safe Relocation	Emergency Housing Financial Sustainability	Safety Net Services County Coordination	

4. Safer San José

OBJECTIVES

12-month

Steward Trust to Keep the Community Safe

Provide Safe and Secure Streets for All Users

Continue City Services in Emergencies

ANNUAL KEY RESULTS
(definitions of done)

12-month

<p>Police Reforms + Operational Improvements</p>	<ul style="list-style-type: none"> • Bring to the Public Safety, Finance and Strategic Support (PSFSS) Committee an analysis of recommendations to the Police Department for reform and operational improvement from the 21st Century Policing Report, Use of Force Report, Internal After Action Report (prepared by the Police Department), Internal After Action Report (prepared by OIR Group), Reimagining Public Safety Community Advisory Committee Report, and other recommendations (Independent Police Auditor, City Auditor, State Audit of Biased Conduct, Traffic and Pedestrian Stop Study) • Prior, and following the Joint County Public Safety and Justice Committee, and City's Public Safety, Finance, and Strategic Support Committee convene the newly developed Interagency Working Group (County, City, and District Attorney's) focused on Booking Process, Jail Population, coordination, operational efficiencies, and alternatives to incarceration, including indirect policy and programmatic needs.
<p>Vision Zero Traffic Safety</p>	<ul style="list-style-type: none"> • Improve traffic safety to 2.2 injury crashes per 1,000 population through traffic safety improvement projects, messaging and signage along roadways, and traffic safety outreach and education
<p>City Services Continuity of Operations</p>	<ul style="list-style-type: none"> • Conduct department interviews and data collection to build continuity of operation plan foundation • Create a draft City Service Continuity of Operations Plan and train departments on how to use the Continuity of Operations Plan in an emergency

4. Safer San José

OBJECTIVES

12-month

Steward Trust to Keep the Community Safe

Provide Safe and Secure Streets for All Users

Continue City Services in Emergencies

Planned Key Results: 10 total goals

KEY RESULTS

3-month

- Implement a web portal for police records compliant with SB 1521
- Make policy recommendations based on the Body-Worn Camera Footage audit
- Enact duty manual amendments that will accomplish 19 recommendations for policy reform related to 1st Amendment activity and civil disturbances
- Issue a Request for Proposals to allow public review and comment on policy changes from the Police Department website
- Implement SJPD Booking procedures and pilot program aimed at improving rearrestee detention
- Make traffic safety improvements at 6 locations
- Make quick build data-driven safety improvements on 2.3 miles along the Priority Safety Corridors
- Identify department representatives to conduct continuity of operations workplan
- Train 29 department representatives on data collection for City service continuity of operations planning
- Conduct department initial interviews to build continuity of operation plan foundation

Enterprise Priority	Initiative		
Safer San José	Police Reforms	Vision Zero Traffic Safety	City Services Continuity of Operations

4. Safe, Vibrant, + Inclusive Neighborhoods + Public Life

2022 Q4 (Apr – Jun) OKRs

OBJECTIVES

12-month

Steward Trust to Keep the Community Safe

Activate Vibrant Spaces for People to Access Opportunity + Services

Welcome the Community through Inclusion + Belonging

Actual Key Results **8** **2** **0**

100% goal met > 65% goal met < 65% goal met

KEY RESULTS

3-month

- Bring forward final recommendations from the Reimagining Public Safety Community Advisory Committee to the City Council
- Develop a diversity, equity, and inclusion training plan for the Police Department
- Make traffic safety improvements at 5 locations
- Make improvements to deter sideshow activities at 6 locations
- Implement weekly encampment trash service at 100% of sites in City jurisdiction and interagency partners
- Develop, plan, and implement children and youth focused programs and services for the summer and plan for academic year of 2022-2023
- Receive and respond to Auditor's Report on the Children and Youth Bill of Rights audit
- Deploy "Illegal Fireworks" and "Eviction Prevention" services in SJ311 app
- Deploy a dashboard to measure SJ311's equity performance
- Conduct a 2-part racial equity training with 100% of City workforce (full-time and part-time benefitted, non-sworn)

Enterprise Priority	Initiative					
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

5. Clean, Vibrant, + Inclusive Neighborhoods + Public Life

OBJECTIVES

12-month

Clean the City's Public Spaces

Activate Vibrant Spaces for People to Access Opportunity + Services

Welcome the Community through Inclusion + Belonging

ANNUAL KEY RESULTS
(definitions of done)

12-month

Children + Youth Services Master Plan	<ul style="list-style-type: none"> Complete development of the Children and Youth Services Master Plan 90% of youth participants make healthier decisions as a result of their participation in summer camps and after school programs 90% of library program/class participants whose knowledge or skills have increased or improved (SJ Aspires) Increase access for 1,316 children and youth from low-income and vulnerable families to services and programs
Education, Digital Equity, + Digital Literacy	<ul style="list-style-type: none"> 30,000 unique logins per month in each active Community WiFi network 90% of library program/class participants whose knowledge or skills have increased or improved (SJ Learns)
BeautifySJ Encampment Services	<ul style="list-style-type: none"> 80% of encampment inquiries are responded to within 3 weeks 80% of encampments in the City receiving on-time trash services Implement Phase 1 of new data management system for the encampment management system and outreach services
BeautifySJ Vehicle Blight	<ul style="list-style-type: none"> Design, fund, and contract an interim service/solution to handle 100% of priority biowaste cases Complete design, budgeting, and coordinated vehicle blight response system implementation
Child Care Siting Policy Update	<ul style="list-style-type: none"> Expand facility childcare space by 3,000 square feet and 50 children through a payment to 777 West San Carlos facility developer
Other Initiatives	<ul style="list-style-type: none"> 56 parks activated increase community connection, sense of identity, and belonging (Viva CalleSJ) 75% of participants report an increase in their sense of identity and belonging (Viva CalleSJ) 75% of participants report an increase in community interactions (Viva CalleSJ) 50% of Welcoming San Jose Plan strategies are implemented which will result in improved sense of inclusion and belonging by foreign born residents (Welcoming San José) 500 participants from across the US attend the Welcoming Interactive conference in the spring 2023 (Welcoming San José) Restore and enhance senior services activities to reduce social isolation (Senior Services) Restore and enhance therapeutics services at Grace, Mayfair, Camden, Bascom, and Seven Trees Community Centers (ADA / Therapeutics)

5. Clean, Vibrant, + Inclusive Neighborhoods + Public Life

2023 Q1 (Jul – Sep) OKRs

OBJECTIVES

12-month

Clean the City's Public Spaces

Activate Vibrant Spaces for People to Access Opportunity + Services

Welcome the Community through Inclusion + Belonging

Planned Key Results: 10 total goals

KEY RESULTS

3-month

- Complete encampment abatement at Spring and Hedding at Guadalupe Gardens
- Submit RV biowaste removal and disposal proposal
- Launch encampment concerns intake form
- Relaunch quarterly visual assessments
- Plan and develop funding and procurement options for biowaste handling
- Complete initial design of vehicle blight response system
- Launch 29 child care programs for up to 1,250 students (grade K-8) at two City Youth Centers, three Community Centers, and 24 schools
- Launch 22 San José Recreation Preschool classes for up to 348 children (ages 3-5) across 14 Community Centers and parks
- Complete Construction in Independence and Andrew P. Hill Community WiFi areas
- Award Construction contracts for Mt. Pleasant and Silver Creek Community WiFi areas
- Allocate Childcare Tenant Improvement Fund award of \$247,500 to the 777 West San Carlos affordable housing project to effectuate development of a 3,000 sf licensed childcare space on site, planned to serve up to 50 children
- Expand awareness of digital equity and education resources through alignment with Promotores

Enterprise Priority	Initiative					
Clean, Vibrant, + Inclusive Neighborhoods + Public Life	Children + Youth Services Master Plan	Education, Digital Equity, + Digital Literacy	BeautifySJ Encampment Trash Services	BeautifySJ Vehicle Blight	Child Care Siting Policy Update	

5. Building the San José of Tomorrow with a Downtown for Everyone

2022 Q4 (Apr – Jun) OKRs

OBJECTIVES

12-month

Plan + Create Diverse, Inclusive, + Livable Urban Places

Connect the Community through Multi-Mode Solutions

Create Clear, Consistent, Effective Development Processes

Actual Key Results **6** **1** **2**

100% goal met > 65% goal met < 65% goal met

KEY RESULTS

3-month

- Approve rezonings of approximately 1,000 City lots in growth areas to align zoning and General Plan
- Adopt an ordinance to establish the Community Advisory Committee for the Community Stabilization and Opportunity Pathways Fund (Google community benefit)
- Continue development and environmental review processes for the entitlement of 13 Downtown and 4 Outside Downtown major real estate projects
- Approve amendment to North San José Development Area Policy and related documents to advance development in North San José

- Release the Downtown Transportation Plan to solicit public input for upcoming growth and investments in Downtown
- Award tunneling contract for BART Silicon Valley extension from Berryessa/North San José into East and Downtown San José

- Complete development for SJPermits v2.1.0 to enable customers to submit their applications online
- Complete development of electronic plan review and submission software for Building Division
- Onboard two new Diridon team members to manage Downtown West budget and administrative process and to implement district-wide projects

Enterprise Priority	Initiative						
Building the San José of Tomorrow with a Downtown for Everyone	Align Zoning with General Plan	Development Services Process Improvements	Google Downtown West Development	Major Real Estate Development Projects	BART + High-Speed Rail Strategy	North San José Strategy	

6. Building the San José of Tomorrow with a Downtown for Everyone

OBJECTIVES

12-month

Build an Affordable Housing Market

Plan Diverse, Inclusive, and Livable Urban Places

Connect the Community through Multi-Mode Solutions

Create Clear, Consistent, Effective Development Processes

ANNUAL KEY RESULTS
(definitions of done)

12-month

Align Zoning with General Plan	<ul style="list-style-type: none"> Complete re-zonings of approximately 7,000 parcels to align with General Plan
Development Services Process Improvements	<ul style="list-style-type: none"> Complete the SJPermits Application Wizard to assist customers in their online application process Pilot Building Inspection Streamline Program to conduct sample inspections for low-risk inspections for customers who consistently pass inspection
Google Downtown West Development	<ul style="list-style-type: none"> Complete the horizontal conformance review process for Phase 1 Downtown West construction to enable site work and infrastructure improvements Complete the appointment process for the Community Stabilization and Opportunities Pathway Fund Commission and begin regular meetings Complete the outreach process to generate recommendations for Gardner Community Center programming (\$1 million)
BART Silicon Valley Extension	<ul style="list-style-type: none"> Review VTA BART Construction Package 2: Tunnel and Trackwork design with Construction Outreach Mitigation Plan for permit Review plans for VTA Cinnabar Parking Garage to enable surface lots near Diridon Station to be prepared for construction staging
Airport Connector + Diridon Station	<ul style="list-style-type: none"> Enter into pre-development agreement with at least one private partner for the Airport Connector Award contract by December 2022 and initiate business case for Diridon Station
North San José	<ul style="list-style-type: none"> Complete identification of additional housing sites Complete rezoning and General Plan amendments for additional housing sites (affordable and market-rate) Complete North San Jose Affordable Housing Implementation Plan
High-Speed Rail	<ul style="list-style-type: none"> Certify the Final Environmental Impact Report for the San Francisco – San José segment of the California High-Speed Rail project Initiate consultant work on grade separations for Monterey Corridor (funded by \$7.5 million federal Consolidated Rail Infrastructure & Safety Improvements grant)
Wage Theft Prevention Policy + Responsible Contractor Ordinance	<ul style="list-style-type: none"> Complete revised Wage Theft Prevention Policy Complete draft Responsible Contractor Ordinance
Affordable Housing on Assembly Use Sites Policy (YIGBY)	<ul style="list-style-type: none"> Complete the environmental analysis and policy development for Affordable Housing on Assembly Use Sites (YIGBY)

6. Building the San José of Tomorrow with a Downtown for Everyone

2023 Q1 (Jul – Sep) OKRs

OBJECTIVES

12-month

Build an Affordable Housing Market

Plan Diverse, Inclusive, and Livable Urban Places

Connect the Community through Multi-Mode Solutions

Create Clear, Consistent, Effective Development Processes

Planned Key Results: 15 total goals

KEY RESULTS

3-month

- Select an affordable housing developer for the Autumn Street Parcels site that Google conveyed to the City as a community benefit
- Finalize the transportation analysis scope for the CEQA review of YIGBY policy update
- Release the draft 2023-2031 Housing Element for public comment

- Approve rezonings of approximately 1,300 City lots in growth areas to align zoning and general plan
- Adopt an ordinance to establish the Community Stabilization and Opportunity Pathways Fund Commission for Google community benefits

- Complete Owner’s Advisor Agreement for BART and Downtown West Geotechnical Consultant
- Advance VTA CoOp #2 Agreement to allow BART to cover Tunnel and Trackwork design and permitting costs
- Enter into agreement with ≥1 private partner for the Airport Connector
- Certify the Final Environmental Impact Report for the San Francisco – San José segment of the California High-Speed Rail project

- Release SJPermits v2.1.0 to enable customer to submit their applications online for Fire Prevention, Public Works, and Planning
- Onboard two new Diridon and Downtown West team members
- Identify wage theft data sources and analyze state wage theft judgements for impacts to City procurement

Enterprise Priority	Initiative								
Building the San José of Tomorrow with a Downtown for Everyone	Align Zoning with General Plan	Development Services Process Improvements	Google Downtown West Development	BART Silicon Valley Extension	Airport Connector + Diridon Station	North San José	High-Speed Rail	Wage Theft Prevention Policy + Responsible Contractor Ordinance	Affordable Housing on Assembly Use Sites Policy (YIGBY)

7. Strategic Fiscal Positioning + Resource Deployment

2022 Q4 (Apr – Jun) OKRs

OBJECTIVES

12-month

Support + Respond to Community Needs

Build, Improve, + Sustain Inclusive Fiscal Practices

Steward + Safeguard Public Resources

Actual Key Results **12** **0** **0**

100% goal met > 65% goal met < 65% goal met

KEY RESULTS

3-month

- Secure \$10m in State funding to support Housing and Vision Zero initiatives that have already been championed by State delegation members
- Advocate for and secure a second State earmark aligned with legislative priorities
- Submit 7 Federal earmark funding requests for community projects that are aligned with the Strategic Project List, Legislative Priorities, and Federal Guidance on Community Project Requests
- Advocate for key legislation with regard to Emergency Preparedness Funding and ADA-specific financial assistance for small businesses
- Develop and execute advocacy strategy in support of Federal RAISE grant that will assist in the transformation of Diridon station
- Present Procurement Improvement Status Report to Smart Cities and Service Improvements Committee and City Council
- Achieve 75% of staff rating the Budgeting for Equity worksheet as “Helpful” in embedding racial equity implications into decision-making
- Approve a 2022-2023 City Roadmap to focus the City on its most critical change initiatives
- Achieve 75% green status of Q4 City Roadmap Key Results by supporting Executive Sponsors
- Secure City Cybersecurity: operational activities*
- Pension Obligation Bond Analysis: validation work in process
- Develop a Pension Funding Policy for Council consideration in fall 2022

*Key Results regarding this initiative are confidential

Enterprise Priority	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	

7. Strategic Fiscal Positioning + Resource Deployment

OBJECTIVES

12-month

Support + Respond to Community Needs with Sound Fiscal Practices

Build, Improve, + Sustain Inclusive Fiscal Practices

Focus the City on Priorities and Performance

ANNUAL KEY RESULTS
(definitions of done)

12-month

Emergency Fiscal Recovery + Planning	<ul style="list-style-type: none"> Accounted for and expended 50% of Recovery funds Submit all recovery-related FEMA reimbursement requests Complete written procedures for emergency fiscal recovery Create a grants administration group on a permanent basis
Outcomes, Equity Indicators, + Performance Management	<ul style="list-style-type: none"> Reassess outcomes, equity indicators, and performances measures of the existing structure of one pilot City Service Area and one Enterprise Priority Define Outcomes for one pilot Enterprise Priority Develop equity indicators and baselines for one pilot CSA and one Enterprise Priority Reassess/refresh the overall dashboard reporting method for one pilot CSA and one Enterprise Priority
Disparity Study	<ul style="list-style-type: none"> Contract a vendor and begin disparity study development towards the goal of more equitable procurement and small business development Complete statistical analysis and vendor interviews to identify potential barriers that local minority-, women-, and veteran-owned businesses face in procurement processes Provide an informational memorandum update to Council by winter 2022
Advancing Equity through Culture + Practice	<ul style="list-style-type: none"> Conduct and deliver 4 racial equity trainings/workshops 80% of workforce engaged are clear about their role in advancing racial equity, diversity, and inclusion at the City of San José 80% of workforce engaged are able to apply learning from training/workshops to their work 80% of Departments have completed racial equity activities and 150 activities are marked as complete
Procurement Improvement	<ul style="list-style-type: none"> Hire 1 Senior Analysts and 2 Analysts based on staffing level recommendations Update Muni Code to increase the competitive procurement threshold to account for inflation and modify the Local Business Enterprise preference program to focus on companies that prioritize San José Update informal procurement processes Update cooperative agreements Re-design procurement website and update procurement guide

7. Strategic Fiscal Positioning + Resource Deployment

OBJECTIVES

12-month

Support + Respond to Community Needs with Sound Fiscal Practices

Build, Improve, + Sustain Inclusive Fiscal Practices

Focus the City on Priorities and Performance

Planned Key Results: 9 total goals

■ 100% goal met
 ■ > 65% goal met
 ■ < 65% goal met

KEY RESULTS

3-month

Complete initial FEMA reimbursement request for reimbursement of funds spent during emergency response efforts

- Contract a vendor and begin disparity study development
- 15 Departments with active Racial Equity Action Plans to apply equity in service delivery
- Complete 50 racial equity activities from City Departments to increase equity culture and practice
- 80% of City leadership that participate in the Racial Equity Study Session are clear about their role in advancing racial equity, diversity, and inclusion at the City of San Jose
- Conduct 3 racial equity informational workshops to build stakeholder culture and practice

- Approve an Outcomes, Equity Indicators, and Performance Management Executive Brief and build a leadership team
- Achieve 80% green status of Q1 City Initiatives Roadmap Key Results by supporting Executive Sponsors
- Hire 1 Senior Analyst and 2 Analysts positions based on procurement improvement recommendations to increase staffing levels

Enterprise Priority Foundational	Initiative				
Strategic Fiscal Positioning + Resource Deployment	Emergency Fiscal Recovery + Planning	Outcomes, Equity Indicators, + Performance Management	Disparity Study	Advancing Equity through Culture + Practice	Procurement Improvement

8. Powered by People

2022 Q4 (Apr – Jun) OKRs

OBJECTIVES

12-month

Build Processes that Work for People

Nurture Employee Growth, Safety, + Wellness

Bust Down Silos to Build Trust + Transparency

Actual Key Results

11 1 3

100% goal met

> 65% goal met

< 65% goal met

KEY RESULTS

3-month

- Identify department representative and initiate data collection for Continuity of Operations Plan
- Implement 5 process improvements for Benefits Leave Administration
- Deliver 6 business process automation workflows to increase City service efficiency and effectiveness
- Develop Easy Employee Onboarding Workflow Prototype

- Revise the employee health services program strategy to incorporate staffing changes
- Identify 20 participants for core implementation teams for Trauma-Informed Resilience-Oriented Culture Building strategies in 3 additional departments
- Analyze workforce retention pilot results and recommendations for scaling employee experience conversations
- Conduct a Community of Practice pilot for Human-Centered Design
- Approve a qualified vendors list for organization training and development services in partnership with the Office of Racial Equity
- Implement 10 changes to Minimum Qualifications (MQs) that drive workforce diversity

- Advertise re-bid procurement for audiovisual system upgrades in Council Chambers and Committee Rooms
- Add Granicus high-definition streaming feature improvement to City's current contract
- Develop a signed project charter for OneCity Workplace employee digital workspace to enable a more effective distributed workforce
- Launch a citywide analyst I/II recruitment to identify candidates for citywide analyst vacancies
- Hire 200-270 positions for citywide vacancies

Enterprise Priority
Powered by People

Project					
Continuity of City Services	Safe Workplace	Employee Health + Wellness	Drive to Digital	Effective Teams	

Strategy
City Workforce Diversity + Skill Building

Policy

8. Powered by People

OBJECTIVES

12-month

Build Processes that Work for People

Recruit and Retain a High-Performing Workforce

Nurture Employee Growth, Safety, and Wellness

Bust Down Silos and Deliver Excellent Customer Service

ANNUAL KEY RESULTS
(definitions of done)

12-month

Workforce Diversity + Talent Pipeline	<ul style="list-style-type: none"> • Conduct at least 9 events in partnership with SJSU • Implement 40 classifications and qualifications changes that drive workforce diversity • Create a City Fellowships Hub
Citywide Hiring	<ul style="list-style-type: none"> • Reduce the City's vacancy rate to at or below 10% • 100% of citywide quarterly hiring goals met • Update Employment communication SharePoint site and create an "Employment News" section • Complete procurement for a new application system and begin implementation
Wellbeing, Growth, + Retention	<ul style="list-style-type: none"> • 67% of employees hired in the last three years that are still with the City • Execute 20 Master Agreements with top priority vendors, at least 5 of which have the expertise and experience to integrate racial equity into trainings • Engage 250 mid-level supervisors in conducting employee experience conversations with their staff • Engage 300-400 employees in a Citywide Mentorship Program • Publish a Wellness Policy and complete outline of a Wellness Program that focuses on mental health and wellbeing
Digital Workforce	<ul style="list-style-type: none"> • 65% decrease in processing time for City administrative workflows through business process automation • Achieve 100% reliability for public participation in Council Chambers and Committee Rooms through an audio-visual rebuild, agenda and meeting management system implementation, and broadcast systems replacement • Refit 30 primary Conference Rooms and complete training to support a hybrid use by City workforce • Complete design, budget plan, and procurement of platform to support work, collaboration, and learning for a hybrid workforce
Customer Service Vision + Standards	<ul style="list-style-type: none"> • Adopt a Customer Service Vision and Standards • Implement 10 "quick win" recommendations to improve customer service citywide • 5% increase in overall customer satisfaction based on the Community Opinion Survey

8. Powered by People

OBJECTIVES

12-month

Build Processes that Work for People

Recruit and Retain a High-Performing Workforce

Nurture Employee Growth, Safety, and Wellness

Bust Down Silos and Deliver Excellent Customer Service

Planned Key Results: 18 total goals

■ 100% goal met
 ■ > 65% goal met
 ■ < 65% goal met

KEY RESULTS

3-month

- Assess the effectiveness of 5 changes initiated to modernize the hiring process
- Deliver 5 new business process automation workflows to increase City service efficiency and effectiveness
- Enhance 3 existing business process automation workflows to increase City service efficiency and effectiveness
- Complete ≥ 20 conference rooms and training for use by staff

- Identify 5-10 revisions for hiring requirements to drive workforce diversity
- Agree with SJSU on core activities to increase City exposure and reach with students and Faculty
- Hire 198-292 benefitted, budgeted FTEs through Citywide Agile Hiring
- Onboard 2 Fellows and 12 Cristo Rey students to the City
- Recruit 25 mid-level supervisors citywide to learn about and conduct employee experience conversations
- Recruit 300-400 participants for a six-month City Mentorship program

- Conduct a Study Session Trauma-Informed, Resilience-Oriented Culture Study Session
- Complete a Summer Wellness Challenge for 800+ employees
- Conduct a survey and focus groups to inform a re-launch of Employee Resource Groups
- Conduct orientation with 40 Learning and Development vendors to set engagement, learning, and other expectations
- Contract 5 vendors with expertise to deliver racial equity trainings

- Identify a data reporting roll-out strategy with Departments for access to disaggregated workforce data
- Complete Request for Information and procurement requirements for OneCity Workplace
- Conduct a Customer Service Vision Discovery phase with 250 interviews
- Create a set of personas and customer journey maps to identify opportunities for improving City services customer experience

Enterprise Priority Foundational		Initiative				
Powered by People	Workforce Diversity + Talent Pipeline	Citywide Hiring	Wellbeing, Growth, + Retention	Digital Workforce	Customer Service Vision + Standards	

Lessons Learned and Path Forward

- Formulate first draft of Roadmap before Budget Study Sessions
- Pivot to key outcomes in addition to key outputs
- Pilot “Outcomes, Equity Indicators, and Performance Management” year 1 and then scale in future years
- Continuously evaluate capacity and progress

Leadership Team Appreciation

With gratitude to the countless City staff who power the City Initiatives Roadmap, including the leadership of Executive Sponsors, Senior Staff, Initiative Leads:

Alex Powell
Alvin Galang
Andrea Flores Shelton
Andrea Truong
Angel Rios
Ann Grabowski
Aurelia Bailey
Avi Yotam
Blage Zelalich
Carlos Velazquez
Carolina Camarena
Chris Burton
Chris Hickey
Claudia Chang
Dolan Beckel
Erica Garaffo
Erik Chiarella Jensen
German Sedano
Hal Spangenberg

J. Guevara
Jacky Morales-Ferrand
James Stagi
Jay McAmis
Jeff Ruster
Jennifer Cheng
Jennifer Maguire
Jennifer Schembri
Jessica Zenk
Jill Bourne
Jim Shannon
John Ristow
Jon Cicirelli
Julia Cooper
Julie Benabente
Khaled Tawfik
Katherine Brown
Kelli Parmley
Kerry Adams-Hapner

Kerrie Romanow
Kip Harkness
Lam Cruz
Laura Buzo
Lee Wilcox
Lily Lim-Tsao
Lisa Joiner
Lori Mitchell
Lori Severino
Luz Cofresi-Howe
Marcelo Peredo
Maria De Leon
Martina Davis
Matt Cano
Matt Loesch
Michael Brilliot
Michelle Ornat
Nanci Klein
Napp Fukuda

Neil Rufino
Omar Passons
Peter Hamilton
Rachel VanderVeen
Ragan Henninger
Ray Riordan
Rob Lloyd
Robert Manford
Rosalynn Hughey
Sarah Zarate
Steve Donahue
Uyen Mai
Zack Struyk
Zane Barnes
Zulma Maciel
And many more...

3.5 City Initiatives Roadmap Fourth Quarter 2021-2022 Update Report

September 27, 2022

Dolan Beckel, Chief of Staff for the City Manager

Erik Chiarella Jensen, Assistant to the City Manager

Rosalynn Hughey, Deputy City Manager

Rob Lloyd, Deputy City Manager

Kip Harkness, Deputy City Manager

Angel Rios, Deputy City Manager

Jim Shannon, Director, Budget Office

Jennifer Schembri, Director, Office of Employee Relations, Human Resources