Item 3.1
City Manager's COVID-19 Update

Dave Sykes, City Manager
Kip Harkness, Deputy City Manager, Emergency Operations Center Director
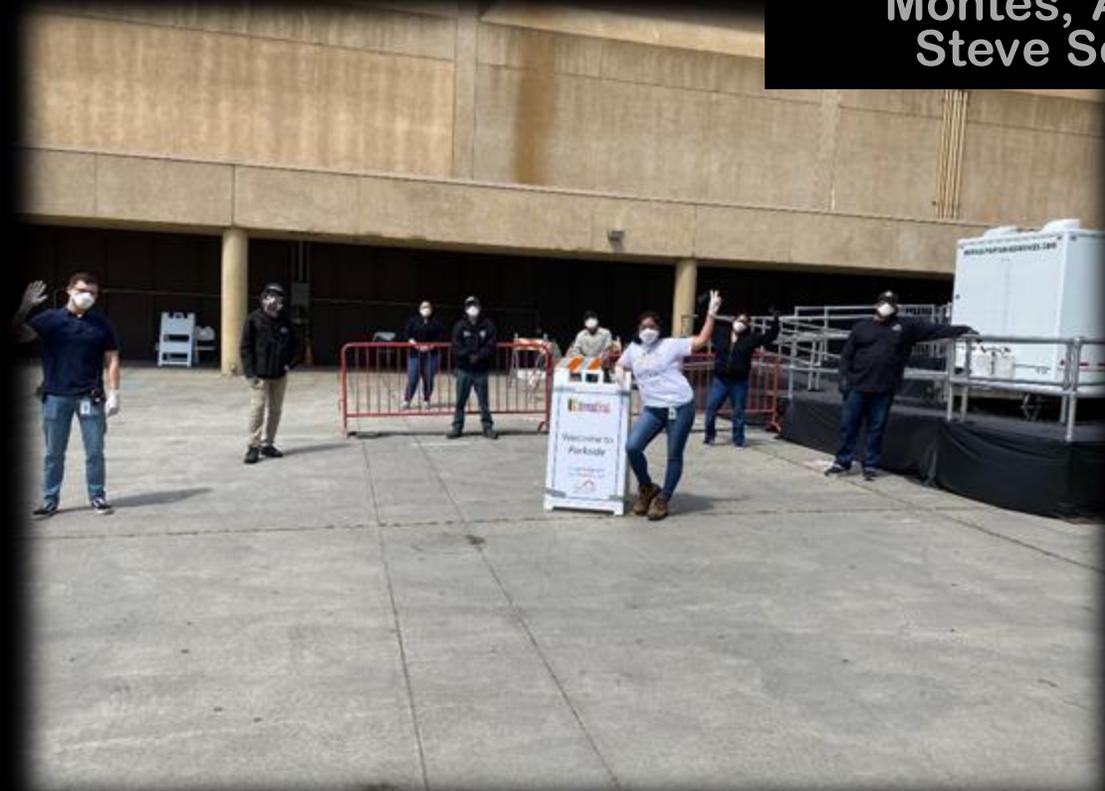Lee Wilcox, Chief of Staff, Emergency Operations Center Director

September 1, 2020

City Manager's COVID-19 Update
September 1, 2020

- ❑ **Fire Update**

- ❑ **EOC Update**

- ❑ **Digital Inclusion Update**

- ❑ **Homeless Support and BeautifySJ Update**

Fire Update – Situation Status
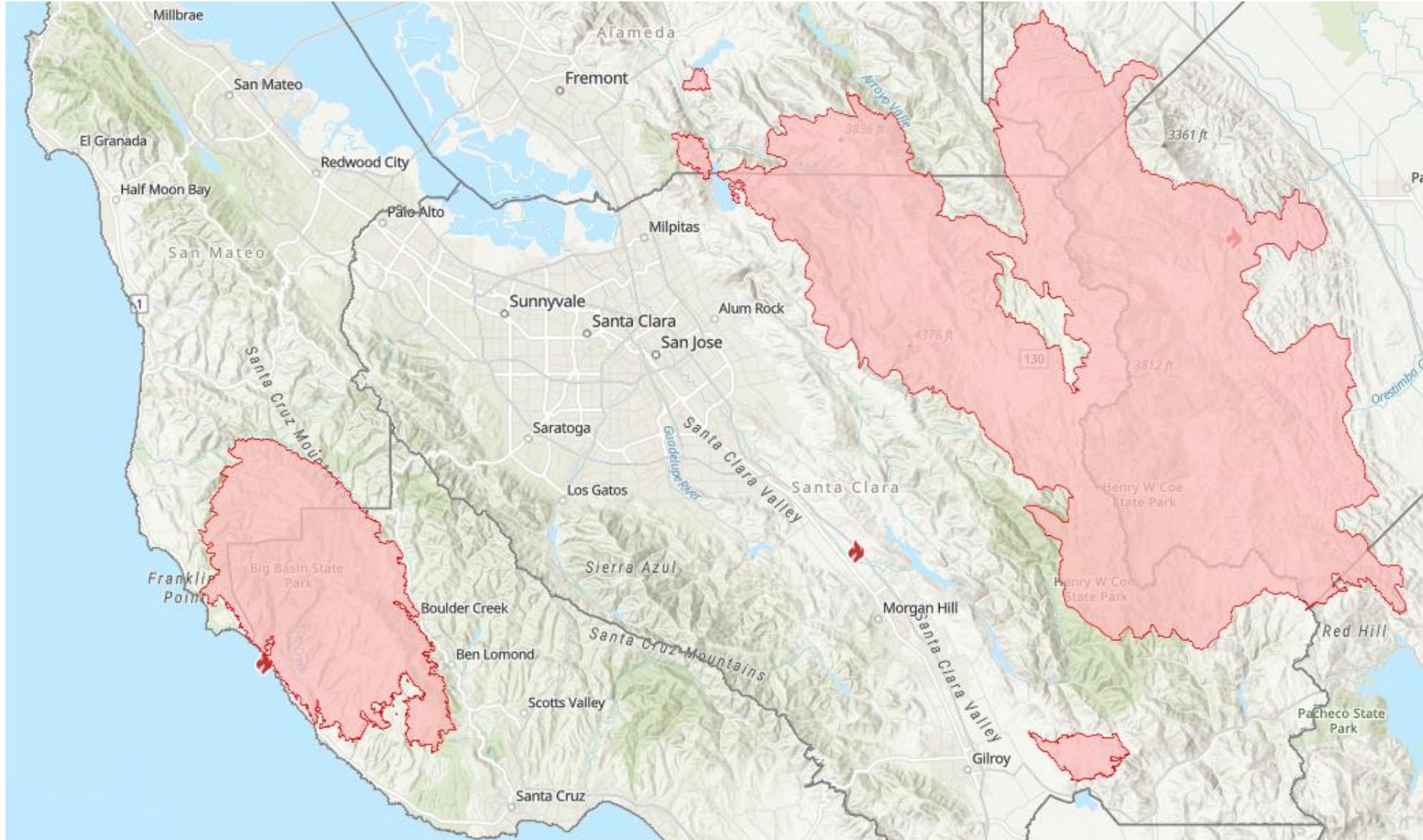
California Blueprint for a Safe Economy – Risk Tiers

Effective August 31

County risk level	New cases	positive tests
WIDESPREAD Many non-essential indoor business operations are closed	**More than 7** daily new cases (per 100k)	**More than 8%** positive tests
SUBSTANTIAL Some non-essential indoor business operations are closed	**4 - 7** daily new cases (per 100k)	**5 - 8%** positive tests
MODERATE Some indoor business operations are open with modifications	**1 - 3.9** daily new cases (per 100k)	**2 - 4.9%** positive tests
MINIMAL Most indoor business operations are open with modifications	**Less than 1** daily new cases (per 100k)	**Less than 2%** positive tests

Why A New Framework?
- COVID is not going away, so we need a framework until there is a vaccine
- Ensure uniform framework that is statewide, simple, slow, stringent

How Does It Work?
- 4 tiers, determined by 2 metrics
- 21-day wait period to move tiers
- To advance a tier, County needs to meet metrics of next tier for 2 weeks

What Changes For Us Right Now?
- We are in Tier 1 – Widespread
- Can newly open, with modifications:
  - Hair salons & barbershops
  - Retail & malls (25% capacity)

For more: covid19.ca.gov

We will move together through recovery to resilience in the same way

Lower risk of infection, greater public health capacity, fewer restrictions →

Move back into work and life | **Vaccine scaling** | **New normal, prepare for next pandemic**

CITY OF SAN JOSE COVID-19 Response Stages	**Stage 6** Initial Reopening No Vaccine	**Stage 7** Expanded Reopening No Vaccine	**Stage 8** Near Full Reopening No Vaccine	**Stage 9** Full Reopening - Vaccine Scaling	**Stage 10** New Normal - Prepare for Next
California Statewide County Risk Levels	Tier 1 - Widespread	Tier 2 – Substantial	Tier 3 – Moderate Tier 4 - Minimal		
What happens in this Stage?	Shelter-in-place orders begin to ease, begin limited reopening of City services that were shut down	Shelter-in-place eased considerably, wide resumption of City services and facilities	Further easing of remaining restrictions, expansion of City services and facilities toward normal operations	City functions, City operations, businesses, and communities return to near complete normalcy	Iterative planning and preparation for the next pandemic

↑
WE ARE HERE

Slow and reduce the spread of COVID-19, and support our most at-risk people

Roadmap through the Epidemic: City Response – Highest Priority Actions

1. Compliance with Public Health Orders ("Shelter in Place")

+ Education, enforcement and engagement

2. Continuity of Essential City Services

+ Ensuring essential services are provided safely for the duration of the epidemic

3. Support for At-Risk Communities and Populations
   - Food & Necessity Distribution and Feeding
     - Senior Support and Services
     - Medically At-Risk Support and Services
   - Homeless Support and Services (Shelter Delivery and Quarantine)
   - Local Assistance for:
     - Individuals and Families
     - Small Business and Non-Profit Support

+ County wide food distribution, focusing first on the most at-risk and then, scale and sustain
+ Support seniors in isolation
+ Support medically at-risk populations in isolation
+ Increase shelter, hygiene services and health support to homeless population
+ Local assistance for individuals and families
+ Support small businesses and develop understanding of new forms of assistance (e.g. SBA) and begin to operationalize

4. Powered by People – Support our people so they can act
   - Ensure Safety of City Staff Performing Essential Services
   - Families Support for City Staff Performing Essential Services (including childcare)
   - Redeploying Staff to Essential Services and Response

+ Support safety of City Staff performing essential services
+ Prioritize testing, child care, and other support services for staff performing essential services
+ Temporarily re-assign staff in non-essential services to essential or emergency management functions

Enabling Actions Supporting the Response

5. Silicon Valley Strong Campaign

+ A public campaign amplifying public health messages, raising funds, and volunteers

6. Communications and Engagement with Community

+ Messaging to broader community with focus on engaging our most at-risk communities in multiple languages

7. Funding and Cost-Recovery
   - Maximizing Cost-Recovery (CalOES and FEMA)
   - Securing Funding State, Federal and Private Grants

+ Coordinated approach to federal, state, local, and privately raised funds with a focus on effective response and cost recovery for the City organization

8. Future Planning

+ Understanding future trajectory and impacts of COVID-19

Digital Inclusion Update

Jill Bourne, EOC Digital Inclusion Branch Director, City Librarian

Digital Inclusion Priority

Lack of Access to Digital Connectivity, Tools, and Resources:

- Isolates residents from accessing critical services;

- Inhibits communication and engagement;

- Disrupts educational opportunities and progress; and

- Exacerbates existing social and economic inequities.

COVID-19 DI Expenditure Plan

Project	City Allocation	CDBG Fund	Coronavirus Relief Fund	General Fund
Community WiFi Partnership w/ ESUHSD	**$3,750,000**	$2,000,000		$1,750,000
Community WiFi Partnership w/ ESUHSD – Additional Access Nodes	**$500,000**			$500,000
Subtotal Community WiFi	***$4,250,000***			
Outdoor WiFi at Libraries, Community Centers, and Parks	**$457,381**		$457,381	
Hotspots for Students and Residents	**$3,430,000**		$3,430,000	
Devices (Refurbished or New)	**$100,000**		$100,000	
Total	**$8,237,381**	***$2,000,000***	***$3,987,381***	***$2,250,000***

Emergency Fund Distribution | Devices

Local Education Agency	CRF Direct Allocation	Donor Funded Allocation
Alum Rock Union School District		$194,000
Franklin-McKinley School District		$230,000
Mt. Pleasant Elementary School District	$100,000	
Oak Grove School District	$74,000	
Rocketship Public Schools		$100,000
TOTAL	**$174,000**	**$524,000**

AT&T Student Hotspot Distribution

8,281 SJ Access hotspot devices have been distributed to:

- Alum Rock Union School District
- Berryessa Union School District
- Cambrian School District
- Campbell Union High School District
- Campbell Union School District
- Cupertino Union School District
- Evergreen Elementary School District
- Franklin-McKinley School District
- Luther Burbank School District

- Moreland School District
- Morgan Hill Unified School District
- Mt. Pleasant Elem. School District
- Oak Grove School District
- Orchard School District
- Rocketship Public Schools
- San Jose Unified School District
- Santa Clara County Office of Education

4,757: Newly reported requests - representative of unmet needs across 25 Districts/Charters, including 12 not currently represented on this list

AT&T Student Hotspot Distribution

Overwhelmingly positive feedback regarding SJ Access hotspot device:

- **LEA partners report that other hotspots purchased are lower performing and families are requesting higher performing SJ Access device**

- **For the most part, the SJ Access device provides a connectivity solution for the entire household** (a single device enables multiple students in a household to participate in distance learning)

- **Fewer than 1% of the 8,281 devices have required troubleshooting by SJPL or AT&T** – only 16 devices (approx. 0.2%) required high-level technical assistance

- **LEA technical support staff report that they've been able to troubleshoot most issues over the phone or in house** – Confirming that preset configurations ensure the devices function as intended and that most issues require a simple reboot

AT&T Public Hotspot Distribution

2,700 Hotspots to be distributed to the public through the following channels:

~1,000 Direct Student Distribution

- Districts in existing distribution program to refer students to SJPL branches for check-out
- If second order: will replace device with student device
- If no second order: student will loan for academic year

~600 Self Sufficiency Programs at SJPL

- Career Online High School
- Partners in Reading
- Citizenship Programming
- Early Education Workforce Development

~700 Partner Program Referral

- Orgs to refer clients to SJPL for checkout
- DIF Grantees
- Community Organizations serving vulnerable populations

~400 General Check Out at SJPL Branches

- Not reservable
- Available at Branches open for Express and Device Check-Out
- Quantity available reflective of equity data on connectivity

Community Engagement

Aligning DI efforts to support distance learning

- **The Connectivity, Digital Inclusion and Access series organized with Santa Clara County Office of Education gathers information on distance learning needs for San José's students and provides information on partnerships like Access East Side Wi-Fi and the Digital Inclusion Fund.**
  - Attended by school and district leadership, DIF grantees, CBOs, City government representatives and technology stakeholders throughout the County

- **Presentation to the Digital Equity Coalition about SJ Access and the Library's school supportive resources and programming**
  - Student Library Card
  - Virtual Homework Club
  - Virtual Class Visits by a Librarian
  - Digital Literacy Classes

Community Engagement

Aligning DI efforts to support distance learning – focus on connectivity

- **Project Overview, Distribution Support, and Technical Trainings for the SJ Access Student hotspot devices**
  - In partnership with SCCOE, the City hosted 3 virtual meetings for all 17 local education agencies (LEAs) engaged in the project to date

- **Ongoing Support for the SJ Access Student hotspot devices – the City is committed to:**
  - Provide ongoing technical assistance
  - Maintain the project website (SJ Access)
  - Monitor device usage and coordinate with LEA staff to identify persistent connectivity issues
  - Create monthly reports to LEA staff upon request, to support efforts to understand levels of student engagement

Enhance Indoor + Outdoor Wi-Fi at City Facilities

Community Centers & Parks

- Alma Community Center**
- Alum Rock Youth Center**
- Almaden Community Center
- Bascom Library & Community Center
- Berryessa Community Center
- Camden Community Center
- Evergreen Community Center
- Mayfair Community Center
- Roosevelt Community Center
- Seven Trees Community Center & Library
- Southside Community Center
- Starbird Community Center*
- Welch Community Center*
- Willow Glen Community Center

* Indoor Wifi only

** Not used for Distance Learning

Libraries

- Educational Park Branch
- Biblioteca Latinoamericana
- Dr. Roberto Cruz Alum Rock Branch
- Bascom Library & Community Center
- Hillview Branch
- Evergreen Branch
- Joyce Ellington Branch
- East San Jose Carnegie Branch
- Alviso Branch

> **Approved funding: $457,381 (June 23, 2020)**
> **Additional Costs:**
> 1. **$256,260 for Public Works Design and Construction support, Contingency**
> 2. **$11,280 Bandwidth Increases**

Partner w/ ESUHSD for Access Eastside Community Wi-Fi Buildout

ESUHSD Attendance Area	ESUHSD & ESA Funding	Grant Funds (CDBG)	City Commitment
James Lick	$650,000		
Overfelt	$650,000		
Yerba Buena	$1,997,242		
Independence	$650,000	$1,000,000	$250,000
Oak Grove	$650,000	$1,000,000	$250,000
Andrew P. Hill	$650,000		$1,250,000
Silver Creek	$1,900,000		
Mt. Pleasant	$1,900,000		
Additional Wireless Access Nodes			$500,000
Total	**$9,047,242**	**$2,000,000**	**$2,250,000**

Partner w/ ESUHSD for Access Eastside Community Wi-Fi Buildout

ESUHSD Attendance Area	Procurement	Planning and Design	Under Construction	Open for Public Use	Timeline for Completion
James Lick				⭐	--
Overfelt				⭐	--
Yerba Buena			Sept. 2020	Jan. 2021	
Independence*		Dec. 2020	Aug. 2021	Nov. 2021	
Andrew P. Hill*		Jan. 2021	Sept. 2021	Feb. 2022	
Oak Grove*		May 2021	Mar. 2022	Sept. 2022	
Silver Creek	Pending MOU				
Mt. Pleasant	Pending MOU				
Additional Wireless Access Nodes		Varies			

* Schedule pending vendor selection

Next Steps

Pursue Options for Acquiring Additional Hotspots

Continue Direct Technical Support to School Districts

Continue Distribution of Emergency Donations to Digital Inclusion Fund

Initiate Construction on Indoor/Outdoor Wi-Fi Enhancements at City Facilities

Complete Yerba Buena Community Wi-Fi Buildout

Access East Side Wi-Fi Vendor Selection (Requires City Council Approval)

ESUHSD to Finalize MOU with East Side Alliance

Homeless Support and BeautifySJ Update

Jim Ortbal, EOC Operations Section Coordinator, Deputy City Manager

Ragan Henninger, Deputy Director, Housing Department

Rick Scott, Deputy Director, Department of Transportation

Sarah Zarate, Assistant to the City Manager, City Manager's Office

EOC Organizes to Respond to Intersecting Crises (Pandemic and Shelter)

Homeless Support Branch

Emergency Interim Housing Branch

BeautifySJ Response Branch
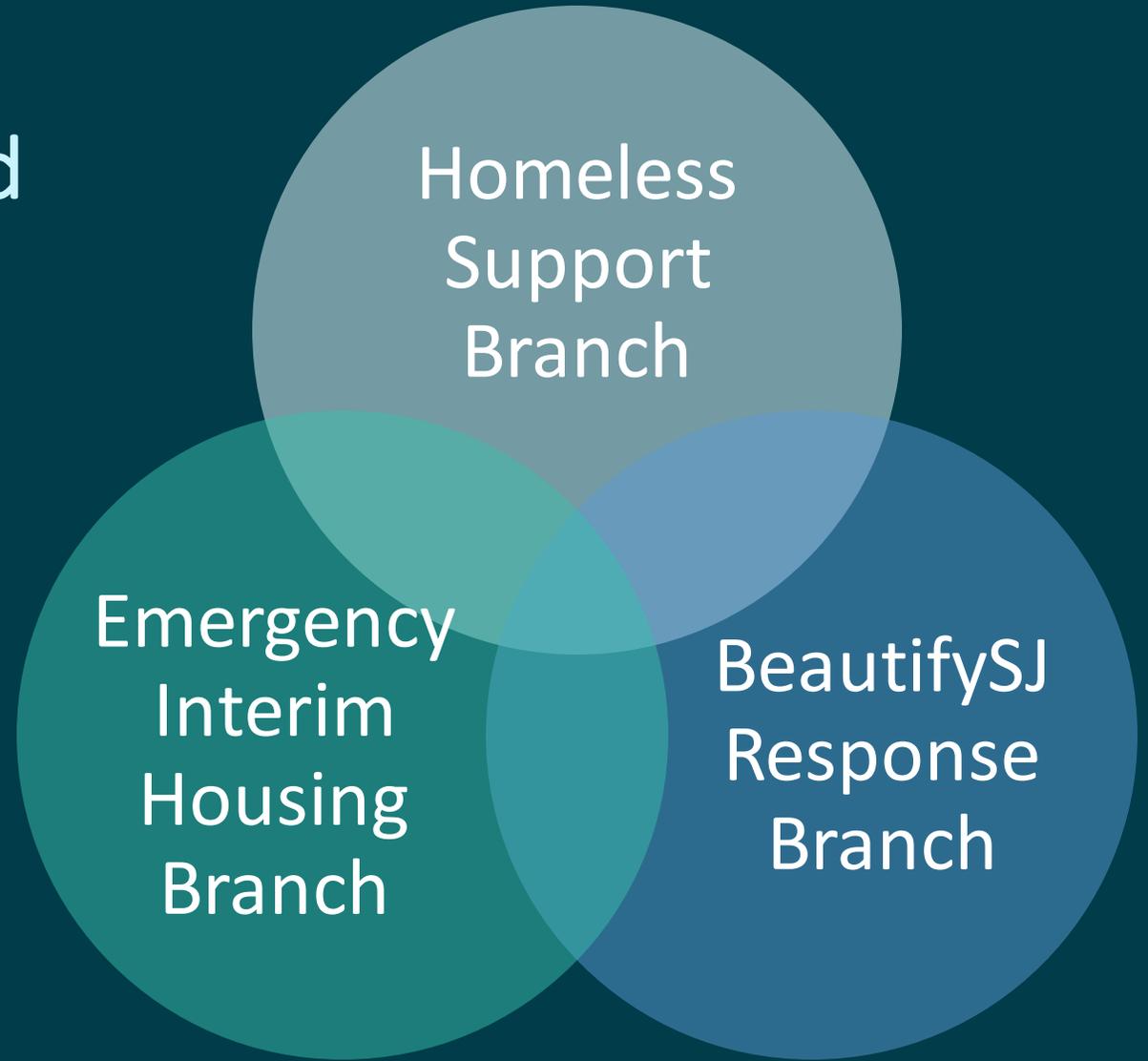
Public Health Approach During Pandemic to Unsheltered Homeless

WHAT?

- Suspension of encampment abatements and provision of sanitation services

- Sheltering the most vulnerable

STRATEGY IMPACTS

- Nearly 1,000 tests; 14 positives

- Trash/blight conditions exacerbated; coupled with limitation on available response resources

Response During Pandemic and Beyond

Community Plan to End Homelessness

- Pandemic exacerbating existing homelessness crisis (over 5,000 unsheltered across the City)

- Collective impact model required to address root causes, primary and secondary impacts

- Ramping up Strategy 3 Actions:
  Improving quality of life for unsheltered individuals & creating healthy neighborhoods for all

Emergency Interim Housing Branch

3 Sites adding 317 beds to shelter capacity

Monterey at Bernal

- 3 Phased opening – 78 sleeping units
- Phase 1 opening; all Phases complete mid Sept

Rue Ferrari

- 118 total bed capacity
- Target completion by mid/late September

Evans Lane (families)

- 121 total bed capacity
- Target completion by end of September

Homeless Support Branch

Implementing Community Plan's Strategy 3

Temporary Shelter and Housing Beds

- ✓ Increased temporary housing/shelter
  - ▪ **822 motel/hotel rooms** across 13 sites in 7 cities
  - ▪ **345 temporary shelter beds** (South Hall & Fairgrounds)
  - ▪ **40 beds for families** (Camden Community Center)

- ✓ Implemented a *new* shelter hotline

- ✓ Coordinated & supported homeless service providers

- ✓ Initiated Housing Problem Solving

- ✓ Expanded Motel Voucher Program for families

- ✓ Closed Shelters: Parkside Hall & Bascom Community Center
  - ▪ 75 people transitioned

Homeless Support Branch

Encampment Support *Phase Two – 16 SOAR Sites*

Hygiene Resources

- Handwashing
- Portable restrooms
- Mobile showers
- Systematic trash pick up

Housing Solutions

- Shelter hotline
- Housing Assessments
- Housing Problem Solving
- Motel Vouchers
- Reserved shelter beds

Street Outreach

- COVID-19 Support & Education
- Social Distancing
- VHHP COVID-19 Testing
- Dedicated outreach teams
- Clinicians/Harm Reduction
- County Behavioral Health
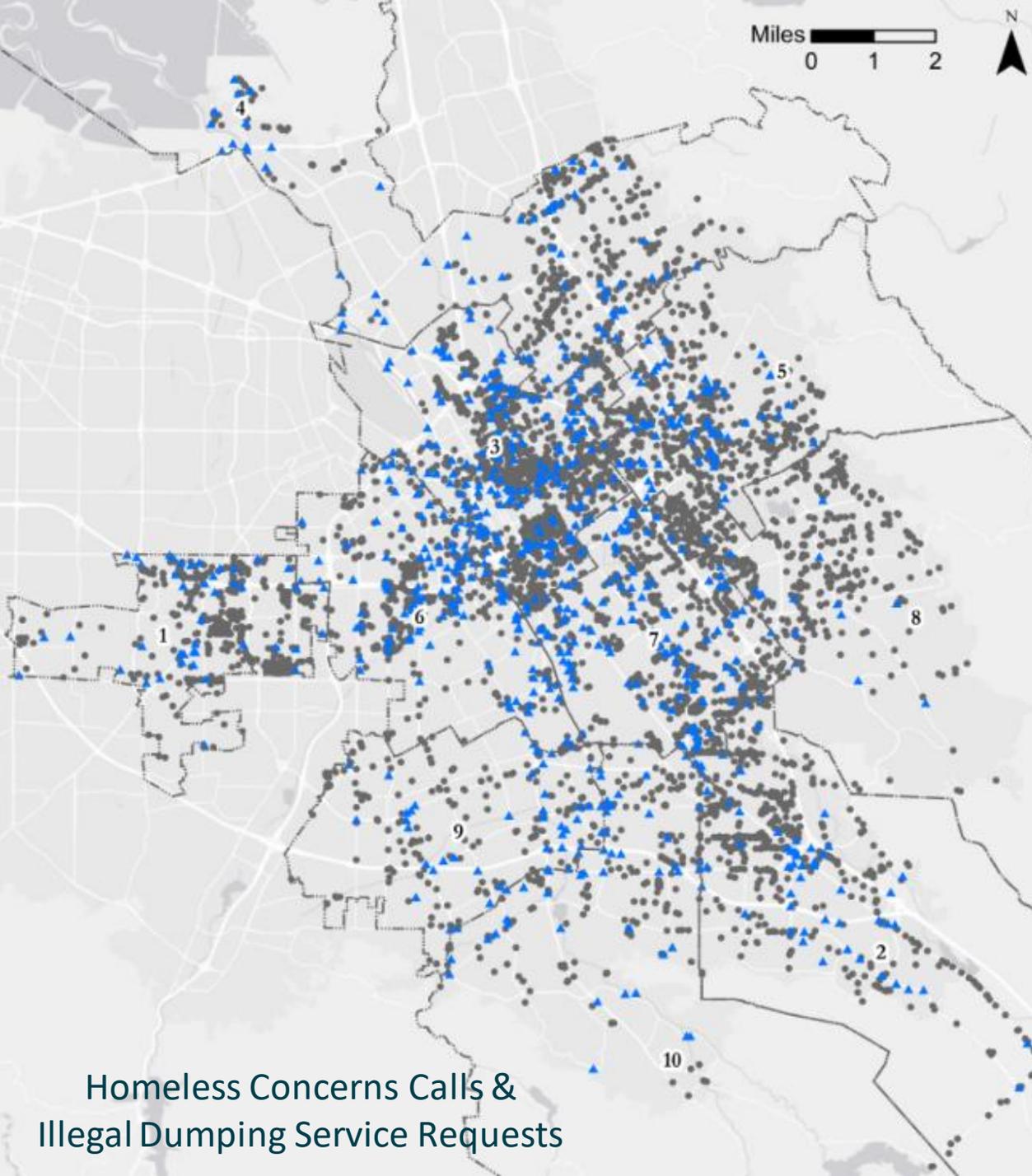
Homeless Concerns Calls &
Illegal Dumping Service Requests

Where we left off June 30th...
Scoping the Encampment and Illegal Dumping Challenges

- **The problems intersect yet are distinct**

- **Individually complex, widespread, and touch every part of City**

- **Limited resources creates service gaps, requires prioritized response, and results in poor conditions**

EOC - BeautifySJ Response Branch Goals

Strategic Goal 3

Strategic Goal 2

Strategic Goal 1

Immediate Response

SG1 Increase emergency trash pickup & develop systematic waste disposal for SJ encampment residents

SG2 Ensure continuity of existing BeautifySJ initiatives and program

Long-term Plan (next 6mo)

SG3 Redefine, Unify, and Deliver BeautifySJ programs & Develop Plan to address critical service gaps

"Just go pick up the trash"

Not your everyday trash pickup

Significantly more labor intensive...
3-4x *more* expensive

COVID Response: Cleanups Not Abatements

Abatements
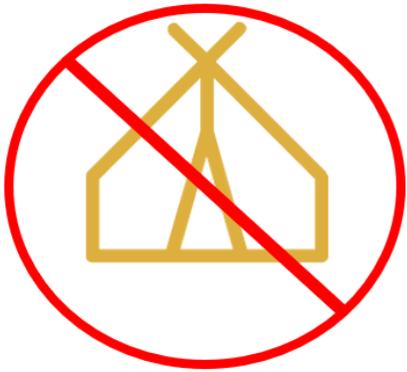
Cleanup Goal

The small and besieged team is...

Responding under unprecedented public health, environmental, and social conditions

Addressing other Agency trash/blighted sites, different approaches to homelessness, and insufficient resources

The small and besieged team is...

Responding to urgent complaints & trying to develop proactive services

An immediate, comprehensive, and effective response was limited by:

- Complaint-driven intake tracking/systems
- Insufficient resources (staffing, equipment, contract capacity)
- Incomplete data that is not integrated

The Path Forward

Guiding Framework:
How do we serve the right *locations* with right *service* at the right *frequency to achieve clean conditions?*

Need System That Applies Resources Equitably, Efficiently & Effectively

- Centralize existing datasets/ create tracking methods
- Implement geographic & visual analysis
- Deploy and learn from various services and pilots
- Embed evaluative framework and iterate

Scoping Problem
Step 1: Data Inventory

Two Categories

- Trash and Blight
- Unsheltered Homelessness

Dataset Findings

- **Most static**
  (fixed, don't update)

- **Some dynamic**
  (update continuously)

- **Need to geolocate information**
  (geographic location allowing spatial analysis)

- **Existing data not integrated/sufficient/complete**
  (no one existing dataset to analyze problem)

Where is trash and blight located?

Illegal Dumping Hotspots
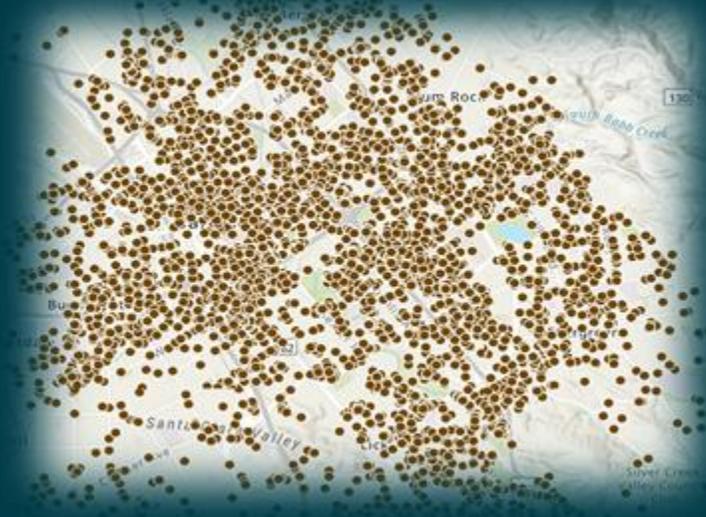
SJ 311 Illegal Dumping Requests

Council Requests to BeautifySJ

Where are people living outdoors

Manually geolocated unique sites from various datasets

Homeless Concerns Hotline

Housing/Homeless Outreach

Encampment Abatements

⚠ Where are people living outdoors?

SOAR Locations
Services, Outreach, Assistance, Resources
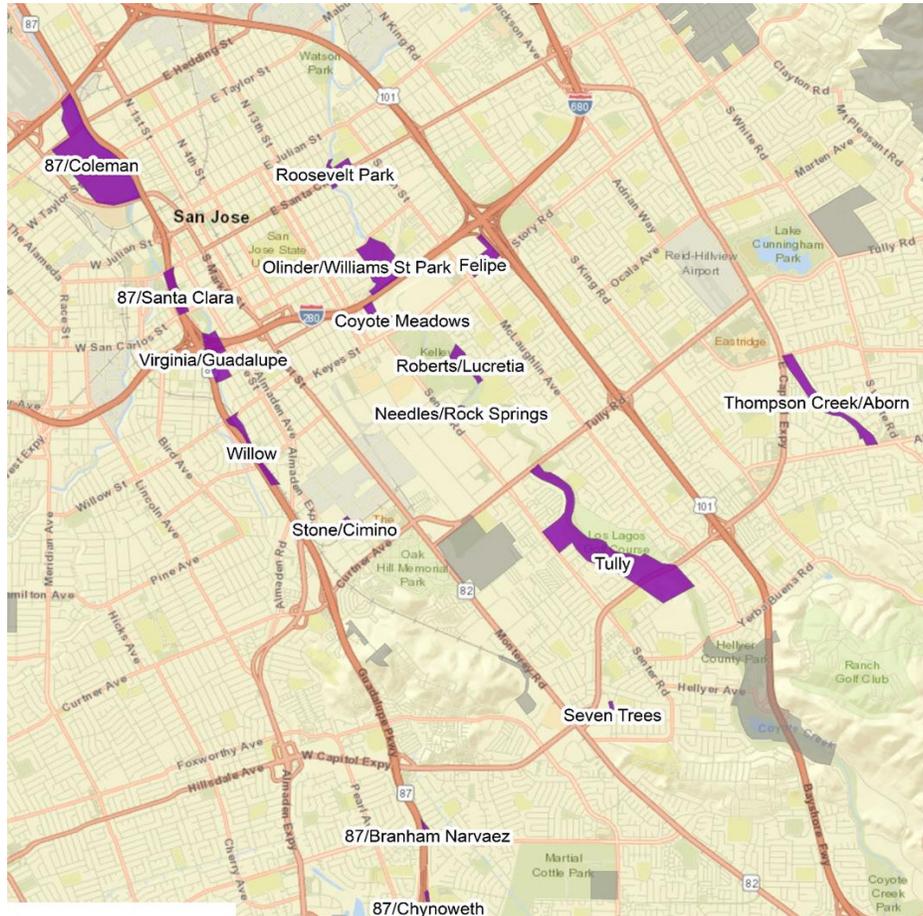
- 16 largest encampments

Encampment Trash Pickup
By BeautifySJ (During COVID)
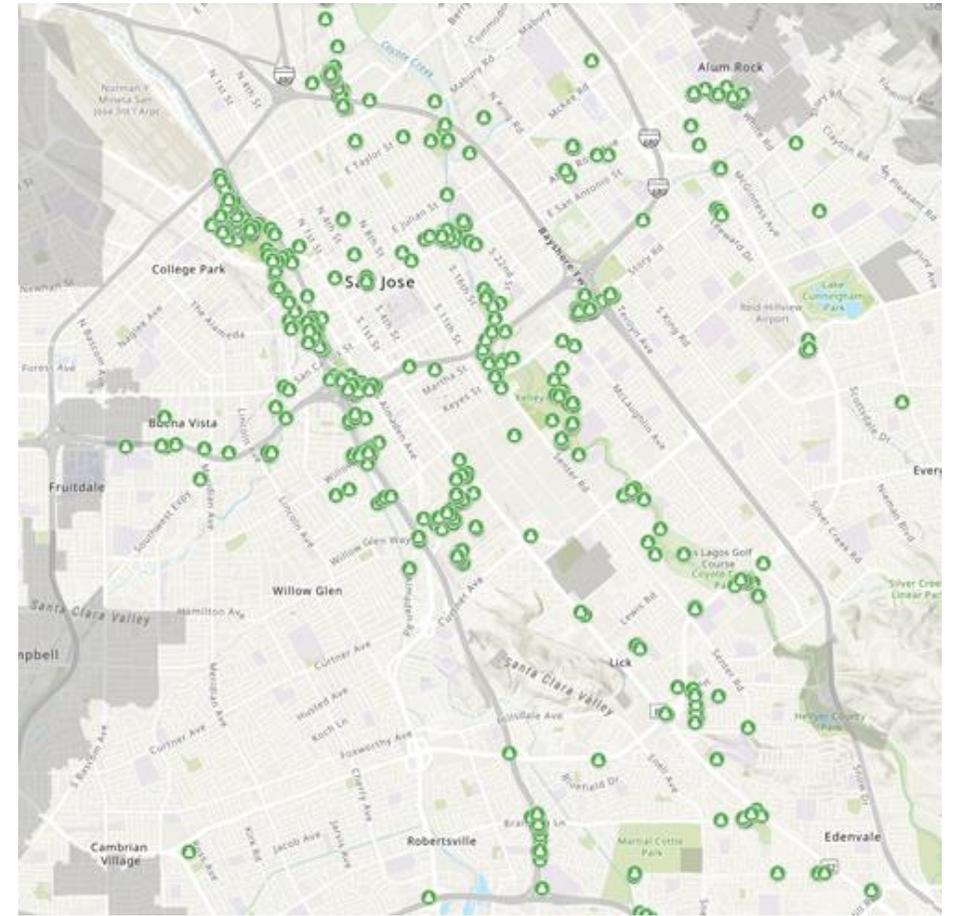
- 60+ encampments

Refining Scope to Target Limited Resources
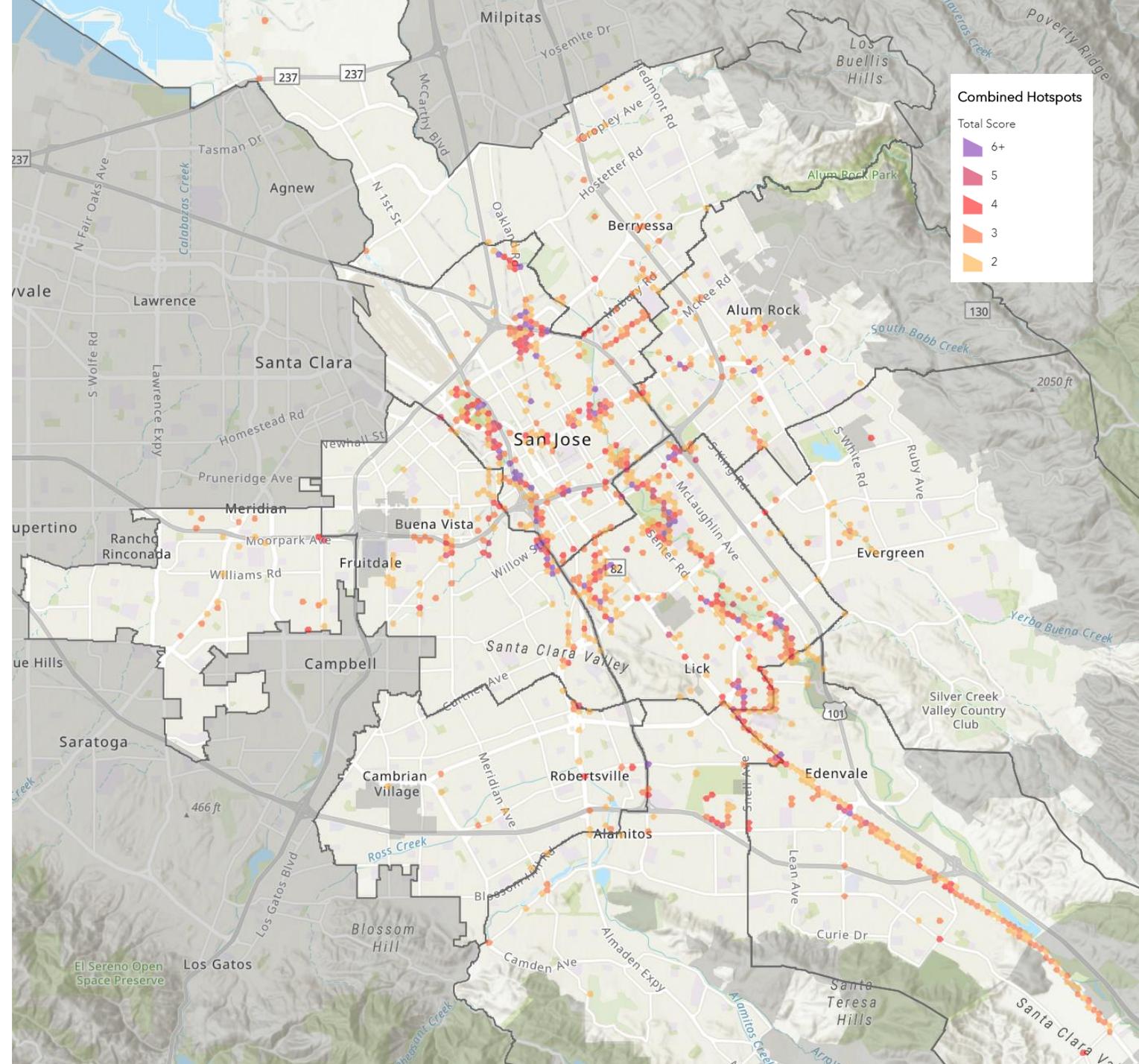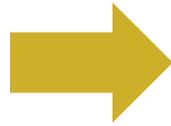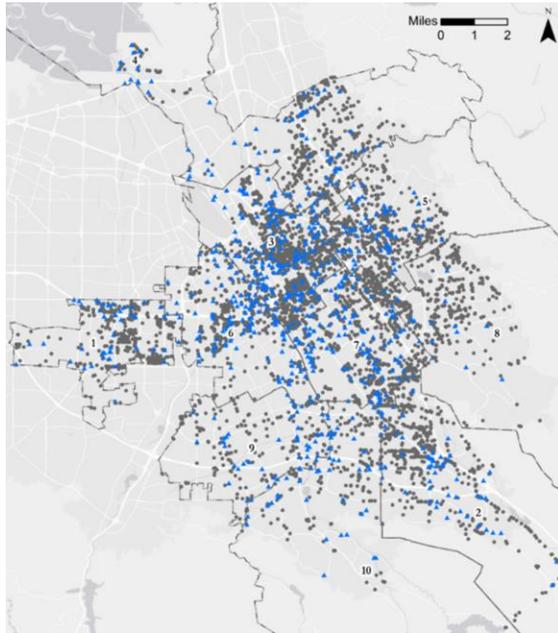
Combined Hotspot Map
(Encampment and Trash/Blight)

Step 2: Ground Truth Data for Equitable, Efficient, and Effective Resource Allocation

WHY?

- Equitable approach requires balancing complaint-based, historical data with actual field conditions

- Analyzing magnitude of site issues relative to each other (where is the biggest need?)

- Analyzing static and dynamic datasets; need to confirm *where, how, and how frequently* to deliver services

HOW?

- ✓ Visual assessments of hotspot data; documenting existing conditions

Combined Hot Spot Map
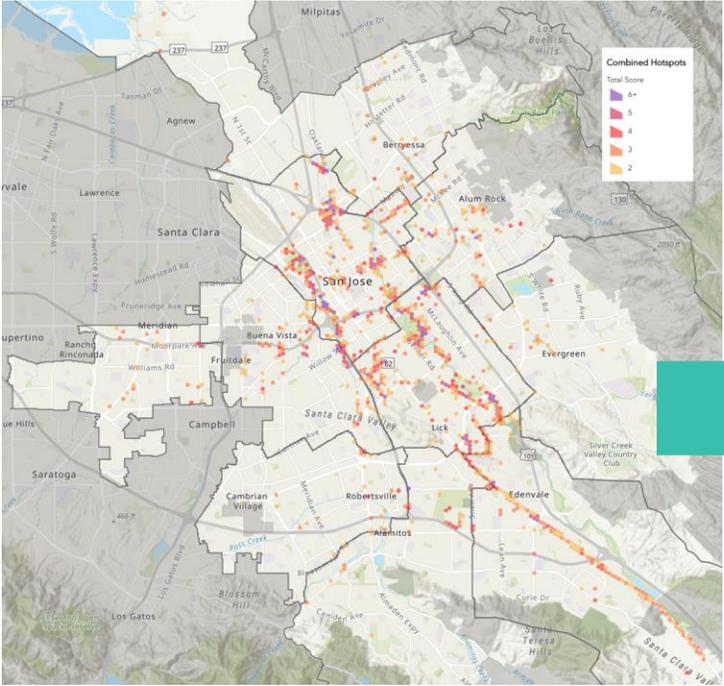
83 Visual Site Assessment Routes

(conducted by PTCOs)
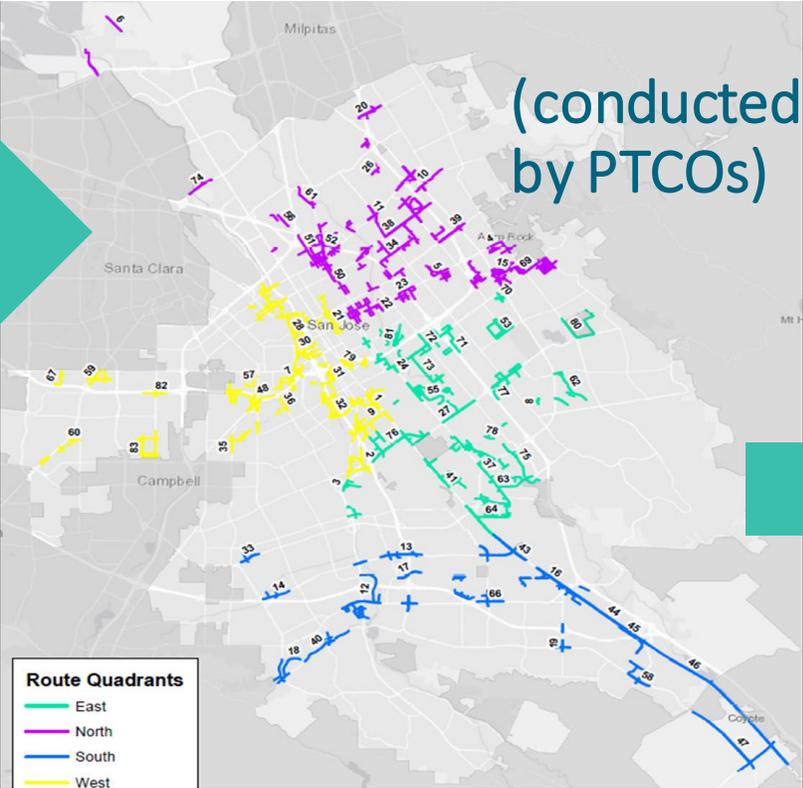
Example Route

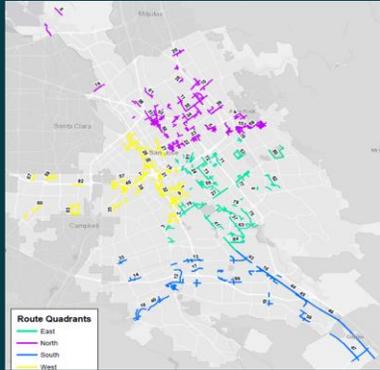# Visual Assessments Result in 328 surveys documenting current conditions
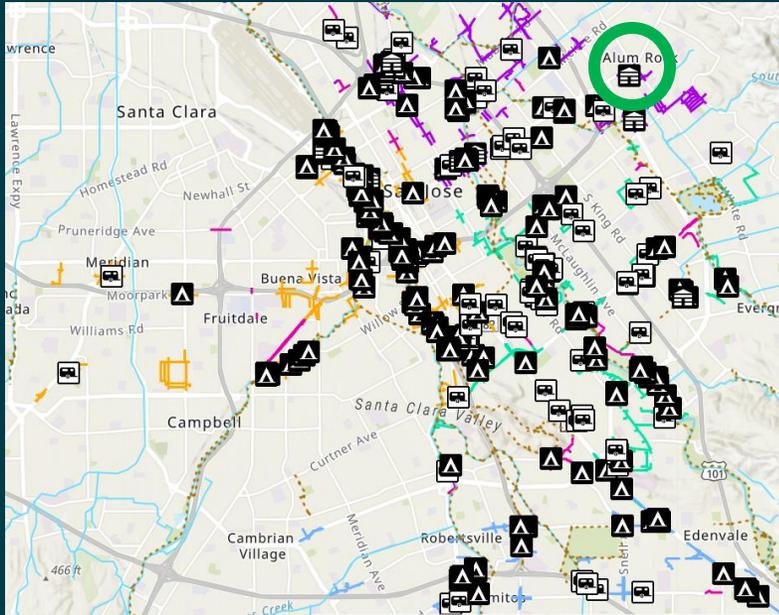
PTCO Encampment Assessment Survey Submitted

Information entered by	Sheldon
What type of dwellings are here?	tent_structure,vehicle_trailer
How many tents or other structures?	6
How many RVs, campers, trailers, or other vehicles?	2
Is the encampment blocking the right-of-way?	No
What types of right-of-way are impacted?	
Other	
Is there litter (small pieces of trash scattered around)?	Yes
Is there garbage (large pieces of trash or bags of trash)?	Yes
Is the trash piled in one location or multiple piles?	Multiple piles
Is the trash loose or in garbage bags?	Trash in garbage bags
Do you see green BeautifySJ garbage bags that are full or partially full?	Yes
Do you see illegal dumping on the same block?	No
Do you see large items, such as couches, matresses, or other furniture?	Yes
Could this site be easily cleaned, or would it require heavy equipment?	Easily cleaned: Debris would fit into 1-2 pickup trucks
If this site were to receive trash collection, is there an easily accessible collection point that a pickup truck could drive into?	Yes
Describe trash collection point location.	Along rose ave
What is the general state of cleanliness at this location?	Not clean: Garbage is piled and litter is scattered
Comments	
CreationDate	7/18/2020

Attachments:
photo-20200718-224257.jpg
photo2-20200718-224324.jpg
photo3-20200718-224449.jpg

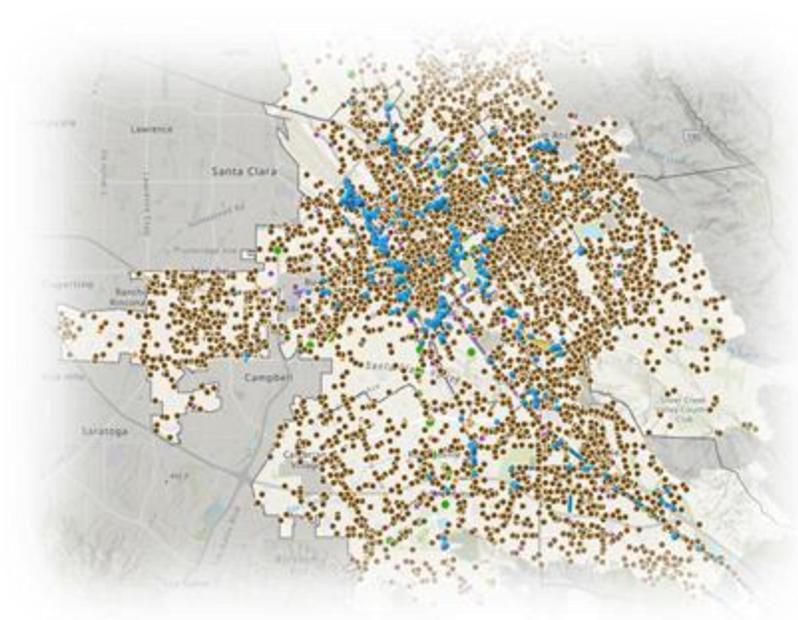# Step 3: Right Sizing Sites with Resources/Services
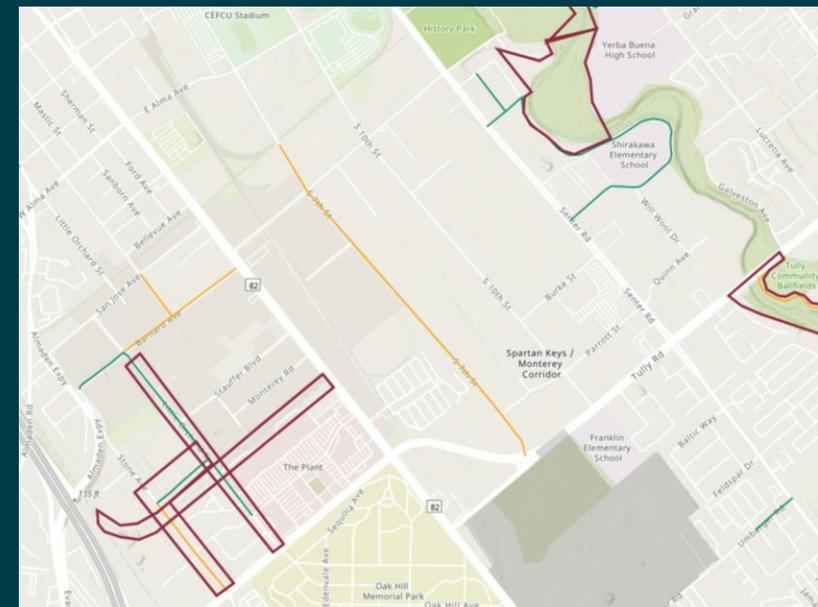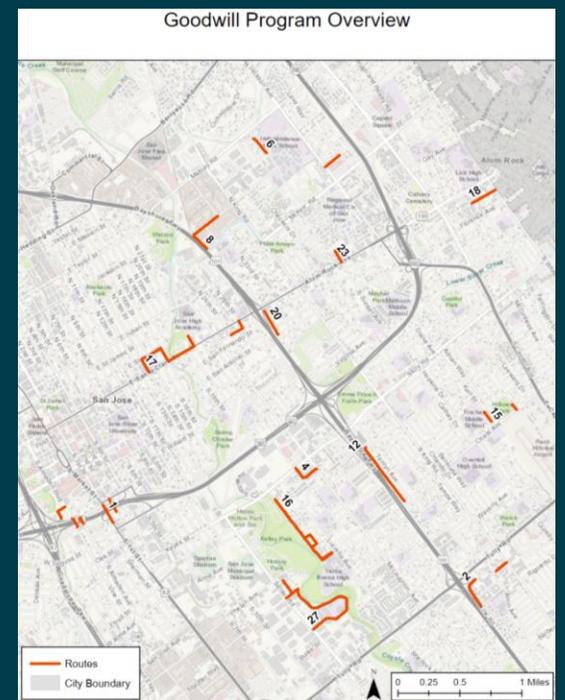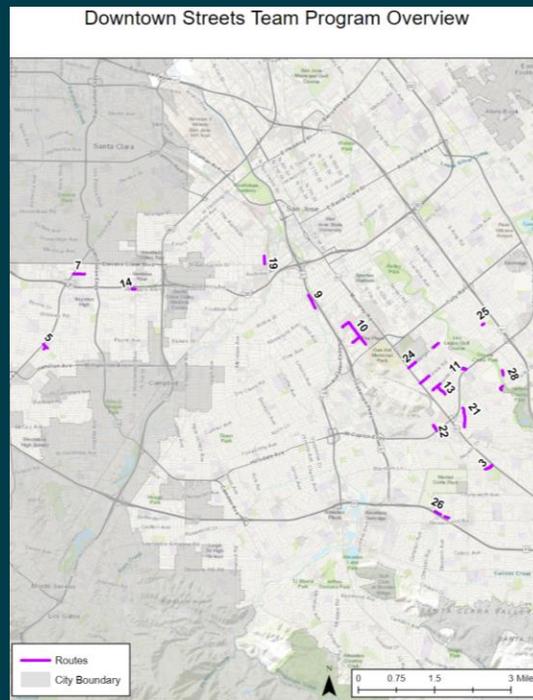
Site Selection
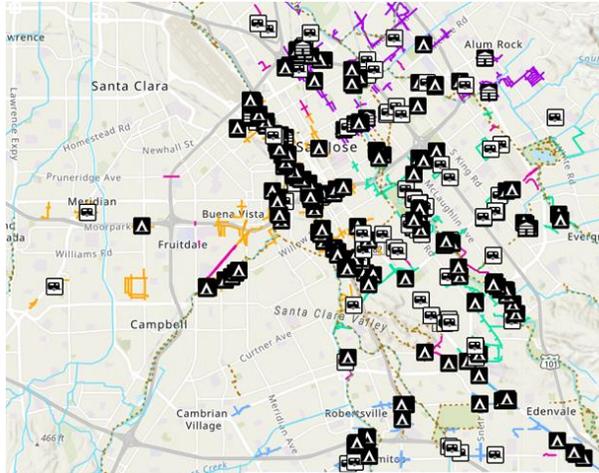
Level of Service
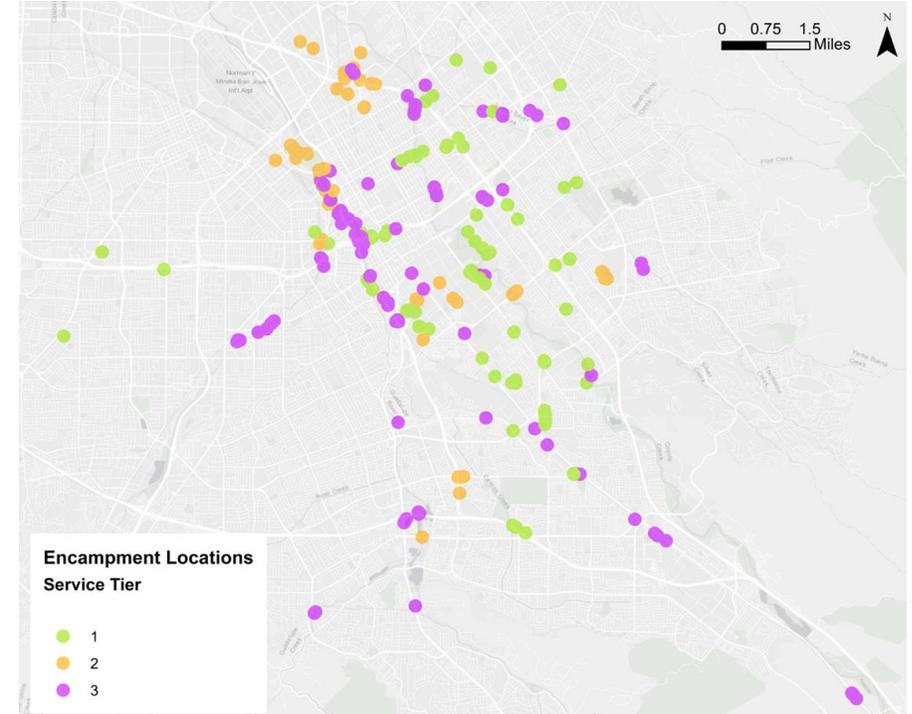
INSIGHTS

- ✓ Surveys organized by magnitude
- ✓ Some sites easier to clean, lower volume
- ✓ Many sites require multiple services
- ✓ Many sites require *extensive* encampment engagement and robust cleanup

Over a 6-week period, staff worked to transform a complex, widespread problem into more understandable pieces.

Step 4: Create Service Model

**Program Management
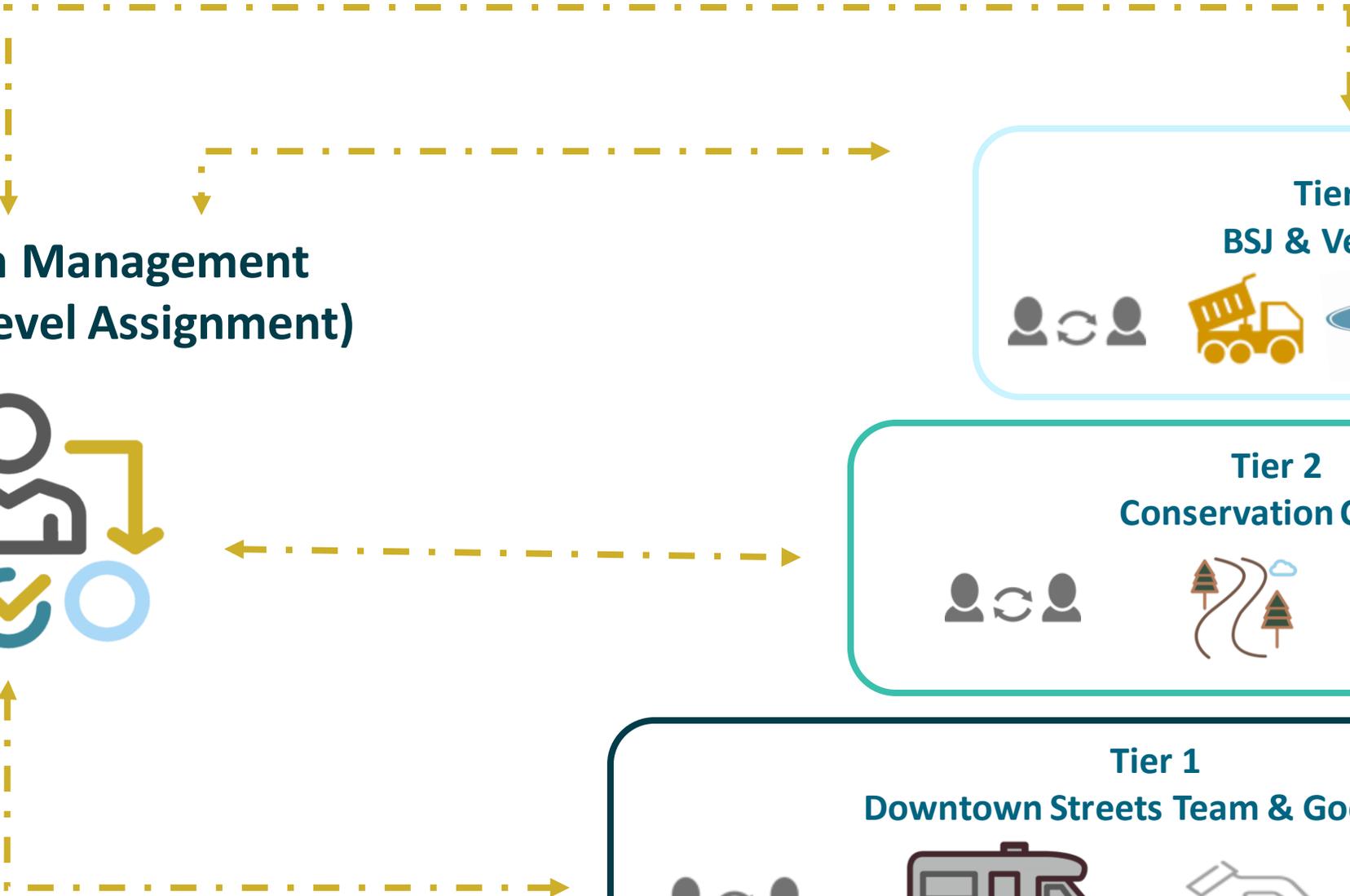(Service Level Assignment)**

**Tier 3
BSJ & Vendors**

**Tier 2
Conservation Corps**

**Tier 1
Downtown Streets Team & Goodwill**

Service Model Goal

**Tier 1
Downtown Streets Team
& Goodwill (28 routes)**

**Tier 2
Conservation Corps
(20 routes/trails)**

Tier 3
BeautifySJ Team + Contractors
(est. 150+ sites)

Flexibly organized to meet dynamic conditions

Step 5: Implement Data-Informed Services

Service Model 1.0 nearly complete (today)

- Additional staffing, equipment, Tier 3 provider capacity required

Tier 1 and 2 (lighter-touch)

- ✓ 48 routes assigned to DST/GW/Conservation Corps
- ✓ Employing currently and formerly homeless residents in the solution (through Dec. 2020)
- ✓ 3 grants totaling $450k in CRF funds

Tier 3 (high-touch, high volume, intense cleaning)

- ✓ Over 150 sites
- ✓ 2 contracts, for $300K brought online in July
- ✓ RFP out, increasing capacity up to $1.5m thru Dec. 2020

Deploying Resources and Piloting Solutions

Dumpster Pilot

- 20 dumpsters deployed at 11 locations
- 10 of 11 locations are SOAR sites
- Initial success in cooperation, cleanliness, and cost-effectiveness
- Implementing evaluation framework

Dumpster Pilot: Success is Complicated

- Dumpsters in use
- Require sustained resident engagement
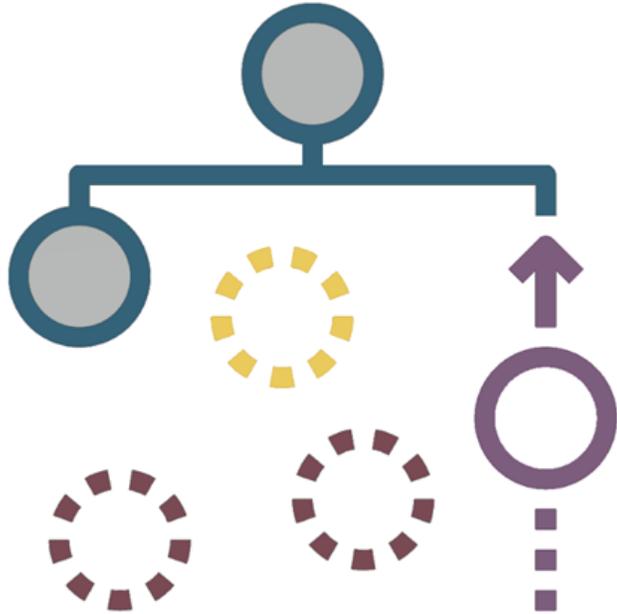- Illegal dumping remains a challenge

Before …

Now …

Additional 1.0 Service Delivery (*In process*)

Flexible Mobile Trash Service (Green Team)
- 2-person crew: trash pickup, designated locations
- 3-person crew: heavy items, weekly hotspots (compactor/flatbed)

Tier 3 RFP Award(s)
- Significant contract capacity for large-encampment clean up

Cash for Trash Program
- Providing $4/bag of trash to homeless residents in select encampments (resuming September 2020)

Develop Encampment Community Engagement Proposal
- Partnering with encampments to maintain/improve sanitation

Challenges Ahead

- Intersecting issues make it hard to define, predict, and solve

- Existing decentralized data intake/systems create inefficiencies; misalignment between needs and service requests creates inequities

- Protocols are fractured internally/externally

- Extensive unsheltered engagement needed to address complex sites
    - Property vs. Trash

- Currently CRF funded; no dedicated funding beyond December 2020

- Staffing, equipment, and contractor capacity are stretched
    - Teams working 7 days/week

Next Steps - Fall 2020 and Beyond

Towards E³

Equitable
Efficient
Effective

Initial focus on encampment trash and service provisions

- ❖ Data intake & integration across departments
- ❖ Serve right locations with right services at right frequencies
- ❖ Alignment of protocols, internal then external

Expanding to all BSJ programs, including illegal dumping

- ❖ Define long-term success, needs, and capacity gaps
- ❖ Define and meet targets with allocated resources

December 2020 Council Study Session

Preview – Coming COVID-19 Updates:

September 15	September 22
NO UPDATE FOR 3.1	**Updates for Item 3.1:** • Concurrent Emergency Planning (Power Shutoffs, Fires, Next Pandemic) • Public Health Order Outreach, Education, and Compliance • Strategic Communications Plan
	COVID-19 Agenda Items (Tentative): • Fiscal Recovery Update and Coronavirus Relief Fund Rebalancing

Highlighting Our Amazing Partners

![Catholic Charities of Santa Clara County]
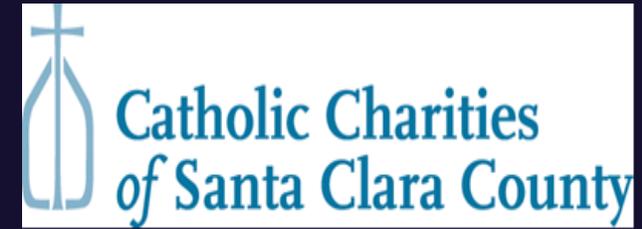
225   employees committed to emergency response

175,000 families fed over ~5.5 million meals during the emergency response

9   parish drive through locations and home delivered groceries

10   Family Resource Centers providing food, formula, diapers

500   children in 10 schools in Franklin-McKinley School District supported remotely through CORAL, Digital Literacy & San Jose Learns

$4M   distributed in rental assistance

Additionally, Catholic Charities is:

▪ Providing virtual senior wellness support through City Senior Health & Wellness Grant

▪ Convening COVID-19 Bridge to Recovery Collective Impact to redesign workforce and job training system