



Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: Dolan Beckel

SUBJECT: CITY ROADMAP
FIRST QUARTER 2021 UPDATE

DATE: November 1, 2021

Approved

Date

11/5/2021

RECOMMENDATION

Accept the quarterly status report on the implementation of the Fiscal Year 2021-2022 City Roadmap.

OUTCOME

The Mayor and Councilmembers will understand the reporting pilot for the first quarter actual results, second quarter planned results, and future plans for full rollout of the status reporting for the Fiscal Year 2021-2022 City Roadmap (City Roadmap).

EXECUTIVE SUMMARY

This memorandum:

1. Summarizes the role of the City Roadmap as a tool and process for prioritizing and implementing strategic and complex change initiatives;
2. Describes Objectives and Key Results (OKRs) as the current progress measurement and communication tool for City Roadmap implementation;
3. Defines the full rollout timeframe for City Roadmap reporting;
4. Defines this fiscal year's first quarter and second quarter OKRs for the Community and Economic Recovery and Powered by People Enterprise Priorities;
5. Describes the updated process to align the Council Policy Prioritization: Early Council Consideration process with the City Roadmap;
6. Confirms the existing alignment of City Roadmap initiatives to Council Committees; and
7. Outlines the path forward for establishing outcome and performance measures and metrics for the City Roadmap.

BACKGROUND

City Roadmap Background

The purpose of the City Roadmap is to focus the City of San José (the City) on our most vital change initiatives. Currently, the City finds itself delivering COVID-19 Response, COVID-19 Recovery, major change initiatives, and core City Services all in parallel. The initiatives that make up the City Roadmap are importantly distinct from core City services in that they represent significant new policies, strategies, or projects that are not traditionally or routinely delivered by the City, are complex and cross-departmental, and/or require significant strategic planning and leadership capacity to deliver successfully. Also included are initiatives that leverage approximately \$500 Million in one-time, time-boxed State and Federal funding to recover to a better normal with our community. Given the finite delivery capacity across the City and our partners, the prioritization and focus brought by the City Roadmap is critical to our success. Organizing around the City Roadmap is a major change to the way that the City thinks about, communicates, and delivers on City Council priorities, and is an opportunity for the City Administration and City Council to be more measured, transparent, and accountable.

On March 16, 2021, City Council adopted the Fiscal Year (FY) 2021-2022 City Roadmap shown in both Figure 1 below and Attachment A. Several minor updates have been made to the City Roadmap since its adoption, such as minor title changes to initiatives, the addition of “COVID-19 Pandemic: Community and Economic Recovery” as an Enterprise Priority, and merging two Enterprise Priorities (and the corresponding initiatives within) to create “Building the San José of Tomorrow with a Downtown for Everyone.” These updates are consistent with the City Council direction and initiatives approved for the City Roadmap.

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		Build Back Better + Recovery Task Force		
Emergency Management + Preparedness	Vaccination Task Force								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 Jose 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: 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	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	

Approved by Council on March 16, 2021

Figure 1. FY 2021-2022 City Roadmap adopted by the City Council on March 16, 2021.

City Roadmap Building Blocks

The City Roadmap is structured around the City's Enterprise Priorities. The Enterprise Priorities are the City's focus areas on challenges that affect community lives and livelihoods which are the primary focus of the organization. A description of the Enterprise Priorities may be found in Attachment B. The Enterprise Priorities are categorized into "Core" priorities which focus on our residents and "Foundational" priorities which focus on enabling the City's employees to better deliver all City services including the Core Enterprise Priorities.

The Core Enterprise Priorities are:

- COVID-19 Pandemic: Community and Economic Recovery;
- Emergency Management and Preparedness;
- Creating Housing and Preventing Homelessness;
- Safe, Vibrant, and Inclusive Neighborhoods and Public Life;
- Building the San José of Tomorrow with a Downtown for Everyone; and
- Smart, Sustainable, and Reliable City: 21st Century Infrastructure.

The Foundational Enterprise Priorities are:

- Strategic Fiscal Positioning and Resource Deployment; and
- Powered by People.

Each Enterprise Priority includes:

- **Initiatives** – the priorities identified and adopted by City Council that drive the Enterprise Priority forward;
- **Objectives (in progress)** – three to five goals that inspire and set direction, defined to span at least a 12-month timeframe, and revised appropriately thereafter; and
- **Key Results (in progress)** – four to seven measurable results per Objective that measure progress and/or outputs and are defined for a three month timeframe to complete.

The adopted City Roadmap is currently comprised of 41 priority initiatives. An initiative can be a policy initiative, a strategy initiative, or a project initiative.

Defining OKRs for each Enterprise Priority will enable the City to set ambitious goals, bring focus to teams, communicate clearly, and drive results. OKRs have been widely used in the City of San José and have precedent in helping teams deliver results, including for: the Development Services Transformation, the Office of Civic Innovation, Powered by People (as part of the Emergency Operations Center), and Business Process Automation. OKRs are a proven approach developed by John Doer in his book "Measure What Matters" and are used by many other successful organizations including Google, Adobe, and Amazon.

City Roadmap Status Reporting Approach

City Council will receive and participate in quarterly updates on the City Roadmap primarily using OKRs as the communication and accountability mechanism. Over the next year, the Administration will define quarterly OKRs for each of the Enterprise Priorities according to the schedule in Table 1, piloting with two Enterprise Priorities and scaling to the whole City Roadmap by Q4. This approach represents the Administration's commitment to iteration as we

continue to test, learn, and evolve how the City collectively communicates, manages, and measures its priorities in this first year of the City Roadmap process.

Over the course of a quarterly cadence, the executive sponsor for each Enterprise Priority will report out to the Mayor and City Council on OKR completion (goals set and measured) from the previous quarter and give an update on the goals for the next quarter (goals set and not yet measured).

The status update will utilize a simple traffic light status format and, where necessary, provide a background on challenges, actions to mitigate the challenges, and/or pivots:

- Green: 100% goal met;
- Yellow: 99-65% goal met; and
- Red: Less than 65% goal met.

The quarterly City Roadmap update to City Council is accompanied by an alignment of each City Roadmap Core Enterprise Priority initiative to a City Council Committee, as appropriate, in Attachment C. Bringing City Roadmap initiatives to a corresponding Committee creates a mechanism for deeper discussion with the Mayor and City Council.

The Administration intends to define community-level outcomes and corresponding Key Performance Indicators (KPIs) for each of the Enterprise Priorities and will adopt a similar pilot and scaling approach, starting with two Enterprise Priorities in Q4. KPIs will enable the Administration to understand the outcomes of the City Roadmap initiatives. The Administration is exploring a potential project with Harvard Business School Community Partners to define KPIs for the Enterprise Priorities. This project would also likely engage with other entities and partners to co-create these KPIs (for instance, the COVID-19 Recovery Task Force to help define the outcomes and indicators for the COVID-19 Pandemic: Community and Economic Recovery Enterprise Priority).

Table 1. City Roadmap Status Reporting Timeframe

Timeframe	Enterprise Priority Included in City Roadmap Reporting
Q1 (July – September 2021)	<ul style="list-style-type: none"> • COVID-19 Pandemic: Community and Economic Recovery • Powered by People
Q2 (October – December 2021)	<ul style="list-style-type: none"> • Emergency Management and Preparedness • Creating Housing and Preventing Homelessness • Safe, Vibrant, and Inclusive Neighborhoods and Public Life
Q3 (January – March 2022)	<ul style="list-style-type: none"> • Building the San José of Tomorrow with a Downtown for Everyone • Smart, Sustainable, and Reliable City: 21st Century Infrastructure • Strategic Fiscal Positioning and Resource Deployment
Q4 (April – June 2022)	<ul style="list-style-type: none"> • All Enterprise Priorities reporting through OKRs • Piloting the definition of KPIs as the measures and metrics for the initiatives within at least two Enterprise Priorities

ANALYSIS

As a pilot for using OKRs to drive the City Roadmap, the leadership teams (made up of an executive sponsor and the senior staff and lead for each initiative) for “COVID-19 Pandemic: Community and Economic Recovery” and “Powered by People” defined Objectives, to set direction and vision for the year, and Key Results, to measure quarterly progress.

The following describes the Q1 Objectives and Key Results for the “COVID-19 Pandemic: Community and Economic Recovery” and “Powered by People” Enterprise Priorities on the City Roadmap.

COVID-19 Pandemic: Community and Economic Recovery Q1 Actual Results Status Report

As stated as part of the City Manager’s “COVID- 19 Pandemic: Community and Economic Recovery” Enterprise Priority, no event in living memory has been more painful or traumatic for the people of San José than the COVID-19 pandemic and economic crisis that has laid bare and exacerbated existing inequalities. In this moment our biggest challenge, and our biggest opportunity, is to foster an equitable recovery to “build back better.” 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.

The Initiatives driving this Enterprise Priority are:

- Housing Stabilization;
- Re-Employment and Workforce Development;
- Small Business Recovery;
- Food and Necessities Distribution;
- Digital Equity;
- Child Care; and
- The Build Back Better COVID-19 Recovery Task Force.

The Objectives for “COVID-19 Pandemic: Community and Economic Recovery” are:

- Invest in our most vulnerable residents, families, small businesses, and non-profits;
- Empower our community with resources that build resiliency; and
- Stabilize and improve equitable outcomes for all.

The Q1 Key Results for “COVID-19 Pandemic: Community and Economic Recovery” are shown with their completion status as of September 30, 2021 in Figure 2, Attachment D, and include the following:

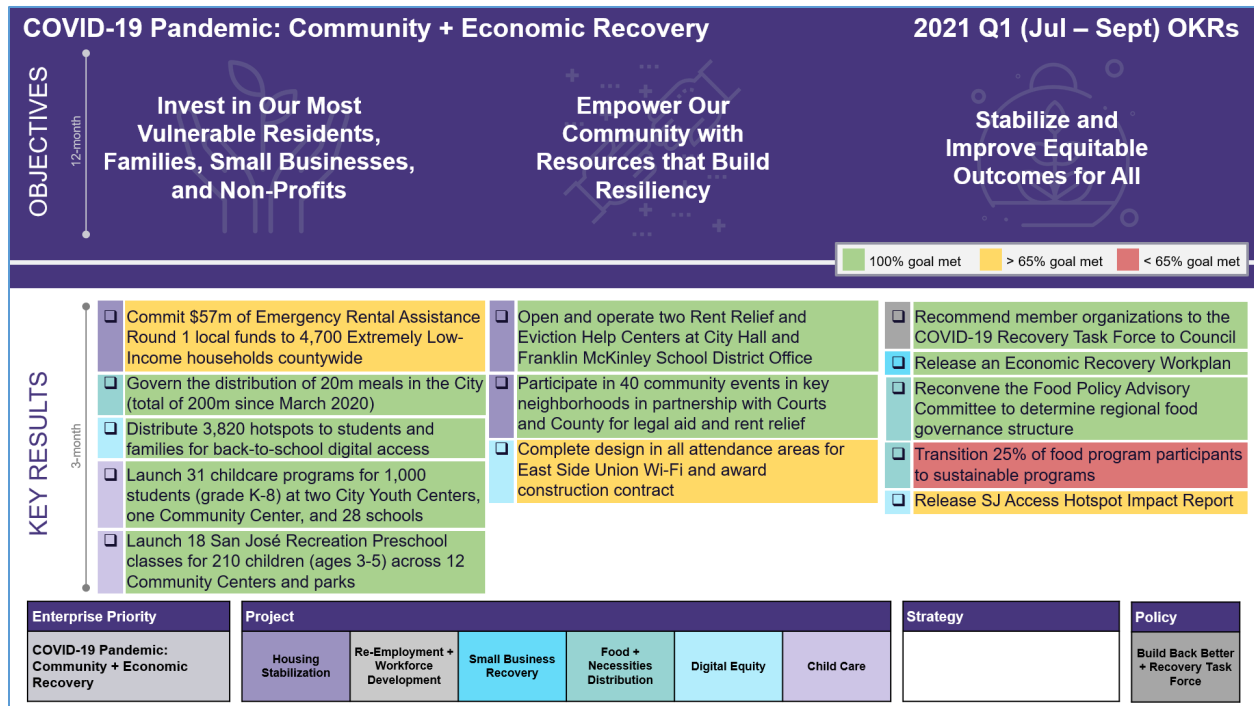


Figure 2. COVID-19 Pandemic: Community and Economic Recovery Q1 OKRs.

Green (100% goal met): 9 Key Results

- Govern the distribution of 20 million meals in the City (total of 200 million since March 2020);
- Distribute 3,820 hotspots to students and families for back-to-school digital access;
- Launch 31 childcare programs for 1,000 students (grade K-8) at two City Youth Centers, one Community Center, and 28 schools;
- Launch 18 San José Recreation Preschool classes for 210 children (ages 3-5) across 12 Community Centers and parks;
- Open and operate two Rent Relief and Eviction Help Centers at City Hall and Franklin McKinley School District Office;
- Participate in 40 community events in key neighborhoods in partnership with Courts and County for legal aid and rent relief;
- Recommend member organizations to the COVID-19 Recovery Task Force to Council;
- Release an Economic Recovery Workplan; and
- Reconvene the Food Policy Advisory Committee to determine regional food governance structure.

Yellow (99-65% goal met): 3 Key Results

- Commit \$57 million of Emergency Rental Assistance Round 1 local funds to 4,700 Extremely Low-Income households countywide;
- Complete design in all attendance areas for East Side Union Wi-Fi and award construction contract; and
- Release SJ Access Hotspot Impact Report.

Yellow Key Results - Background on Challenges, Actions to Mitigate, and/or Pivots

As of September 30, the full amount of Emergency Rental Assistance Round 1 (ERA1) funds had not been committed, due to a change in the business model from the City to State ownership. In the time since, the full amount of \$57 million in Emergency Rental Assistance Round 1 funding has been committed but not yet paid out, with 71% of funds paid to 3,540 households. There are 1,720 households awaiting payment, and it is anticipated that 100% of Emergency Rental Assistance Round 1 funds will be paid out by end of November. The East Side Union Wi-Fi construction contract hit a minor timeline delay due to negotiations with the vendor and cost increases; the award had not been completed at the end of the quarter. The SJ Access Hotspot Impact Report hit a minor timeline delay for release.

Red (less than 65% goal met): 1 Key Result

- Transition 25% of food program participants to sustainable programs.

Red Key Results - Background on Challenges, Actions to Mitigate, and/or Pivots

With the emergence of the Delta variant the Administration's planned for food distribution into 2022 – ensuring stability of food resources, with the intention of ending dependence on the City by or before June 30, 2022. However, more recent factors may result in a lower level of actual expenditures. These factors include the downward trend of the Delta variant; the local vaccination rate continuing to trend upwards; vaccine availability for children ages 5-11 starting this week; and the expansion of vaccine booster eligibility. These positive developments require the City to be more intentional about asking our partners to better assess the current and projected need, develop a plan to transition away from the City's temporary obligation of overseeing food distribution in the response phase of the COVID-19 pandemic, and focus additional attention of the recovery phase and new emerging community needs. The Administration intends to report back to the City Council on November 30, 2021 with specific details and recommended extensions for Bateman/TRIO, Catholic Charities, Loaves and Fishes, Off the Grid, San Jose Conservation Corps, Silicon Valley Council of Nonprofits, Team San Jose, and The Health Trust.

COVID-19 Pandemic: Community and Economic Recovery Q2 Planned Results

The Q2 Key Results are shown for an October 1, 2021 to December 31, 2021 timeframe in Figure 3, Attachment E, and include the following:

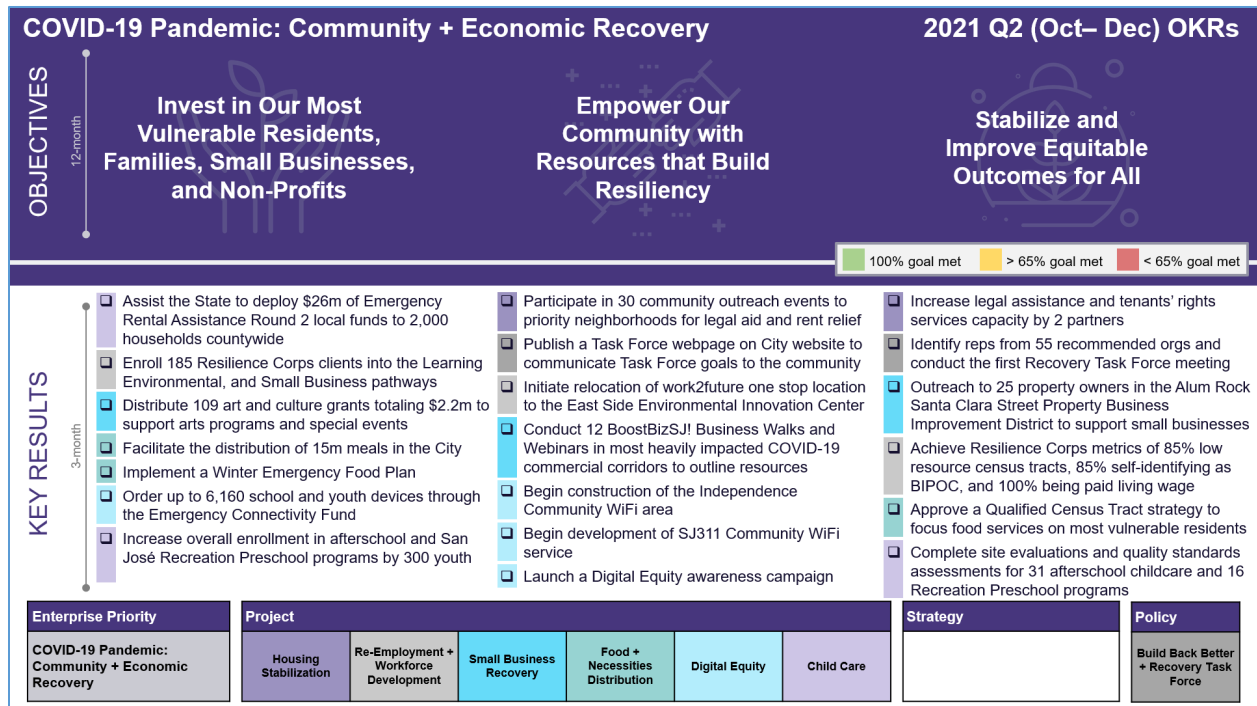


Figure 3. COVID-19 Pandemic: Community and Economic Recovery Q2 OKRs.

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

- Assist the State to deploy \$26 million of Emergency Rental Assistance Round 2 local funds to 2,000 households countywide;
- Enroll 185 Resilience Corps clients into the Learning Environmental, and Small Business pathways;
- Distribute 109 art and culture grants totaling \$2.2 million to support arts programs and special events;
- Facilitate the distribution of 15 million meals in the City;
- Implement a Winter Emergency Food Plan;
- Order up to 6,160 school and youth devices through the Emergency Connectivity Fund; and
- Increase overall enrollment in afterschool and San José Recreation Preschool programs by 300 youth.

Empower Our Community with Resources that Build Resiliency:

- Participate in 30 community outreach events to priority neighborhoods for legal aid and rent relief;
- Publish a Task Force webpage on City website to communicate Task Force goals to the community;
- Initiate relocation of work2future one stop location to the East Side Environmental Innovation Center;
- Conduct 12 BoostBizSJ! Business Walks and Webinars in most heavily impacted COVID-19 commercial corridors to outline resources;
- Begin construction of the Independence Community WiFi area;

- Begin development of SJ311 Community WiFi service; and
- Launch a Digital Equity awareness campaign.

Stabilize and Improve Equitable Outcomes for All:

- Increase legal assistance and tenants' rights services capacity by 2 partners;
- Identify reps from 55 recommended orgs and conduct the first Recovery Task Force meeting;
- Outreach to 25 property owners in the Alum Rock Santa Clara Street Property Business Improvement District to support small businesses;
- Achieve Resilience Corps metrics of 85% low resource census tracts, 85% self-identifying as BIPOC, and 100% being paid living wage;
- Approve a Qualified Census Tract strategy to focus food services on most vulnerable residents; and
- Complete site evaluations and quality standards assessments for 31 afterschool childcare and 16 Recreation Preschool programs.

Powered by People Q1 Status Report

As stated as part of the City Manager's "Powered by People" Enterprise Priority, we recognize that our over 6,600 employees power the City of San José and our success as a City is dependent on our ability to create a dynamic and engaged workforce. Our employees' ability to provide excellent service is strengthened when we invest in attracting talent, providing opportunities for career growth, enabling an environment focused on health, safety, and wellness, and retaining a diverse workforce in a workplace that is equitable and inclusive.

The Initiatives driving this Enterprise Priority are:

- Continuity of City Services;
- Safe Workplace;
- Employee Health and Wellness;
- Drive to Digital;
- Effective Teams; and
- City Workforce Diversity and Skill Building.

The Objectives for "Powered by People" are:

- Build processes that work for people;
- Nurture employee growth, safety, and wellness; and
- Bust down silos to build trust and transparency.

The Q1 Key Results for "Powered by People" are shown with their completion status as of September 30, 2021 in Figure 4, Attachment F, and include the following:

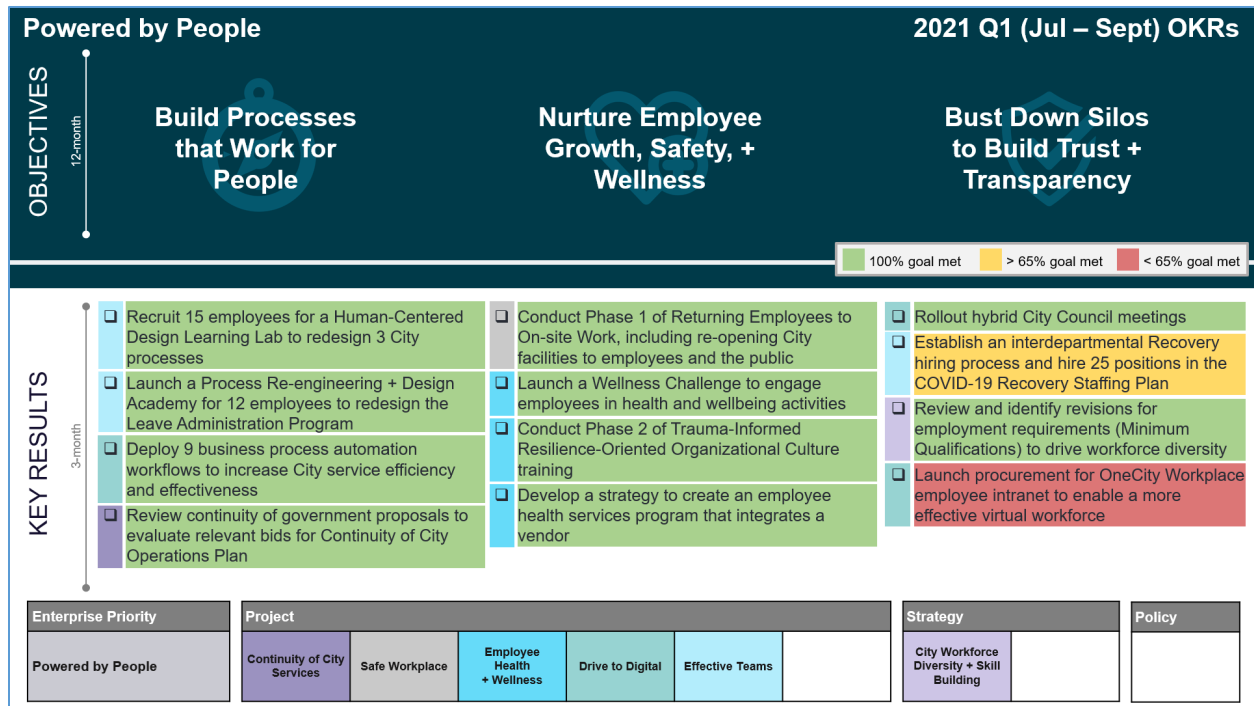


Figure 4. Powered by People Q1 Key Results.

Green (100% goal met): 10 Key Results

- Recruit 15 employees for a Human-Centered Design Learning Lab to redesign 3 City processes;
- Launch a Process Re-engineering + Design Academy for 12 employees to redesign the Leave Administration Program;
- Deploy 9 business process automation workflows to increase City service efficiency and effectiveness;
- Review continuity of government proposals to evaluate relevant bids for Continuity of City Operations Plan;
- Conduct Phase 1 of Returning Employees to On-site Work, including re-opening City facilities to employees and the public;
- Launch a Wellness Challenge to engage employees in health and wellbeing activities;
- Conduct Phase 2 of Trauma-Informed Resilience-Oriented Organizational Culture training;
- Develop a strategy to create an employee health services program that integrates a vendor
- Rollout hybrid City Council meetings; and
- Review and identify revisions for employment requirements (Minimum Qualifications) to drive workforce diversity.

Yellow (99-65% goal met): 1 Key Results

- Establish an interdepartmental Recovery hiring process and hire 25 positions in the COVID-19 Recovery Staffing Plan.

Yellow Key Results - Background on Challenges, Actions to Mitigate, and/or Pivots

As of September 30, 21 of the 25 position goal for Q1 were hired from the COVID-19 Recovery Staffing Plan (which has approximately 90 positions in total). However, shortly thereafter the team exceeded the goal and continues to hire. Examples of challenges that extend timelines include a challenging job market, failed recruitments resulting in re-posting the position, and changes or clarification to positions that resulting in iterations to descriptions for posting.

Red (less than 65% goal met): 1 Key Result

- Launch procurement for OneCity Workplace employee intranet to enable a more effective virtual workforce.

Red Key Results - Background on Challenges, Actions to Mitigate, and/or Pivots

The one unmet goal for this quarter was the procurement launch. However, given the complexity of our organization this was an opportunity to clarify this as a priority, identify the contributing factors, escalate to leadership for problem solving, and confirm resource allocations. The Administration intends to re-examine the scope and funding for this project as part of the examination of available American Rescue Plan funding or the Proposed Budget process, as appropriate, and proceed accordingly. through the Recovery budget adjustments.

Powered by People Q2 Planned Results

The Q2 Key Results are shown for an October 1, 2021 to December 31, 2021 timeframe in Figure 5, Attachment G, and include the following:

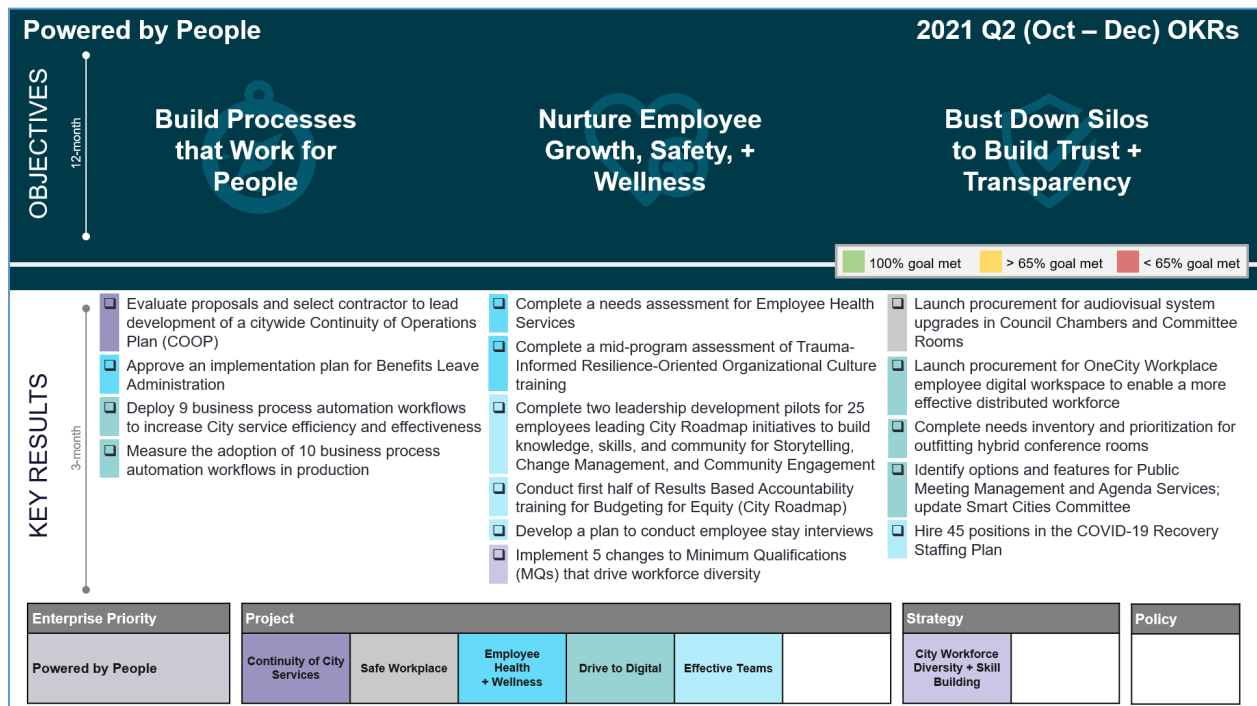


Figure 5. Powered by People Q2 OKRs.

Build Processes that Work for People:

- Evaluate proposals and select contractor to lead development of a citywide Continuity of Operations Plan;
- Approve an implementation plan for Benefits Leave Administration;
- Deploy 9 business process automation workflows to increase City service efficiency and effectiveness; and
- Measure the adoption of 10 business process automation workflows in production.

Nurture Employee Growth, Safety, and Wellness:

- Complete a needs assessment for Employee Health Services;
- Complete a mid-program assessment of Trauma-Informed Resilience-Oriented Organizational Culture training;
- Complete two leadership development pilots for 25 employees leading City Roadmap initiatives to build knowledge, skills, and community for Storytelling, Change Management, and Community Engagement;
- Conduct first half of Results Based Accountability training for Budgeting for Equity (City Roadmap);
- Develop a plan to conduct employee stay interviews; and
- Implement 5 changes to Minimum Qualifications that drive workforce diversity.

Bust Down Silos to Build Trust and Transparency:

- Launch procurement for audiovisual system upgrades in Council Chambers and Committee Rooms;
- Launch procurement for OneCity Workplace employee digital workspace to enable a more effective distributed workforce;
- Complete needs inventory and prioritization for outfitting hybrid conference rooms;
- Identify options and features for Public Meeting Management and Agenda Services; update Smart Cities Committee; and
- Hire 45 positions in the COVID-19 Recovery Staffing Plan.

Council Policy Prioritization: Early Council Consideration Process

The Council Policy Prioritization: Early Council Consideration process is the means through which the City Council introduces new priorities into a departmental work plan outside of the annual budget process. The City Roadmap allows an opportunity to examine new items through a lens that ensures that the Administration is responsive to new, urgent priorities while maintaining a focus on City Council-approved City Roadmap priorities and other core City services. The Administration also recognizes the need to create a process to evaluate the trade-offs and impacts of new priorities and the need to develop implementation options to enable the Administration to take on new priorities (i.e. decreasing the scope or delaying the timeline of an existing initiative). That process will need to integrate with the City Roadmap process and importantly reflect what might need to occur later or with a decreased scope.

To achieve this purpose, the Administration has updated the City Council Policy Prioritization: Early Consideration Response Form in Attachment H to evaluate new priorities for their alignment with the City Roadmap and to outline the impacts and tradeoffs of new priorities with

existing Department work plans and available staff resources. A successful process will allow the Administration to say “yes” to critical new priorities (green light), or “not yet” to new priorities that can wait for the annual priority-setting process (yellow light). The Administration will apply this analysis when new priorities come to the Rules and Open Government Committee to make recommendations that support the City Council’s decision-making process. Green items are accepted into the work plans of Departments and, where aligned to a City Roadmap initiative, will be communicated through the applicable OKRs and City Council Committee updates for the appropriate initiative. Yellow items are deferred to the annual priority setting process for further debate and decision on whether the item should be accepted into a work plan or onto the City Roadmap for the next fiscal year.

CONCLUSION

The City has made significant progress on:

- Using the City Roadmap to bring prioritization and focus to the City’s most strategic and complex change initiatives;
- Delivering on the first quarter (Q1) Objectives and Key Results for the Community and Economic Recovery and Powered by People Enterprise Priorities; and
- Iterating to improve on second quarter (Q2) OKRs that cover a broader set of initiatives within the Enterprise Priorities and are more quantitative in nature.

This memorandum also acknowledges and appreciates the incredible number of community partners and City staff who have contributed to the implementation of the initiatives on the City Roadmap, including COVID-19 Response and Recovery.

EVALUATION AND FOLLOW-UP

The City Roadmap will return to the City Council with a second quarter (Q2) status update in early 2022. Minor adjustments to the initiatives on the City Roadmap, if any, will be brought forward as recommended actions as part of the Mid-Year Budget Review that will be released at the end of January 2022 and will be presented for City Council consideration in February 2022. Major adjustments to the initiatives on the City Roadmap will be made through the annual City Roadmap Priority Setting process, which will also occur in early 2022.

The Administration is working on a plan and a pilot for performance and accountability measures associated with each Enterprise Priority and the City Roadmap as a whole. This work may be done with Harvard Business School Community Partners on a promotional basis.

The Administration is exploring iterations that improve the clarity and communications of the City Roadmap, including: creating a definition of the City’s Enterprise Priorities, updating the title and description of the “Creating Housing and Preventing Homelessness” Enterprise Priority, adding priority initiatives from the City Manager (i.e. Customer Service Vision and Standards), and updating the title and description of the “Child Care” initiative.

Finally, the Administration will evaluate and return with recommendations on the timeframe of the City Roadmap rollout in consideration of the scale, progress, and constraints.

CLIMATE SMART SAN JOSE

The recommendation in this memorandum has no effect on Climate Smart San José energy, water, or mobility goals.

PUBLIC OUTREACH

This memorandum will be posted on the City Council Agenda website for the City of San José Council Meeting to be held on November 16, 2021.

COORDINATION

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

COMMISSION RECOMMENDATION/INPUT

No commission recommendation or input is associated with this action.

CEQA

Not a Project, File No. PP17-007, Preliminary direction to staff and eventual action requires approval from decision-making body.

/s/
DOLAN BECKEL
Interim Deputy City Manager

The principal author of this memorandum is Erik Chiarella Jensen, Assistant to the City Manager.

For questions, please contact Dolan Beckel, Interim Deputy City Manager, at dolan.beckel@sanjoseca.gov.

HONORABLE MAYOR AND CITY COUNCIL

November 1, 2021

Subject: City Roadmap First Quarter 2021 Update

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Attachment A: FY 2021-2022 City Roadmap

Attachment B: City's Enterprise Priority Descriptions

Attachment C: City Roadmap Committee Alignment

Attachment D: COVID-19 Pandemic: Community and Economic Recovery Q1 OKRs

Attachment E: COVID-19 Pandemic: Community and Economic Recovery Q2 OKRs

Attachment F: Powered by People Q1 OKRs

Attachment G: Powered by People Q2 OKRs

Attachment H: Council Policy Prioritization: Early Consideration Response Form

Attachment A: FY 2021-2022 City Roadmap

San José City Roadmap | FY 2021-2022

Enterprise Priority	Project						Strategy		Policy		
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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	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	

Approved by Council on March 16, 2021

Attachment B: City's Enterprise Priority Descriptions



CITY MANAGER'S ENTERPRISE PRIORITIES

- 1 COVID-19 PANDEMIC: COMMUNITY AND ECONOMIC RECOVERY:** No event in living memory has been more painful or traumatic for our community than the COVID-19 pandemic and economic crisis which exacerbated existing inequalities. In this moment, our biggest challenge and our 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. Recovery is not for us to do alone, rather it must be done with the 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.
- 2 EMERGENCY MANAGEMENT AND PREPAREDNESS:** No issue is more important than the lives and safety of our residents. The City has more work to do to ensure San José is well-prepared for earthquakes and other disasters, particularly for those who are most vulnerable. As a City, we will do more to be prepared for emergencies and commit to this priority with relentless attention and support.
- 3 CREATING HOUSING AND PREVENTING HOMELESSNESS:** All people in San José need a place they can call home, and feel they belong as a vital part of the city around them. If we are to welcome everyone home to San José, we must address the housing crisis and homelessness that confront our City. Our Mayor and Council have set a goal of adding 25,000 residential units in the next five years – including 10,000 affordable units. Assisting our existing homeless residents requires the City begin to work outside traditional silos and align amongst several public and private partnerships to creatively and effectively address the challenge.
- 4 SAFE, VIBRANT, AND INCLUSIVE NEIGHBORHOODS AND PUBLIC LIFE:** The diverse mosaic of people who live, work and play in San José deserve vibrant public spaces and places that are beautiful, clean, safe and inclusive. The people of San José need community spaces that bring them together across generations, cultures, and points of view.
- 5 BUILDING THE SAN JOSE OF TOMORROW WITH A DOWNTOWN FOR EVERYONE:** San José has a bold plan that envisions a more urban, connected, and livable city by 2040. Making this a reality will require driving private development and ensuring those investments create great places. The approval processes must be clear, consistent and easy to use for everyone, and move at the speed of business, not bureaucracy. The center piece of these efforts, our Downtown plan, is a complex mosaic of new train lines, large offices mixed with vibrant street front retail, urban housing, and creative public spaces that we must get right.
- 6 SMART, SUSTAINABLE AND RELIABLE CITY 21ST CENTURY INFRASTRUCTURE:** Competing in the global economy and addressing climate imperatives requires updating our energy, water, waste, transportation, and internet connectivity infrastructure, as well as translating traditional infrastructure such as roads and streetlights into 21st century infrastructure. From the launch of a Clean Energy program, long-term investments in the Regional Wastewater Facility and San José International Airport, and new strategies for Broadband and Digital Inclusion, as well as Automated/Electric Vehicles, we must focus on developing smart, sustainable, and reliable infrastructure to shape America's next great city.
- 7 STRATEGIC FISCAL POSITIONING AND RESOURCE DEPLOYMENT:** We will continue to be both strategic and responsible in how we manage and balance the City's \$4.8 billion budget as well as smart and efficient in how we serve our community. We will always look for opportunities to be cost-effective in all aspects of our service delivery system while working to ensure equity and inclusion in how our services are delivered. If new or expanded revenues are considered, we will minimize impacts to our tax, rate, and fee payers to the extent possible.
- 8 POWERED BY PEOPLE:** We recognize that our over 6,600 employees power the City of San José and our success as a City is dependent on our ability to create a dynamic and engaged workforce. Our employees' ability to provide excellent service is strengthened when we invest in attracting talent, providing opportunities for career growth, enabling an environment focused on health, safety, and wellness, and retaining a diverse workforce in a workplace that is equitable and inclusive.

Attachment C: City Roadmap Committee Alignment

City Roadmap Committee Alignment

Legend: 7 CED 8 NSE 0 PSFSS 6 T+E 2 Smart City 1 Rules 4 Council 2 Commissions 10 CMO

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			Build Back Better + Recovery Task Force		
Emergency Management + Preparedness	Vaccination Task Force								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: 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	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	

Approved by Council on March 16, 2021

*Closed Session

Attachment D: COVID-19 Pandemic: Community and Economic Recovery Q1 OKRs

COVID-19 Pandemic: Community + Economic Recovery

2021 Q1 (Jul – Sept) 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

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

KEY RESULTS

3-month

Commit \$57m of Emergency Rental Assistance Round 1 local funds to 4,700 Extremely Low-Income households countywide

Open and operate two Rent Relief and Eviction Help Centers at City Hall and Franklin McKinley School District Office

Recommend member organizations to the COVID-19 Recovery Task Force to Council

Govern the distribution of 20m meals in the City (total of 200m since March 2020)

Participate in 40 community events in key neighborhoods in partnership with Courts and County for legal aid and rent relief

Release an Economic Recovery Workplan

Distribute 3,820 hotspots to students and families for back-to-school digital access

Complete design in all attendance areas for East Side Union Wi-Fi and award construction contract

Reconvene the Food Policy Advisory Committee to determine regional food governance structure

Launch 31 childcare programs for 1,000 students (grade K-8) at two City Youth Centers, one Community Center, and 28 schools

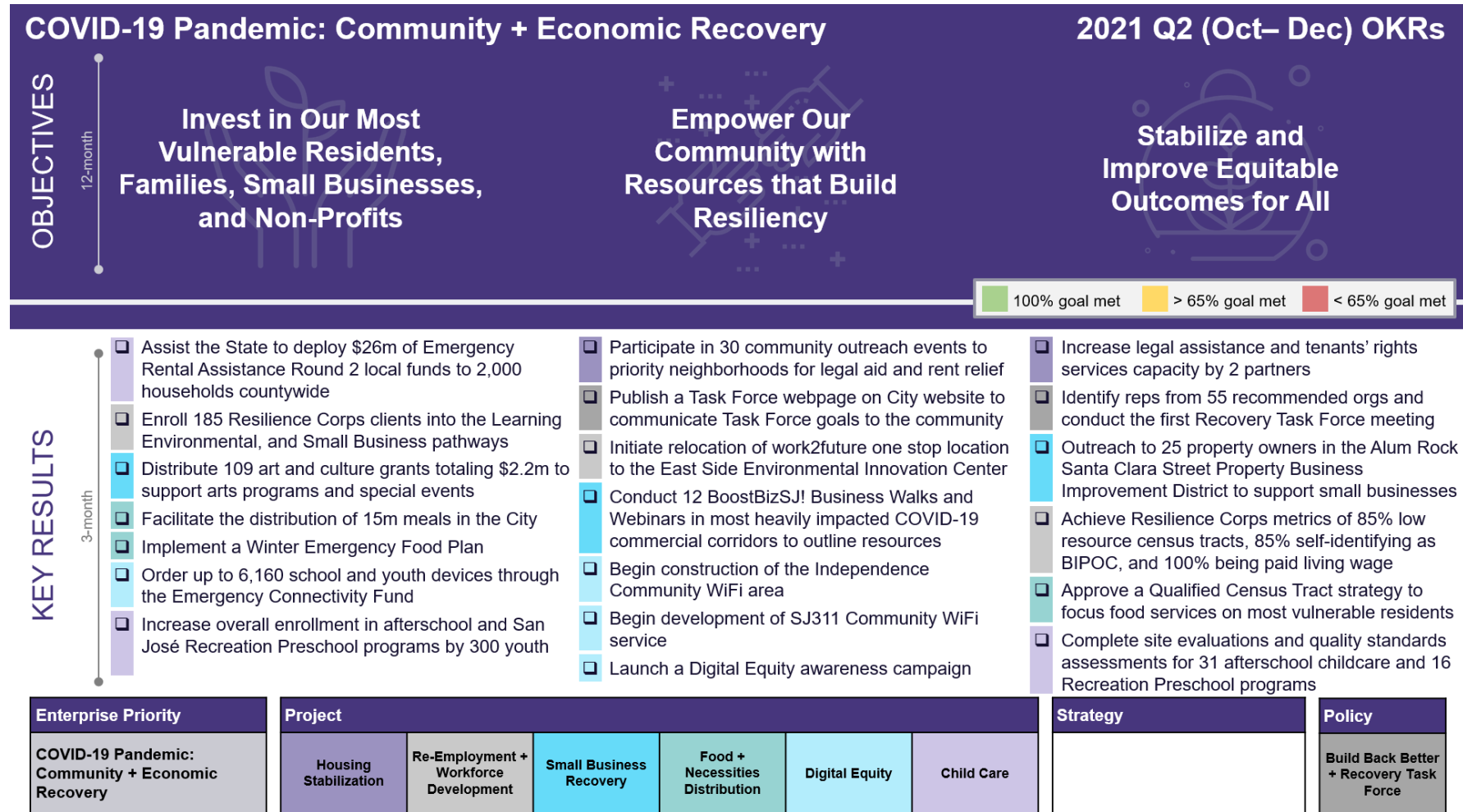
Transition 25% of food program participants to sustainable programs

Launch 18 San José Recreation Preschool classes for 210 children (ages 3-5) across 12 Community Centers and parks

Release SJ Access Hotspot Impact Report

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		Build Back Better + Recovery Task Force

Attachment E: COVID-19 Pandemic: Community and Economic Recovery Q2 OKRs



Attachment F: Powered by People Q1 OKRs

Powered by People

2021 Q1 (Jul – Sept) OKRs

OBJECTIVES

12-month

Build Processes that Work for People

Nurture Employee Growth, Safety, + Wellness

Bust Down Silos to Build Trust + Transparency

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

KEY RESULTS

3-month

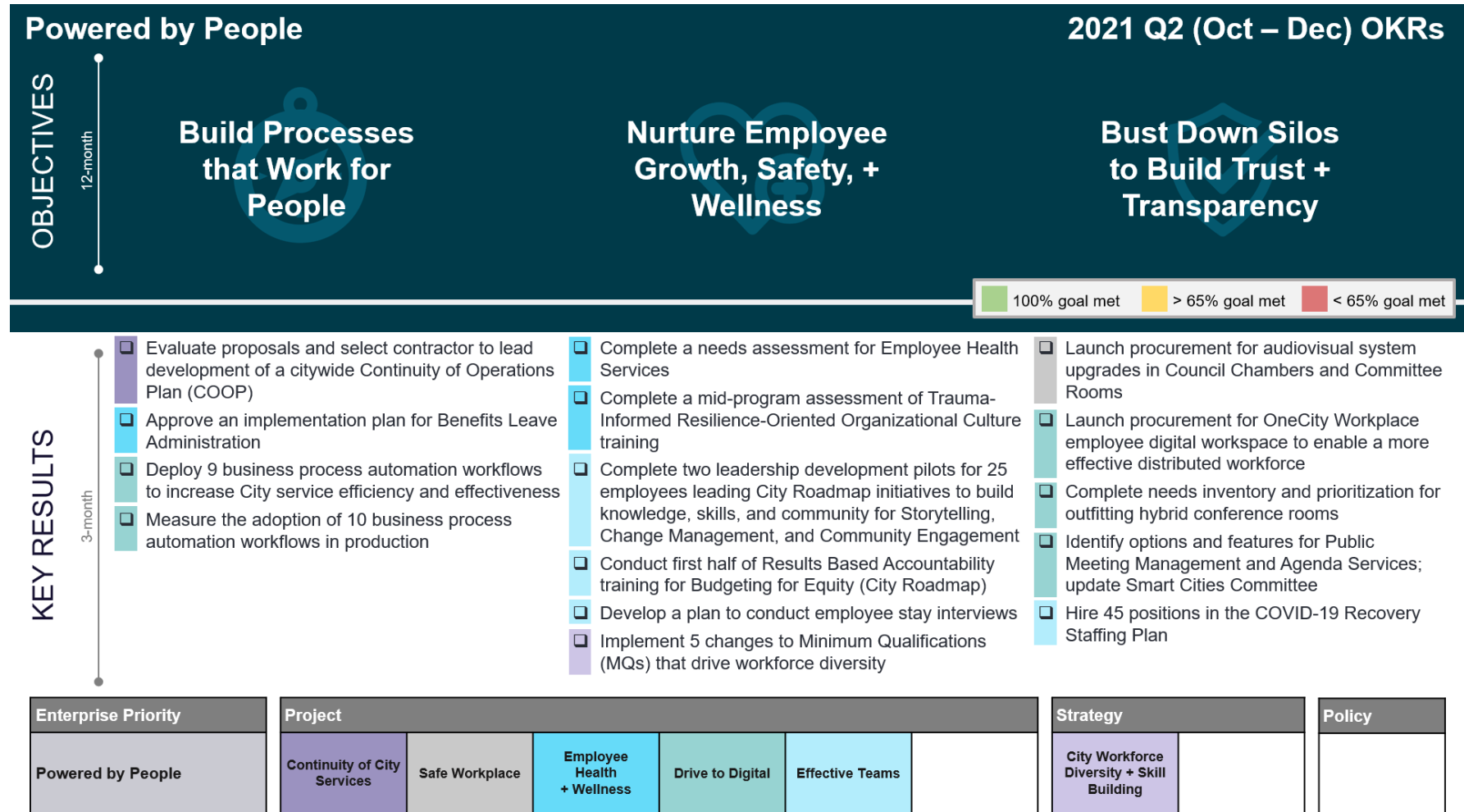
- Recruit 15 employees for a Human-Centered Design Learning Lab to redesign 3 City processes
- Launch a Process Re-engineering + Design Academy for 12 employees to redesign the Leave Administration Program
- Deploy 9 business process automation workflows to increase City service efficiency and effectiveness
- Review continuity of government proposals to evaluate relevant bids for Continuity of City Operations Plan

- Conduct Phase 1 of Returning Employees to On-site Work, including re-opening City facilities to employees and the public
- Launch a Wellness Challenge to engage employees in health and wellbeing activities
- Conduct Phase 2 of Trauma-Informed Resilience-Oriented Organizational Culture training
- Develop a strategy to create an employee health services program that integrates a vendor

- Rollout hybrid City Council meetings
- Establish an interdepartmental Recovery hiring process and hire 25 positions in the COVID-19 Recovery Staffing Plan
- Review and identify revisions for employment requirements (Minimum Qualifications) to drive workforce diversity
- Launch procurement for OneCity Workplace employee intranet to enable a more effective virtual workforce

Enterprise Priority	Project					Strategy		Policy
Powered by People	Continuity of City Services	Safe Workplace	Employee Health + Wellness	Drive to Digital	Effective Teams		City Workforce Diversity + Skill Building	

Attachment G: Powered by People Q2 OKRs



Attachment H: Council Policy Prioritization: Early Consideration Response Form



Council Policy Prioritization: Early Consideration Response Form

Department _____ Rules Date _____ Item _____
 Department Rep. Name/Ext. _____ Council Member Sponsorship _____
 Policy/Ordinance Subject _____

Staff Recommendation												
<input type="checkbox"/> GREEN Adopt based on tradeoffs outlined on next page			<input type="checkbox"/> YELLOW Send to Priority Setting Process			<input type="checkbox"/> RED Recommend Council not adopt nominated idea			<input type="checkbox"/> NEEDS CLARIFICATION OR MORE TIME TO EVALUATE			
Staff Evaluation												
Is this aligned with City Roadmap? <input type="checkbox"/> Yes <input type="checkbox"/> No			Is this already underway in a Department work plan? <input type="checkbox"/> Yes <input type="checkbox"/> No			Is this time critical or an emergency? <input type="checkbox"/> Yes <input type="checkbox"/> No			Will this require substantial resources, staffing, budget, or strategic support? <input type="checkbox"/> Yes <input type="checkbox"/> No			
Criterion to Determine Scale of Project Complexity												
Project complexity is determined by scoring the project in each of the 3 criteria below and then summing the score.												
a. Low Complexity is a sum of 6 or less.												
b. Medium Complexity is a sum of 7 – 9. Total Score = 0												
c. High Complexity is a sum of 10 or greater.												
Scoring Criterion	Low Complexity			Medium Complexity			High Complexity					
	Estimated Duration		6 – 9 months <input type="checkbox"/> = 1	9 - 18 months <input type="checkbox"/> = 2		More than 18 months <input type="checkbox"/> = 3						
	(Internal)		Can Easily be Absorbed into Existing Work Plan <input type="checkbox"/> = 1	Planned Work (Future) <input type="checkbox"/> = 2		Work Not Currently Proposed <input type="checkbox"/> = 3						
			Have staff with required skillset/knowledge <input type="checkbox"/> = 1	Have staff with required skillset/ requires moderate research <input type="checkbox"/> = 2		Do not have staff with required skillset/requires significant research <input type="checkbox"/> = 3						
	(External)		Less than or equal 2 staff required <input type="checkbox"/> = 1	3 - 4 staff required <input type="checkbox"/> = 2		More than 5 staff required <input type="checkbox"/> = 3						
		1 Additional Department <input type="checkbox"/> = 1	2 Other Departments Involved <input type="checkbox"/> = 2		3 or more Departments Involved <input type="checkbox"/> = 3							
DEPT. Required	<input type="checkbox"/> Airport	<input type="checkbox"/> Auditor	<input type="checkbox"/> CMO	<input type="checkbox"/> CMO – Communication	<input type="checkbox"/> OED/CA	<input type="checkbox"/> ESD	<input type="checkbox"/> Fire	<input type="checkbox"/> HR	<input type="checkbox"/> IT	<input type="checkbox"/> PRNS	<input type="checkbox"/> Police	<input type="checkbox"/> Retirement
	<input type="checkbox"/> Attorney	<input type="checkbox"/> Clerk	<input type="checkbox"/> CMO – Budget	<input type="checkbox"/> CMO –	<input type="checkbox"/> Community Energy	<input type="checkbox"/> Finance	<input type="checkbox"/> Housing	<input type="checkbox"/> IPA	<input type="checkbox"/> Library	<input type="checkbox"/> PBCE	<input type="checkbox"/> PW	<input type="checkbox"/> DOT

Attachment H: Council Policy Prioritization: Early Consideration Response Form (continued)

Analysis
Explain the rationale for staff recommendation, including any mitigating factors that need to be considered (recent legislative action, significant work plan changes, etc.). Please address the following as well.
GREEN LIGHT: The Administration can implement this Nominated Idea under its current work plan. Item should be sent to Council to add to Department work plan. (1) How will the Idea be approached? (2) If adopted, what is its impact and/or tradeoff to the City Roadmap or to a Department work plan, including strategic support? (3) What is the minimum viable scope to move the Idea forward and reduce its complexity?
YELLOW LIGHT: The Administration recommends Council send this Nominated Idea to the Priority Setting Process due to (describe cost implications, workload impacts, or other factors).
RED LIGHT: The Administration recommends Council not adopt this Nominated Idea due to (describe reason implementation would be difficult if not impossible – conflict with other laws, etc.).