

Item 3.6 COVID-19 Pandemic Response and Community and Economic Recovery Budget Adjustments

Youth Commission 3 <YouthCom3@sanjoseca.gov>

Mon 11/29/2021 10:37 AM

To: City Clerk <city.clerk@sanjoseca.gov>

Cc: Andrade, Patricia <Patricia.Andrade@sanjoseca.gov>; Maloy, Megan <megan.maloy@sjlibrary.org>

Dear Mayor and City Council,

I would like to personally advocate for the City to invest federal COVID relief funds in children's programs. These programs ensure that elementary school-aged children have safe places to go to after school while their parents work. These programs need to be prioritized now. The truth is that the working class is going to be the most affected by a lack of these programs, which often encompasses BIPOC. It is our responsibility as a government for the diverse people who live here to provide these services instead of postponing them due to spending fears. We need to help San Jose parents as they grapple with transitioning in this pandemic with us.

Nicole V. Hoang (they/them)

RE: Item 3.6 "COVID-19 Pandemic Response and Community and Economic Recovery Budget Adjustments

Dana Bunnett <dbunnett@kidsincommon.org>

Mon 11/29/2021 6:37 PM

To: City Clerk <city.clerk@sanjoseca.gov>

Cc: Arenas, Sylvia <sylvia.arenas@sanjoseca.gov>; Garcia, Mariela <Mariela.Garcia@sanjoseca.gov>

You don't often get email from dbunnett@kidsincommon.org. [Learn why this is important](#)

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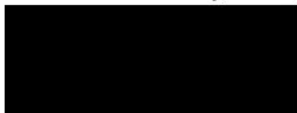
Dear Councilmembers and Mayor Liccardo,

Kids in Common supports Councilmember Arenas' position that resources should be allocated **NOW** to expand after-school programs, full scholarships, and child emotional wellness supports in partnership with nonprofits. There is simply no time to spare and we must support COVID impacted families with reliable programs that meet their needs. Waiting until next June would mean that children's COVID relief programs would be put on hold until almost 2023 – an unacceptable delay.

No group is more frequently asked to take the back seat than our kids. The purpose of COVID relief should be to ameliorate the impact of COVID on our most vulnerable families and children – those who are poor, many in East San Jose, mostly Latinos and other people of color. A year delay for a 5-year-old is 20% of their life span and such a delay will have lifelong consequences for our youngest community members.

Please vote to allocate these funds NOW.

In community,



Dana Bunnett | Executive Director | we/she/hers
Phone: (650) 704-6569 | Web: www.KidsinCommon.org
P.O. Box 28526 | San Jose, CA 95159

Every child [safe](#), [healthy](#), successful in [learning](#), successful in [life](#).

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Item 3.3 -- YES on CM Arenas' and Esparza's Memos

Janet Holt <[REDACTED]>

Mon 11/29/2021 4:34 PM

To: City Clerk <city.clerk@sanjoseca.gov>; Liccardo, Sam <sam.liccardo@sanjoseca.gov>; Jones, Chappie <Chappie.Jones@sanjoseca.gov>; Jimenez, Sergio <sergio.jimenez@sanjoseca.gov>; Perez, Raul <Raul.Perez@sanjoseca.gov>; Cohen, David <David.Cohen@sanjoseca.gov>; Carrasco, Magdalena <Magdalena.Carrasco@sanjoseca.gov>; Davis, Dev <dev.davis@sanjoseca.gov>; Esparza, Maya <Maya.Esparza@sanjoseca.gov>; Arenas, Sylvia <sylvia.arenas@sanjoseca.gov>; Foley, Pam <Pam.Foley@sanjoseca.gov>; Mahan, Matt <Matt.Mahan@sanjoseca.gov>

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[External Email]

Dear Mayor and City Councilmembers,

My name is Janet Holt and I am a resident of [neighborhood/Council District/City]. I am writing to you today to urge you to prioritize the needs of San José children and families by supporting Councilmember Arenas' and Esparza's Memos on item 3.3 COVID-19 Pandemic Response and Community and Economic Recovery Budget Adjustments.

It is essential that the City allocate more resources to expand free and affordable child and youth programs through a comprehensive, place-based strategy that will help meet the staggering need exacerbated by the pandemic. Currently, the County of Santa Clara is not directly investing in creating more childcare slots or augmenting programs for San José children. That's why this investment from the City of San José is critical for families, especially women, who want to remain in or rejoin the workforce.

A larger and longer-term investment in the Promotores framework will also help reduce barriers to health education and resources, which can improve conditions and health outcomes for our hard-to-reach communities.

Without an allocation that has the needs of children and families in mind, thousands will be left behind – which is why I am urging you to support our children and families during these pressing times and approve Councilmember Arenas' and Esparza's Memos on item 3.3.

Sincerely,
Janet Holt

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Public Comment on Item 3.6 COVID-19 Pandemic Budget Adjustments

Serena Alvarez [REDACTED]

Mon 11/29/2021 8:52 PM

To: City Clerk <city.clerk@sanjoseca.gov>; Liccardo, Sam <sam.liccardo@sanjoseca.gov>; Jones, Chappie <Chappie.Jones@sanjoseca.gov>; Davis, Dev <dev.davis@sanjoseca.gov>; Foley, Pam <Pam.Foley@sanjoseca.gov>; Mahan, Matt <Matt.Mahan@sanjoseca.gov>; Cohen, David <David.Cohen@sanjoseca.gov>; Esparza, Maya <Maya.Esparza@sanjoseca.gov>; Arenas, Sylvia <sylvia.arenas@sanjoseca.gov>; Carrasco, Magdalena <Magdalena.Carrasco@sanjoseca.gov>
Cc: Maguire, Jennifer <jennifer.maguire@sanjoseca.gov>; Wilcox, Leland <Leland.Wilcox@sanjoseca.gov>; Shannon, Jim <jim.shannon@sanjoseca.gov>; Sylvia Alvarez <[REDACTED]>; Salud Barragan <[REDACTED]> Michelle Pelayo <[REDACTED]> Angel Kelly <[REDACTED]> Salina Esparza <[REDACTED]> Cindy Pelayo <[REDACTED]>; Danny Garza <[REDACTED]>
 [REDACTED]

[External Email]

[External Email]

Dear Mayor Liccardo, Vice Mayor Jones and Members of the San Jose City Council,

You are strongly urged to adopt Councilmember Arenas' memorandum on Item 3.6 in support of the most vulnerable, impacted by COVID-19, including pronounced priority for suffering children, women and families.

The framework presented by Councilmember Arenas is appropriate and necessary to assure the children and families most impacted and suffering from the pandemic are adequately identified and served by the federal rescue funds.

Please adopt the Arenas memo +

Sincerely,

Sylvia Alvarez, J.D.

CA LULAC State Executive Board Member, District 14 Director (Council #3270)

Resident, District 8

Serena Alvarez, Esq.

CA LULAC Council #3090 (Santa Clara), President

Resident, District 6

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Public Comment on Item 3.6 COVID-19 Pandemic Budget Adjustments

Marcos Legaspi Herrera

Mon 11/29/2021 8:48 PM

To: City Clerk <city.clerk@sanjoseca.gov>; Liccardo, Sam <sam.liccardo@sanjoseca.gov>; Jones, Chappie <Chappie.Jones@sanjoseca.gov>; Davis, Dev <dev.davis@sanjoseca.gov>; Foley, Pam <Pam.Foley@sanjoseca.gov>; Mahan, Matt <Matt.Mahan@sanjoseca.gov>; Cohen, David <David.Cohen@sanjoseca.gov>; magdalena.carrasco@sanjoseca.gov <magdalena.carrasco@sanjoseca.gov>; Esparza, Maya <Maya.Esparza@sanjoseca.gov>; Arenas, Sylvia <sylvia.arenas@sanjoseca.gov>
Cc: Maguire, Jennifer <jennifer.maguire@sanjoseca.gov>; Wilcox, Leland <Leland.Wilcox@sanjoseca.gov>; Shannon, Jim <jim.shannon@sanjoseca.gov>

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Dear Mayor Liccardo, Vice Mayor Jones and Members of the San Jose City Council,

The moral standing of a society is how we treat our most vulnerable. You have an opportunity to demonstrate our concern for those that have suffered the most during the COVID epidemic. You are strongly urged to adopt Councilmember Arenas' memorandum on Item 3.6 in support of the most vulnerable, impacted by COVID-19, including pronounced priority for suffering children, women and families.

The framework presented by Councilmember Arenas is appropriate and necessary to assure the children and families most impacted and suffering from the pandemic are adequately identified and served by the federal rescue funds.

Please adopt the Arenas memo!

Marcos Legaspi Herrera



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Item 3.6 on 11/30/21 Council Agenda

Michele Lew <mlew@healthtrust.org>

Mon 11/29/2021 10:59 PM

To: City Clerk <city.clerk@sanjoseca.gov>

You don't often get email from mlew@healthtrust.org. [Learn why this is important](#)

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Dear Honorable Mayor and Councilmembers,

Thank you for your continued partnership on pandemic food distribution since the spring of 2020. We appreciate the extraordinary dedication that you, your offices, and city staff and volunteers have demonstrated to address food insecurity in San Jose.

We thank Mayor Liccardo, Vice Mayor Jones, and Councilmembers Carrasco and Mahan for their memo, which recommends an increase in food funding during FY22. We hope this recommendation is approved unanimously.

As you might recall, The Health Trust is one of the largest nonprofit Meals on Wheels providers in Santa Clara County, with over 70% of our meals delivered within the City of San Jose. Demand for our Meals on Wheels service continues to be about triple the pre-pandemic demand, with no foreseeable decrease. Most of our current Meals on Wheels clients are homebound seniors with modest means who have difficulty preparing their own meals. These clients would have qualified for our Meals on Wheels prior to the pandemic and will continue to qualify after it ends — many simply didn't know our services existed or were available to them.

Given limited financial and human resources, we are now faced with a waiting list for new Meals on Wheels clients. Keeping hungry seniors waiting is extremely worrisome, and a problem we hope to solve.

As we nonprofit food providers work together with you and the County, we hope to develop a long-term plan to address food insecurity with appropriate, sustainable funding. We look forward to continued collaboration with you.

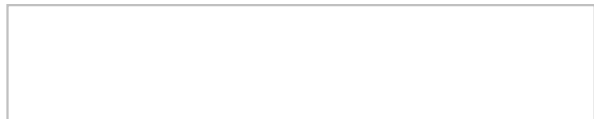
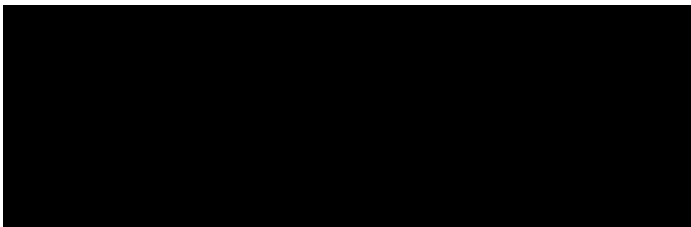
Sincerely,

Michele Lew
CEO, The Health Trust

--

Michele Lew

Pronouns: she, her, hers

Chief Executive Officer

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Fw: Public Comment on Item 3.6 COVID-19 Pandemic Budget Adjustments

Gregory, Barbara <Barbara.Gregory@sanjoseca.gov>

Tue 11/30/2021 7:09 AM

To: Agendadesk <Agendadesk@sanjoseca.gov>

Thank You,

Barb Gregory**Analyst II****Office of the City Clerk****200 E Santa Clara St FL T-14****San Jose, C-A 95112****408-535-1272 Fax: 408-292-6207****e-mail: barbara.gregory@sanjoseca.gov****How is our service? [Please take our short survey.](#)**

From: Wheatley, Brian <bwheatley@sjusd.org>**Sent:** Tuesday, November 30, 2021 7:04 AM**To:** City Clerk <city.clerk@sanjoseca.gov>; Liccardo, Sam <sam.liccardo@sanjoseca.gov>; Jones, Chappie <Chappie.Jones@sanjoseca.gov>; Davis, Dev <dev.davis@sanjoseca.gov>; Foley, Pam <Pam.Foley@sanjoseca.gov>; Mahan, Matt <Matt.Mahan@sanjoseca.gov>; Cohen, David <David.Cohen@sanjoseca.gov>; Carrasco, Magdalena <Magdalena.Carrasco@sanjoseca.gov>; Esparza, Maya <Maya.Esparza@sanjoseca.gov>; Arenas, Sylvia <sylvia.arenas@sanjoseca.gov>**Cc:** Maguire, Jennifer <jennifer.maguire@sanjoseca.gov>; Wilcox, Leland <Leland.Wilcox@sanjoseca.gov>; Shannon, Jim <jim.shannon@sanjoseca.gov>**Subject:** Public Comment on Item 3.6 COVID-19 Pandemic Budget Adjustments

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Dear Mayor Liccardo, Vice Mayor Jones and Members of the San Jose City Council,

I strongly urge you to adopt Councilmember Arenas' memorandum on Item 3.6 in support of the most vulnerable, impacted by COVID-19, including pronounced priority for suffering children, women and families.

The framework presented by Councilmember Arenas is appropriate and necessary to assure the children and families most impacted and suffering from the pandemic are adequately identified and served by the federal rescue funds.

Please adopt the Arenas memo!
Thank you.

- > Brian Wheatley
- > SJUSD Board President
- > Trustee Area 4

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Public Comment on Item 3.6 COVID-19 Pandemic Budget Adjustments

Saul Ramos <[REDACTED]>

Tue 11/30/2021 7:16 AM

To: City Clerk <city.clerk@sanjoseca.gov>; Liccardo, Sam <sam.liccardo@sanjoseca.gov>; Jones, Chappie <Chappie.Jones@sanjoseca.gov>; Davis, Dev <dev.davis@sanjoseca.gov>; Foley, Pam <Pam.Foley@sanjoseca.gov>; Mahan, Matt <Matt.Mahan@sanjoseca.gov>; Cohen, David <David.Cohen@sanjoseca.gov>; Carrasco, Magdalena <Magdalena.Carrasco@sanjoseca.gov>; Esparza, Maya <Maya.Esparza@sanjoseca.gov>; Arenas, Sylvia <sylvia.arenas@sanjoseca.gov>
Cc: Maguire, Jennifer <jennifer.maguire@sanjoseca.gov>; Wilcox, Leland <Leland.Wilcox@sanjoseca.gov>; Shannon, Jim <jim.shannon@sanjoseca.gov>

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Dear Mayor Liccardo, Vice Mayor Jones and Members of the San Jose City Council,

You are strongly urged to adopt Councilmember Arenas' memorandum on Item 3.6 in support of the most vulnerable, impacted by COVID-19, including pronounced priority for suffering children, women and families.

The framework presented by Councilmember Arenas is appropriate and necessary to assure the children and families most impacted and suffering from the pandemic are adequately identified and served by the federal rescue funds.

As we continue to work in the most vulnerable communities in San José, investment in our children is paramount to the recovery and the long-term benefits for our families is necessary to prevent yet another crisis.

Please adopt the Arenas memo!

Saúl Ramos he, him

Acting Co-Executive Director

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Support for Sylvia Arenas Memo 11/30/2021, City Council Agenda Item 3.6

Gabriel Hernandez <gabriel@sspcmayfair.org>

Tue 11/30/2021 10:18 AM

To: City Clerk <city.clerk@sanjoseca.gov>

[External Email]

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Please receive this support letter for the above-named item at today's City Council Meeting, Item 3.6.

Thank you,

Gabriel

Gabriel Hernandez

¡Sí Se Puede! Collective Director

[Facebook](#) | [Twitter](#) | [Instagram](#)

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Mayfair, East San José | sspcmayfair.org | gabriel@sspcmayfair.org

November 30, 2021

City of San Jose Mayor and City Council Members
200 East Santa Clara Street
San Jose, CA 95113

RE: Si Se Puede Collective Support for Councilmember Sylvia Arenas memo, dated 11/30/2021, Covid-19 Pandemic Response and Community and Economic Recovery Budget Adjustments

Dear Mayor and City Council Members:

The Si Se Puede Collective which is comprised of five community organizations, including Amigos de Guadalupe Center for Justice and Empowerment, Grail Family Services, School of Arts and Culture at Mexican Heritage Plaza, Somos Mayfair, and Veggielution, have budgets that collectively invest in our communities, families and future that include:

- A shared vision and sense of belonging that honors the artistic and cultural identity of Mayfair and empowers community.
- Quality learning opportunities for all children with a focus on success in school and life.
- Culturally competent youth who can navigate, experience, and contribute to the broader world.
- Culturally competent, impactful and coordinated services and resource referrals to meet the needs of families.
- Community-led advocacy and organizing efforts for policy and systems change.
- Smart development without displacement in the Mayfair community.

The Si Se Puede Collective urges each of you to direct the City Manager to support the recommendations outlined in the above-named memo by Councilmember:

- That is reflective of the City Council's direction to prioritize childcare as a path to COVID-19 recovery; and,
- That dedicates a portion of the American Rescue Plan (ARP) funds to develop programs that primarily benefit children in neighborhoods most impacted by COVID-19 transmission and mortality rates, specifically in the neighborhoods in zip codes 95116, 95122, and 95127; and,



Amigos de Guadalupe
Center for Justice & Empowerment



School of Arts & Culture
Mexican Heritage Plaza





Mayfair, East San José | sspcmayfair.org | gabriel@sspcmayfair.org

- That dedicate a portion of ARP funds for the purpose of providing new and expanded services for children such as childcare, learning loss, and social/emotional wellness programs; and,
- Invest in your City Services personnel to address the hundreds of job vacancies that should be filled to provide our community with the needed services to make our community thriving and vibrant.

The Si Se Puede Collective has and will continue to be a proactive ally with the City of San Jose against COVID-19. We will continue to partner with you to fight COVID-19 in our communities and to address the systemic economic, racial, and social inequities that our East Side San Jose residents have endured for decades.

In community spirit,

Gabriel Hernandez

Si Se Puede Collective, Director



Amigos de Guadalupe
Center for Justice & Empowerment



School of Arts & Culture
Mexican Heritage Plaza



Public Comment on Item 3.6 COVID-19 Pandemic Budget Adjustments

Nora Campos <[REDACTED]>

Tue 11/30/2021 10:41 AM

To: City Clerk <city.clerk@sanjoseca.gov>; Liccardo, Sam <sam.liccardo@sanjoseca.gov>; Jones, Chappie <Chappie.Jones@sanjoseca.gov>; Davis, Dev <dev.davis@sanjoseca.gov>; Foley, Pam <Pam.Foley@sanjoseca.gov>; Mahan, Matt <Matt.Mahan@sanjoseca.gov>; Cohen, David <David.Cohen@sanjoseca.gov>; Carrasco, Magdalena <Magdalena.Carrasco@sanjoseca.gov>; Esparza, Maya <Maya.Esparza@sanjoseca.gov>; Arenas, Sylvia <sylvia.arenas@sanjoseca.gov>
Cc: Maguire, Jennifer <jennifer.maguire@sanjoseca.gov>; Wilcox, Leland <Leland.Wilcox@sanjoseca.gov>; Shannon, Jim <jim.shannon@sanjoseca.gov>

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Dear Mayor Liccardo, Vice Mayor Jones and Members of the San Jose City Council,

You are strongly urged to adopt Councilmember Arenas' memorandum on Item 3.6 in support of the most vulnerable, impacted by COVID-19, including pronounced priority for suffering children, women and families.

The framework presented by Councilmember Arenas is appropriate and necessary to assure the children and families most impacted and suffering from the pandemic are adequately identified and served by the federal rescue funds.

Please adopt the Arenas memo!

Nora Campos

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COUNTY OF SANTA CLARA
OFFICE OF THE BOARD OF SUPERVISORS
COUNTY GOVERNMENT CENTER, EAST WING
70 WEST HEDDING STREET, 10TH FLOOR
SAN JOSE, CALIFORNIA 95110
(408)299-5040 FAX (408)299-2038 TDD 993-8272



VICE PRESIDENT SUSAN ELLENBERG
SUPERVISOR, DISTRICT FOUR

November 30, 2021

Mayor Liccardo and Members of the San Jose City Council
San Jose City Hall
200 E. Santa Clara Street
San Jose, CA 95113

**Re: COVID-19 PANDEMIC RESPONSE AND COMMUNITY AND ECONOMIC RECOVERY BUDGET
ADJUSTMENTS (ARENAS)**

Dear Mayor Liccardo and members of the San Jose City Council:

I am writing in support of Councilmember Sylvia Arenas' memo submitted for today's San Jose City Council meeting regarding COVID-19 pandemic response. In particular, I am hoping this Council will unanimously support all requests related to child care and the direction from the NSE Committee/Committee of the Whole Joint Hearing regarding the Child and Youth Master Plan.

As a County Supervisor, I have made it a priority to expand access to quality early childhood care and education for our County's youngest residents. I have been privileged to work with members of the San Jose City Council and the City of San Jose administration on moving the needle forward on these items – during the COVID-19 response and now in the shadow of COVID-19 recovery. I applaud the work already in progress with the City Administration and hope that funding will go to providing infrastructure for both staff and contracts to ensure that the principles of Councilmember Arenas' memo are adopted and implemented quickly and efficiently.

Every sector of the community has been impacted by the pandemic; however, the impact has been more profound in low-wage earners, service sector workers, new immigrants, Black, Latinx, and Asian families. A critical need for families as they return to work, to be economically sufficient, is childcare, particularly for birth through age 8. Poor, working families often must make difficult choices between paying for housing, food, and childcare.

The decisions made and actions taken now will impact the economic security of our families for a long time to come and will play a large role in determining the strength and pace of our entire region's economic recovery. We will continue to collaborate with the City to support San José's children, families, and the providers who care for them throughout and beyond this challenging time.

Sincerely,

A handwritten signature in cursive script that reads "Susan Ellenberg".

Board Vice President Susan Ellenberg
Santa Clara County Supervisor, District 4

Fw: Public Comment on Item 3.6 COVID-19 Pandemic Budget Adjustments

Gregory, Barbara <Barbara.Gregory@sanjoseca.gov>

Tue 11/30/2021 12:00 PM

To: Agendadesk <Agendadesk@sanjoseca.gov>

Thank You,

Barb Gregory**Analyst II****Office of the City Clerk****200 E Santa Clara St FL T-14****San Jose, C-A 95112****408-535-1272 Fax: 408-292-6207****e-mail: barbara.gregory@sanjoseca.gov****How is our service? [Please take our short survey.](#)****From:** Louis Rocha Jr - [REDACTED]**Sent:** Tuesday, November 30, 2021 11:59 AM**To:** City Clerk <city.clerk@sanjoseca.gov>; Liccardo, Sam <sam.liccardo@sanjoseca.gov>; Jones, Chappie <Chappie.Jones@sanjoseca.gov>; Davis, Dev <dev.davis@sanjoseca.gov>; Foley, Pam <Pam.Foley@sanjoseca.gov>; Mahan, Matt <Matt.Mahan@sanjoseca.gov>; Cohen, David <David.Cohen@sanjoseca.gov>; Carrasco, Magdalena <Magdalena.Carrasco@sanjoseca.gov>; Esparza, Maya <Maya.Esparza@sanjoseca.gov>; Arenas, Sylvia <sylvia.arenas@sanjoseca.gov>**Cc:** Maguire, Jennifer <jennifer.maguire@sanjoseca.gov>; Wilcox, Leland <Leland.Wilcox@sanjoseca.gov>; Shannon, Jim <jim.shannon@sanjoseca.gov>**Subject:** Public Comment on Item 3.6 COVID-19 Pandemic Budget Adjustments

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Dear Mayor Liccardo, Vice Mayor Jones and Members of the San Jose City Council,

You are strongly urged to adopt Councilmember Arenas' memorandum on Item 3.6 in support of the most vulnerable, impacted by COVID-19, including pronounced priority for suffering children, women and families.

The framework presented by Councilmember Arenas is appropriate and necessary to assure the children and families most impacted and suffering from the pandemic are adequately identified and served by the federal rescue funds.

Please adopt the Arenas memo!

Sincerely,
Louis Rocha

Sent from my iPhone

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2nd Public Comment on Item 3.6 COVID-19 Pandemic Budget Adjustments

Wheatley, Brian <bvwheatley@sjusd.org>

Tue 11/30/2021 12:23 PM

To: City Clerk <city.clerk@sanjoseca.gov>; Liccardo, Sam <sam.liccardo@sanjoseca.gov>; Jones, Chappie <Chappie.Jones@sanjoseca.gov>; Davis, Dev <dev.davis@sanjoseca.gov>; Foley, Pam <Pam.Foley@sanjoseca.gov>; Mahan, Matt <Matt.Mahan@sanjoseca.gov>; Cohen, David <David.Cohen@sanjoseca.gov>; Carrasco, Magdalena <Magdalena.Carrasco@sanjoseca.gov>; Esparza, Maya <Maya.Esparza@sanjoseca.gov>; Arenas, Sylvia <sylvia.arenas@sanjoseca.gov>
Cc: Maguire, Jennifer <jennifer.maguire@sanjoseca.gov>; Wilcox, Leland <Leland.Wilcox@sanjoseca.gov>; Shannon, Jim <jim.shannon@sanjoseca.gov>

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Dear Mayor Liccardo, Vice Mayor Jones and Members of the San Jose City Council,

I'm Brian Wheatley, a resident of District 9, and I'm emailing in support of # 8 in Councilmembers Arenas and Esparza's memo to use ARP funds to

- 1) upgrade Office of Equality Assurance software for verifying certified payroll;
- 2) add one more staff to OEA; and
- 3) establish a pilot program to collaborate with the Office of Labor Standards Enforcement on outreach, education, and training.

The OEA is a vital agency that enforces minimum wage law for San Jose and other cities, enforces Opportunity to Work, and verifies certified payroll. It is in need of upgraded software to prevent wage theft. It is a little-known agency since it lacks the bandwidth to conduct outreach, education, and training. An additional staff member would do wonders.

The OLSE's Fair Workplace Collaborative is very effective at reaching diverse communities of workers and employers in multiple languages. With additional funding, we can increase awareness of the important role the OEA plays and conduct targeted outreach.

As you can see from the included graphic while shoplifting gets a great deal of coverage in the press, wage theft is a much larger issue that must be dealt with ASAP.

Thank you.



Brian Wheatley
SJUSD Board President
Trustee Area 4

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Item 3.6 COVID-19 Pandemic Response and Community and Economic Recovery Budget Adjustments

Hilary Thorsen <[REDACTED]>

Tue 11/30/2021 1:39 PM

To: City Clerk <city.clerk@sanjoseca.gov>

[External Email]

[REDACTED]

[External Email]

Dear Mayor and Councilmembers,

The City should use ARPA funds to fully restore Library hours across all branches and expand the open hours to Sundays as well. As the pandemic demonstrated, SJPL is an essential service for the City and its main connection for education and digital literacy. This would be an easy, quick, and meaningful solution to help children and their families impacted by COVID.

Only 13 of the branches had their hours restored for this fiscal year only, which means 12 of those libraries have had their hours cut by 4 hours per week and after this fiscal year without new funding all libraries will have their hours cut. Those hours add up and mean that children and families don't have access to library spaces and physical resources during that time.

Using ARPA funds to restore and expand library hours would provide families with safe spaces for their children where they can participate in beneficial after-school activities. It would also help their parents re-enter the workforce and build future childcare capacity through the promising Family, Friend, and Neighbor (FFN) Caregiver Support Network program.

The Library always delivers on anything you ask of them. Now is the time to recognize the importance of the service they provide to San José's children and use the ARPA funds to restore and expand library hours.

Sincerely,
Hilary Thorsen
Library and Education Commissioner for District 6

Hilary Thorsen
[REDACTED]

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Item 3.6 COVID-19 Pandemic Response and Community and Economic Recovery Budget Adjustments

Heidi Emberling <Heidi.Emberling@FIRST5KIDS.ORG>

Tue 11/30/2021 1:11 PM

To: City Clerk <city.clerk@sanjoseca.gov>

Cc: District8 <district8@sanjoseca.gov>

[External Email]

Some people who received this message don't often get email from heidi.emberling@first5kids.org. [Learn why this is important](#)

[External Email]

Hi there,

Attached please find a letter of support for Item 3.6 COVID-19 Pandemic Response and Community and Economic Recovery Budget Adjustments. Thank you!

Best,

Heidi Emberling, EdD
Deputy Chief of Early Learning
Pronouns: she/her/hers



FIRST 5 Santa Clara County
4000 Moorpark Avenue, Suite 200
San Jose, CA 95117
408,260,3774
www.first5kids.org

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The First 5 years.
Make them count.

December 1, 2021

To: City of San José and San José City Council

RE: COVID-19 Pandemic Response and Community and Economic Recovery Budget Adjustments

Dear Councilmembers,

FIRST 5 Santa Clara County would like to extend our thanks for including a \$1 million allocation for Child and Youth Services in the 2021 pandemic response funding proposal. Those of us who work directly with children, families, and educators are grateful to see children and youth included in this proposal. We also agree with Councilmember Arenas' memorandum that further investments in family and children supports are desperately needed.

For further context, the COVID-19 pandemic revealed deep racial and gender inequities built directly into a fragile childcare infrastructure. Many women, and particularly women of color, were forced to shutter (temporarily and permanently) their micro-businesses, leaving several thousand children of working families without stable childcare options. Parents, particularly women, left the workforce to care for their children and many have not been able to return to work because of a lack of childcare. In addition, young children's relationships with caregivers and early educators were disrupted, resulting in reduced learning opportunities during this critical period of cognitive and physical development.

Even pre-pandemic, only 31.5% of children in need of care can actually access it in Santa Clara County. Yet even though there exists a severe shortage of affordable, accessible, high-quality childcare across our county, unbelievably that is not our biggest concern. Our most pressing concern is an unprecedented shortage of qualified early educators for all types of early learning programs, from preschools to family childcare homes. This is an enormous problem that existed prior to, but was dramatically exacerbated by, the COVID-19 pandemic. Investments in the stabilization, recruitment, and retention of our diverse early learning workforce is the most effective way to increase positive outcomes for children, while also promoting greater economic stability for families and educators.

We know that a robust childcare sector forms the backbone of San José's economic recovery. We urge you to consider increasing your investment to bolster the continued accessibility of childcare services, with a clear focus on strengthening the early learning workforce. In this way, you support the care economy upon which all other sectors depend for their own recovery efforts.

Thank you again for including the needs of children and families in this pandemic response funding proposal. We stand with you as a key partner in an equitable investment that will protect and support a bright future for all of San José's children.

Sincerely,

Wendi Mahaney-Gurahoo
Chief Community Impact Officer

Heidi Emberling, EdD
Deputy Chief of Early Learning

Item 3.6 letter

Kyra Kazantzis <Kyrak@svcn.org>

Tue 11/30/2021 4:15 PM

To: City Clerk <city.clerk@sanjoseca.gov>

Cc: Nick Kuwada <NickK@svcn.org>

[External Email]

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[External Email]

Dear City Clerk,

I'm writing on behalf of the Racial Equity Action Leadership (REAL) Coalition. We neglected to ask that this letter submitted for the November 2 City Council meeting be re-posted in relation to today's Agenda item 3.6.

Could you post this letter ASAP? I appreciate it.

Best,

Kyra

Kyra Kazantzis | CEO

Silicon Valley Council of Nonprofits

Web: svcn.org | Twitter: @SVCN

Pronouns: she/her/hers

[Check out the SVCN Nonprofit Giving Guide!](#)



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From: Nick Kuwada

Sent: Monday, November 1, 2021 6:53 PM

To: mayoremail@sanjoseca.gov; district1@sanjoseca.gov; district2@sanjoseca.gov; district3@sanjoseca.gov; district4@sanjoseca.gov; district5@sanjoseca.gov; district6@sanjoseca.gov; district7@sanjoseca.gov; district8@sanjoseca.gov; district9@sanjoseca.gov; district10@sanjoseca.gov
Cc: jim.reed@sanjoseca.gov; david.gomez@sanjoseca.gov; vanessa.sandoval@sanjoseca.gov; christina.m.ramos@sanjoseca.gov; stacey.brown@sanjoseca.gov; Kiara.Arreola@Sanjoseca.gov; maryanne.groen@sanjoseca.gov; nick.kaspar@sanjoseca.gov; patrick.mcgarrrity@sanjoseca.gov; scott.hughes@sanjoseca.gov; matthew.quevedo@sanjoseca.gov; city.clerk@sanjoseca.gov; Kyra Kazantzis <KyraK@svcn.org>; ponchog@sacredheartcs.org
Subject: Nov 2 Letter to City of San Jose - Item 3.3

Dear Mayor Liccardo and distinguished members of the City Council,

Please find attached a letter signed by 64 organizations of the Race Equity Action Leadership coalition (REAL) regarding agenda item 3.3 for the November 2 City Council meeting and its proposals document.

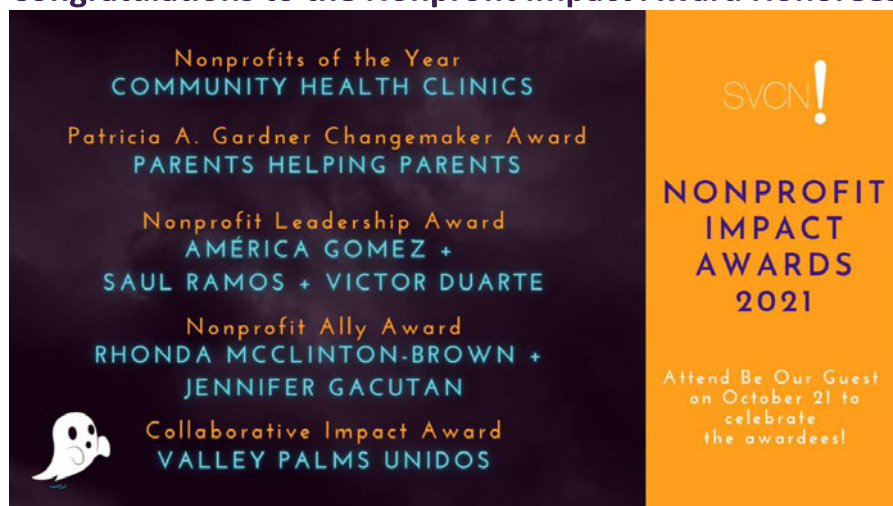
Nick Kuwada | Policy Director

Silicon Valley Council of Nonprofits

Web: svcn.org | Twitter: @SVCN

Pronouns: he/him/his

Congratulations to the Nonprofit Impact Award Honorees!





[Learn more about the SVCN Nonprofit Impact Awards](#)

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An Equity Investment Agenda for Recovery: Specific Proposals to the City of San José

Submitted by members of Race Equity Action Leadership (REAL), a coalition of nonprofit leaders and allies pledged to further racial justice and equity in our community

October 2021

Racial Equity – Assessment of City of San José Budget and Programs Through a Racial Justice and Equity Lens

Approach:

The City of San Jose should prioritize resourcing a formal assessment of its budgets, policies, services (including human/safety net services), operations, and culture, through a racial equity lens. A thorough study that is grounded in a racial equity framework and incorporates the voices of those with lived experience and the front-line staff directly working with community members will provide the information and justification for concrete recommendations that further racial justice within and without the entity.

Ongoing monitoring of the racial and ethnic impacts of policies could be accomplished by adopting a requirement for racial impact statements. Such statements are a tool for lawmakers to evaluate potential disparities of proposed policy decisions prior to adoption and implementation. Analogous to fiscal impact or environmental impact statements, they assist lawmakers in detecting unforeseen policy ramifications. The tool as well as the results of analyses should also be available to the public.

This work should be informed and connected to work that is currently being done in the community to further racial justice, like at the REAL coalition and within numerous other nonprofit organizations and community groups. It should also be synced with work being done to analyze and improve safety net services and linkages, such as within the Bridge to Recovery network and the Building Back Better initiative.

Models:

- **SACOG Racial Equity Audit** https://www.sacog.org/sites/main/files/file-attachments/sacog_racial_equity_audit_.pdf?1605908504
- **Chicago Department of Housing** <https://www.chicago.gov/city/en/depts/doh/provdrs/developers/news/2021/march/the-chicago-department-of-housing-announces-new-racial-equity-fo.html>
- **City of Austin Equity Assessment Tool** <https://www.sanjoseca.gov/home/showpublisheddocument/70977/637532383420230>

000 and https://docs.google.com/document/d/1xvK_qd-L_VMT_zyH3gVKW4JR8b9vgXVO/edit

- **The Annie E. Casey Foundation** <https://www.aecf.org/blog/four-compelling-reasons-to-use-racial-equity-impact-assessments-for-policy-decisions>
- **Racial Justice Impact Statements**
https://www.raceforward.org/sites/default/files/RacialJusticeImpactAssessment_v5.pdf

Rationale:

It now goes without saying that not all City of San Jose residents enjoy the same health, resources, and opportunities because of their race and where they live. The pandemic has laid bare this fact. From this recognition of inequity, a critical question emerges: how do governments know if they are progressing towards a fair and just community? Identifying key indicators, aligning with community partners, and incorporating statistical approaches to develop a community-scale equity baseline are vital to understanding regional progress.

Racial inequities in income, health, and other indicators of social and economic well-being are not inevitable. They have been created and perpetuated over time through systemic bias, public policy, and institutional practices, and eliminating these inequities requires thoroughly analyzing existing and proposed policies to root out bias and promote equity, opportunity, and inclusion. Addressing ongoing racial inequities is an economic as well as moral imperative: the country's growing, diverse population is a tremendous economic asset in the global economy. But rising income inequality and persistent racial gaps in health, wealth, income, employment, education, and opportunity prevent low-income people and people of color from realizing their full economic potential. And as the nation becomes more diverse, the costs of inequity will grow.

It's simple: what gets measured gets done.

Amount and Brief Budget Narrative:

\$450,000, based on a pilot assessment in year 1 and enterprise-wide assessment in year 2, including consultant time with priority to consultants coming from our impacted communities, staff time, and stipend for participants with lived experience.

Wealth Building – UBI Pilots for Low-Income Families with Small Children and Older Adults

Approaches

- **UBI Pilot for Low Income Families with Small Children:** \$300 per child/month for 2 years for 100 participants. Given the expiration of the Child Tax Credit, the City should replace that lost income for families with small children, as a longer term UBI pilot.

Rationale:

UBI's benefits include not just immediate financial support for struggling families but also violent crime reduction, with studies in jurisdictions nationally and internationally showing a direct linkage between UBI and reductions in violent crime. Lifting people out of poverty early in their life is less expensive than paying for costly interventions (such as medicine for chronic illnesses, elder care, and incarceration) later on.

The first-year results from Stockton's Economic Empowerment Development (SEED) basic income pilot showed that families reduced financial scarcity and opened the door to new opportunities to prepare for the future. Participants experienced less month-to-month income volatility, lower anxiety and improved mental and physical health. For parents, it mitigated constant financial worry allowing them to engage more with their children. Research shows that households with children, particularly households of color, experience greater hardships, compared to those without children. The SEED report demonstrated that the \$500 monthly support allowed participants to dedicate time to their relationships and activities that weren't possible before.

UBI is a tool to address persistent racial wealth gap; due to long-standing systemic inequities in employment and housing, Black and Latino workers disproportionately hold jobs in industries paying low wages that have been hit the hardest during the pandemic.

Approach

- **UBI Pilot for Low Income Older Adults** -- \$500/month for 2 years for 100 participants.

The City should prioritize the creation of a Universal Basic Income (UBI) pilot to address the financial burdens of older adults, those who are 65 years and older living on fixed incomes, their caregivers and families to ensure they are able to cover the high cost of living in Silicon Valley. This would include individuals living in long-term care communities which are one of the most expensive residential options for older adults.

Rationale:

Older adults whose incomes are just above the amount to qualify for MediCal are particularly vulnerable. The pilot participants should be those with incomes just above the MediCal limit or older adults in rent controlled apartments or low rent apartments who are on fixed incomes that don't increase enough to cover rent increases. Unfortunately, Medicare does not provide

long-term support for older adults and MediCal is limited on who qualifies for long-term care support. MediCal also has a shared out of pocket cost. Assuming a UBI stipend of \$500/month, the target population for a pilot program for older adults should be individuals for whom this amount will either prevent homelessness or reduce institutionalization.

Models:

- Examples Nationwide with ARPA funding
<https://www.nlc.org/article/2021/07/21/guaranteed-income-pilot-projects-with-american-rescue-plan-act-funding/>
- Rochester, NY <https://www.whec.com/rochester-new-york-news/mayorsquos-reparations-and-universal-basic-income-exploratory-committee-to-hold-virtual-meeting-saturday/6256229/>
- Los Angeles <https://www.latimes.com/california/story/2021-04-19/garcetti-los-angeles-universal-basic-income>
- Mountain View <https://www.mv-voice.com/news/2021/04/30/in-the-wake-of-the-pandemic-mountain-view-seeks-to-launch-universal-basic-income-pilot>
- [Santa Monica Universal Basic Income pilot](#) for a few dozen older adults launched in 2019. Low-income older adults received a monthly check ranging from \$200-700, so that they were less likely to be forced out of the expensive city. The success of this program led to it being expanded to a couple of hundred seniors.
- [Stockton's Universal Basic Income](#) The Stockton universal basic income experiment which gave randomly selected residents \$500 per month for two years with no strings attached, measurably improved participants' job prospects, financial stability and overall well-being, according to a study of the program's first year.
- Destination Home and Sí Se Puede Collective are piloting UBI for 150 families (of \$1000/month for 2 years).
- Santa Clara County's UBI pilot provides \$1000/month to 72 foster youth aging out of the system.

Amount and Brief Budget Narrative:

\$2.85 million including program payments, program staff, and evaluation.

Wealth Building – Fund for Incubation of Community Economic Development Infrastructure/Programs Entities for Disadvantaged Communities or Neighborhoods

Approach: The City can increase equity and assets through the establishment of a fund that would facilitate the incubation of community-based and community-owned economic development approaches.

For example, in many cities, Community Development Corporations have carried a major share of the front-line burden of improving poor neighborhoods. Research has shown that that these community-controlled, market-responsive development organizations can spark investment that leads to dramatic improvements to neighborhoods. CDC investments in affordable housing and retail facilities have led to increases in property values that can be as great as 69% higher than they would have been without investment. CDCs do more than just develop projects; they also bring business, civic organizations, nonprofit organizations, and public agencies into the neighborhood improvement process. CDC-led resident involvement helps create neighborhoods; it also creates energetic and skilled leaders, able to seize further opportunities to advance neighborhood interests. Other CDCs are not specifically place-based, like Chicanos por La Causa, a statewide CDC in Arizona. These institutions are eligible for certain federal grants.

In another example, Community Land Trusts are nonprofit organizations led by community members and professionals to acquire land and buildings. They then steward those assets in perpetual trust for the benefit of low-income communities of color. The CLT acquires and decommodifies land and buildings to use them for the immediate needs of the community. CLTs remove land from the private market, thus protecting it from the whims of the free market.

Worker-owned business cooperatives and development is another form of community wealth building. Housing cooperatives are democratic and community-controlled corporations set up by their members. Each household owns a share which entitles the member to occupy a unit of housing. Typically, the cooperatives are financed through a blanket mortgage that covers the entire property and members pay monthly carrying charges to cover mortgage payments and operating expenses. This may result in lower down payments and mortgage costs. Amenities and services can be included in this type of housing based on the resident needs and priorities.

The cooperative model is a strong model because it keeps home ownership affordable, empowers residents, can be used to impact various housing needs, and can support new housing production or preservation models. Cooperatives allow for more community ownership and empowerment in terms of decision-making. Community ownership should be part of any wealth-building solution.

Rationale: Community wealth building strategies increase the community's ability or power to have broad-based, community asset ownership, economic development, housing, and resources to ensure community prosperity, economic stability, and democratic control. Solutions can be place-based and/or designed so that they deliver results and outcomes for those who have historically been the most excluded, marginalized, and exploited.

Models:

- **Jamaica Plain NDC (CDC)** <https://jpndc.org/>
- **Community Investment Trust (CIT)** is a solution that utilizes a wealth-building approach to invest in people and places by helping residents to grow their wealth in assets, specifically those that are located in their own neighborhoods.
<https://www.brookings.edu/research/a-community-investment-trust-for-portland-ore-residents-to-buy-back-the-block/> and https://www.brookings.edu/wp-content/uploads/2020/07/20200723_BrookingsMetro_Recovery-Watch-Essays_Compndium.pdf
- **Dudley Street Initiative (Land Trust)** <https://nextcity.org/features/view/affordable-housings-forever-solution>
- **Models and Best Practices, Cooperatives** <https://community-wealth.org/strategies/panel/coops/models.html>
- **Little Tokyo Center (CDC)** <https://www.ltsc.org/>
- **Cooperation Jackson** advances the development of economic democracy in Jackson, Mississippi by building a solidarity economy anchored by a network of cooperatives and other types of worker-owned and democratically self-managed enterprises.
<https://cooperationjackson.org/story>

Amount and Brief Budget Narrative:

\$2.15 million to incubate up to four wealth building incubation opportunities in San Jose, including fund management expenses.

Wealth Building – Black Investment Initiative

Approach:

We propose a sustained wealth-building strategy addressing systemic forms of oppression affecting African/African Ancestry residents of San José. This funding would lead to pathways to educating African/African Ancestry youth, building generational wealth, and make Santa Clara a livable place for African/African Ancestry people. The initiative includes:

1. Funding for a study of why African/African Ancestry folk are leaving community and potential solutions by analyzing existing data and the effects of COVID retention of African/African Ancestry people in San José (potential partner: Berkeley, Urban Displacement [Project](#), Secretary of State Reparations Task Force AB 3121) (\$250,000)
2. Funding for multi-tiered solutions that we already know work:
 - UBI and Reparations for low-income Black families (\$3 million)
 - Youth Development (\$2 million)
 - Arts, culture, placemaking for the African/African Ancestry community (\$500,000)
 - Government employment pipelines (\$2.5 million)
 - African/African Ancestry entrepreneur grants and TA (\$1.5 million)
 - Strategies to support homeownership, including down payments and retention fund (\$10 million)

Models:

- **Dreamkeeper Fund, San Francisco.** The Dream Keeper Initiative is a new, citywide effort to reinvest \$120 million over the next two years from law enforcement into San Francisco's African/African Ancestry community. This initiative is part of Mayor London N. Breed's roadmap for reforming public safety and addressing structural inequities in San Francisco. https://sf-hrc.org/sites/default/files/Dream%20Keeper%20Initiative_One%20Pager.pdf
- **African American Response Circle:** This Alameda County-based coalition demanded an investment of \$100 million in Alameda County's African/African Ancestry community as an integral component of COVID-19 "recovery": the African American Response Circle's African/African Ancestry Community Recovery Plan (Plan). The plan included rental supports, down payment assistance, home ownership retention
- **Evanston Local Reparations:** The city of Evanston has implemented a reparation model addressing the wealth gap drawing from the tax revenue from marijuana sales. <https://www.cityofevanston.org/government/city-council/reparations>
- **African/African Ancestry Agenda:** This recommendation correlates with the African/African Ancestry Agenda developed by the Black Agenda developed by the Black Leadership Kitchen Cabinet.

Rationale:

The African/African Ancestry community was one of the most negatively impacted by the COVID-19 pandemic. We propose a strategy that addresses the precipitous decline of African/African Ancestry individuals who live and remain in San José or see it as a sustainable place to live and thrive. This displacement harms our community's access to diverse voices and culture. We know that this effort must be comprehensive, including direct wealth-building initiatives and providing space for African/African Ancestry entrepreneurship. A reparations model should address the wealth gap and provide opportunities for African/African Ancestry people to be homeowners and stay in their homes. UBI's benefits have been described above in this document.

Amount and Brief Budget Narrative:

\$20 million, including City and nonprofit staffing, survey expenses, consultant expenses, stipends for those with lived experience to input to the design.

Nonprofit Sustainability & Capacity

Approaches:

1. **Fund for Nonprofit Sustainability to Recover from Emergency Response** -- including data systems, space and space sharing, strategic alliances/mergers, and other infrastructure needs
2. **Fund for Building Nonprofit Capacity in Centering Community/Racial Justice Work** -- including funding for creating meaningful space within nonprofit organizations for people with lived experiences of harms caused by the pandemic and racism

Rationale:

Even as life seems poised to return to a new normal, direct providers are still finding themselves overwhelmed by increased demand in food, shelter, health care, and other basic support. Many other nonprofits, such as arts and school-related nonprofits, are just getting back on their feet after indoor gatherings resumed and in-person school returned. Many of these organizations laid off staff or dipped into reserves to survive. Although federal aid kept many nonprofits last year, some of the new federal monies come with additional strings attached and not all nonprofits benefited. Virtually all foundations have discontinued COVID relief even though community need is still high and it's unclear how long the pandemic's economic impacts will continue to drive that need. There are legitimate concerns about donor fatigue. The bottom line is that nonprofits are not out of the woods.

Even in good times, nonprofit sustainability is often just an oasis on the horizon. Organizations that build healthy infrastructure—IT and data systems; financial systems; fund development processes; strategic plans; staff capacity building; and safe, efficient, and accessible physical spaces—are more likely to succeed than those that do not.

The effects of such limited overhead investment are felt far beyond the office: nonfunctioning computers cannot track program outcomes and show what is working and what is not; poorly trained staff cannot deliver quality services to beneficiaries. (*The Nonprofit Starvation Cycle*, A. Goggins & D. Howard, Stanford Social Innovation Review (2009).)

Nonprofit instability contributes to community instability. And the converse is true. The same nonprofits that were incredibly nimble during the pandemic and stepped up to respond to community needs and desires will be needed if we are to “build back better.” With proximity to community, nonprofits play an essential role in building healthy communities by providing critical services that contribute to community stability and economic mobility. With their strong community relationships, nonprofits often have a deep understanding about their communities’ needs. Moreover, nonprofits often lift up the voices of the people they serve. One hundred fifty nonprofit organizations have signed the [Nonprofit Racial Equity Pledge](#), in which they have committed to furthering racial justice,

diversity, and inclusion within their organizations and without, and to center the voices of and to share power with the communities they serve.

First, we ask the City of San José to contribute to a Nonprofit Sustainability Fund for nonprofit organizations that would provide one-time financial assistance for:

- Professional services for planning, training, and implementation to institutionalize racial justice, community leadership development, and community power-building approaches within nonprofit organizations
- Equipment, technology, and data management, especially infrastructure and evaluation services that allow nonprofits to measure progress toward desired outcomes
- Overcoming barriers to lease renewal, relocation, and expansion, including space planning, moving expenses, security deposits/down payments, furnishings, and fixtures
- Support for leadership transitions and strategic alliances (e.g. mergers)

Grants should be prioritized for organizations that are actively working to further racial justice and equity, are Black or BIPOC-led, and/or are centering community voice in their organizations. A community advisory board should advise the fund manager regarding the eligibility criteria and giving priorities.

Second, as local nonprofits seek to implement the Nonprofit Racial Equity Pledge, many of these organizations will need support to keep the promise of power-sharing with the communities they serve; they need to build accessible and meaningful spaces within their organizations to include those with lived experiences in leadership and decision-making roles. Not only should the City invest directly in the grassroots, community-based organizations that have a track record of organizing communities (like tenants and workers) to engage with government and advocate for their rights, the City should invest in building the capacity of a larger pool of nonprofits to do that work.

Models:

- <https://oewd.org/nonprofits-0> San Francisco's Office of Economic and Workforce Development (OEWD) provides technical and financial support for nonprofits.
- [Propel Nonprofits: Nonprofit Infrastructure Grant Program](#) provides grants and support to grow the organizational capacity of small Minnesota nonprofits.
- <https://rmpf.org/special-projects/nonprofit-sustainability-initiative-nsi/> is designed to help Los Angeles-area nonprofits explore and implement formal partnerships through negotiation and integration grants.
- <https://communityvisionca.org/sfsustainability/> provides financial assistance, professional services, assessment tools and other resources to support nonprofits.

Amount and Brief Budget Narrative:

\$10 million for grants to nonprofits

Health Equity – Behavioral Health Workforce Pipeline Pilot

Approach

This pilot will build a pipeline of diverse staff with behavioral health training for health & human services. Participants will enter into a thriving-wage career path, supported by counseling, mentoring, training, advancement opportunities, and financial aid.

Nonprofit behavioral health and social service leaders and higher education faculty will serve as a steering committee, supported by a dedicated two-person project team. The pilot will focus on developing non-clinical case workers to start.

Rationale:

Many local health and social services nonprofits face staff recruitment and retention challenges, particularly with regard to culturally competent staff with behavioral health training. One challenge is that many non-clinical case workers are not prepared for the severity of behavioral health and other chronic health issues that their clients exhibit. As a result, staff are burning out and leaving the profession, leaving remaining staff even more burdened while agencies are understaffed.

Models:

- [Futuro Health](#): With support from Kaiser Permanente and SEIU-United Healthcare Workers West, Futuro Health is growing a network of credentialed allied healthcare workers. Programs include training for a “Behavioral Health Micro-Credential” and “Community Health Worker: Behavioral Health” roles.
- [San Jose City College, Alcohol and Drug Studies](#). This program addresses community needs for trained alcohol and other drug specialists to work and volunteer in both public and private agencies in the Bay Area and across the State of California.

Amount and Brief Budget Narrative:

\$3 million. This three-year budget will cover dedicated staff support for the project, student scholarships, release time for higher education faculty and nonprofit partners, and 15% administrative overhead.

Health Equity – Healthy Communities Director Position, City of San José

Approach:

Although the addition of a human services branch in PRNS is a welcome step forward, we continue to believe that to the City of San José should engage in a human services and healthy communities strategic planning process and coordinate human services across all departments. This plan should be based on a community-needs assessment; informed by and co-designed with residents with lived experience and key partners; and complementing and integrated with County and CBO services.

We also believe that the City should designate a CSA-level position to oversee the synchronizing of human services within the City. Not only would an overarching plan and approach help defragment the current system of delivering human services and disseminating human services information, which is not as efficient or effective as it could be, it would also help with data keeping and monitoring of the effectiveness of those services.

Rationale:

When people think about the kinds of services their city offers, they often think of roads, water, and police and fire protection, but probably not human services—those services provided directly to persons struggling to meet their basic needs for food, clothing and shelter, as well as assistance related to employment, health, safety and social support. But building, maintaining and improving an infrastructure for addressing the continuum of human needs is as important as maintaining and improving the physical infrastructure of roads and bridges. A city's vitality depends on the degrees to which its residents and families are able to thrive. An effective human services delivery system is a crucial component of any healthy, sustainable community. – Human Services Strategic Plan Update, Redmond, Washington

Models:

- <https://www.redmond.gov/DocumentCenter/View/1605/Human-Services-Strategic-Plan-PDF>
- <http://www.cityofpleasantonca.gov/civicax/filebank/blobdload.aspx?BlobID=24608>
- <https://www.oaklandca.gov/departments/human-services>
- <https://www.cityofberkeley.info/dhs/>
- <https://www.neighborhoodindicators.org/sites/default/files/publications/Human%20Services%20Gap%20Analysis%20FINAL%2004.21.17.pdf>
- <https://www.longbeach.gov/health/services/directory/about-us/>

- <https://www.longbeach.gov/globalassets/health/media-library/documents/planning-and-research/plans/strategic-plan/2021-2026-dhhs-strategic-plan>

Amount and Brief Budget Narrative:

\$300,000 one-time costs for Strategic Plan and \$275,000 for ongoing costs.

Health Equity – Healthy Food Resiliency Infrastructure Fund

Approach:

Santa Clara County published a Food System Workplan in May 2021, providing a strategic framework for a comprehensive, system-wide food, restaurants, agriculture, and health access initiative. Stakeholders identified a need for stronger relationships between all sectors of the food system and a structure for better coordination. To further this goal, the Workplan prioritized the creation of a County Food System Manager position to serve as a primary point of contact for food system partners and provide strategic direction and leadership for the County on food issues.

The creation of a Healthy Food Resiliency Infrastructure Fund will support programs, infrastructure, and organizational capacity building for local nonprofits, in coordination with the City's Food Branch and the County's Food System Manager, to advance the two high priority strategies identified in the Food System Workplan: 1) Reduce Food Insecurity and 2) Develop a More Resilient and Equitable Food System.

Depending on the size of the fund, it could also support the participation of food businesses, especially small and BIPOC owned businesses, and food-related associations.

Rationale:

Food insecurity rose dramatically as the pandemic and shelter-in-place orders began, and nonprofit food distribution agencies report sustained elevated levels of demand. In order to sustain and expand the nonprofit food distribution system's capacity, local nonprofits need a source of funds for expenses such as kitchen facilities, refrigerated trucks, ovens, and warehouse racks.

In addition to distribution infrastructure needs, nonprofits need financial support for staff time, data collection, and best practices research to best coordinate with other nonprofits and the broader food community, rather than just focusing on our community's day-to-day food needs.

Creating a community where everyone is healthy and food secure requires an intentional, collaborative approach from many stakeholders across the business, government and charitable sectors, universities and schools and community groups and residents. It often requires a place-based approach that addresses the historical and political context of each community. Collaboration among food systems also needs sophisticated ways to assess outcomes, so that networks can identify unintended consequences and determine how, and under what circumstances, their efforts are able to (re)build local food economies, close gaps in access, mediate conflicting interests, engage underrepresented voices, prevent food-related public health epidemics, engrain sustainable practices and more.

Collaboration among food systems will be especially important in light of climate change. Climate change has the potential to adversely impact agricultural productivity at local, regional, and continental scales. The food system is a complex web of interactions among producers,

processors, distributors, and consumers; we saw evidence of the breakdown of these systems during the pandemic.

These efforts align with AB 1009, signed by Gov Newsom in September, to launch a pilot program aimed at developing new food hubs across California. These hubs will prioritize procurement and distribution of produce from small and historically underserved farmers and ranchers in California.

Models:

- https://www.canr.msu.edu/resources/collective_impact_models_of_food_systems_change
- [Sustainable Food Center](#) - Austin TX
- [“Dig Deep Farms’ food hub](#) - Alameda CA
- <https://www.goodfoodla.org/food-equity-and-access>
- <https://static1.squarespace.com/static/5bc50618ab1a624d324ecd81/t/5d9f7b66593d5b089ca8edf2/1570732978411/White+Paper+Fresh+Perspective.pdf>

Amount and Brief Budget Narrative:

\$1.2 million. This two-year budget will cover nonprofit grants and staff time for implementation.

Democracy and Community Engagement – Community Partnership and Civic Engagement Initiative

Approach: With the goal of community participation from all sectors of the community—particularly from low-income and people of color—in the development of policy, budgets, programs, and services in local government, create a focus on community partnership, through a new office or a current relevant office, that will:

1. Collect and evaluate current community partnership strategies implemented throughout City departments
2. Develop *Community Partnership Policies, Processes and Practices* for policy, budget, and program development and delivery throughout the City, including tactics to support resident access and participation (including in the development of this policy)
3. Create a train the trainer approach so that City who are tasked with working directly with or are conducting educational or outreach programs with community members learn how to understand the community they serve, adapt engagement/training materials, best use community-based education techniques, and how to be a true partner in incorporating community feedback in their decision-making and implementation processes
4. Create a sustainability plan for ongoing staffing funding for Community Partnership

Rationale:

We call on the City to institutionalize the slogan “Nothing About Us Without Us.” While perhaps well-intentioned or expedient, too often, policy-makers, program implementers and direct service staff develop policy or bring services to the community that they think will work. Unfortunately, policies developed without community input often disadvantage the same groups over and over, compounding generational trauma. Likewise, when programs are developed without input, there is often poor or inequitable participation and unintended consequences in implementation. Had the community been included in the design and delivery, these consequences could have been avoided.

When local governments do inform or consult the community, the engagement can feel like “checking off the box” or even unsafe for particular communities. Oftentimes Whites, individuals with higher incomes, and older individuals are overrepresented and participate in public decision-making at higher rates than low-income, people of color, people with disabilities, and their younger counterparts. This is problematic because it results in decision-making that is uninformed by and thus inadequately responsive to the interests and needs of all residents.

The underlying factor is not apathy, but barriers, such as lower levels of income and education, limited English proficiency, and inaccessible participation processes. Low-income communities of color care AND want to be involved, but multiple barriers hinder their ability to participate.

To achieve long-term change, we need structural reforms to strengthen participation infrastructure. A focus on identifying, understanding, and addressing the structural barriers that hinder communities of color, low-income communities, and those who experience access barriers from participating in the City's public processes. This can be achieved through a strong, thoughtful enterprise-wide engagement policy, the establishment of an office or a key position within an existing office who is accountable for implementing that policy, and training for staff about how to communicate with the community.

Models:

- **Los Angeles Office of Civic Engagement:** <https://www.advancementprojectca.org/what-we-do/political-voice/public-participation-governance/los-angeles-office-of-civic-engagement>. Final report with recommendations: https://www.advancementprojectca.org/wp-content/uploads/2018/11/OCE-Report_Final_.pdf
- **A New Model for Citizen Engagement:** By transforming traditional city volunteering programs into “impact volunteering” efforts—into vehicles for deliberation, collaboration, and connection—leaders and citizens can lay a foundation for civic renewal: <https://www.uwec.edu/files/6821/210316New-Model-for-Citizen-Engagement.pdf>
- **The Institute for Civic and Community Engagement (ICCE)** provides opportunities for civic engagement and leadership development at San Francisco State University for students, faculty, staff, and community members. <https://icce.sfsu.edu/about>
- **The Spectrum of Community Engagement to Ownership** charts a pathway to strengthen and transform our local democracies. Thriving, diverse, equitable communities are possible through deep participation, particularly by communities commonly excluded from democratic voice & power. https://d3n8a8pro7vhmx.cloudfront.net/facilitatingpower/pages/53/attachments/original/1596746165/CE2O_SPECTRUM_2020.pdf?1596746165
- **Wisconsin's Components of Community Education:** Citizen involvement strengthens solutions by bringing a variety of perspectives to each issue. People who know the most about the problem should be the ones coming up with the solutions. <https://dpi.wi.gov/community-education/components>

Amount and Brief Budget Narrative: \$500,000 for staffing including consultant time and stipends for participants.

Democracy and Community Engagement – Promotores Model

Approach: Fund a promotores model for nonprofits as well as City programs to improve the resiliency of underserved communities from threats like climate change and to engage communities in health and other safety net programs. The promotores model is a grassroots approach to building community capacity that engages promotores in strengthening their leadership skills as they connect people to needed information, services, and resources. Although the roots of the model are in community health work, the promotores model is a social change model that can be implemented social determinants of health and other issues because it is the quality of the relationships, not the particular issue that has the potential to create community change.

We would like to see the promotores model to include a real career pathway for those leaders as well as to develop this as a significant part of our civic infrastructure, City-wide.

Rationale:

Promotores (promotores de salud, promotora or promotor) work to improve conditions in their own communities so that its residents can know a better way of life. Living in the communities where they work, promotores are powerful advocates for individual and community transformation. They share information with community residents about local resources and have the capacity to influence policies related to critical issues facing their communities.

Promotores are community experts. They are caring, credible, and trusted by the community. They are concerned about the well-being of others and capable of creating egalitarian relationships in order to help others – and themselves. This process of relationship building has the capacity to transform the community. The role of the promotor extends far beyond the disease-related functions of community health to addressing the social determinants of health and social justice. However, the quality that makes promotores uniquely effective is their ability to establish profound relationships based on mutual understanding, mutual respect and mutual empathy. By cultivating meaningful relationships, promotores build community trust, the foundation for engagement in a process of community transformation.

A promotores program requires the support of a multidisciplinary team of people committed to social justice and health equity including directors, administrators, evaluators, clinical providers, volunteers, and promotores. Well-run promotores programs have the potential to reduce costs, use fewer resources, improve outcomes, reduce disparities, impact social determinants, and bring justice to many communities. It also requires organizations to make a long-term commitment to elevate promotores as equal and respected partners throughout the partner organization.

Promotoras can be an important bridge between local residents and government and human services providers.

Models:

- Los Angeles ARP-funded Community Based Outreach: \$15 million for community-based partnership, promotores programs, community health workers, and community ambassador programs to ensure local communities are aware of recovery resources and services as they emerge from the pandemic.
- Si Se Puede Collective, East San Jose: trains promotoras for outreach work in health and other advocacy areas, including developing sustainable cooperative models for economic development.
- https://visionycompromiso.org/wp_new/wp-content/uploads/2016/02/TCE_Promotores-Framing-Paper.pdf
- <https://mhpsalud.org/portfolio/integrating-chws-health-disparities-initiatives/>
- https://www.researchgate.net/publication/319300305_Advocates_for_Community_Health_and_Social_Justice_A_Case_Example_of_a_Multisystemic_Promotores_Organization_in_South_Carolina

Amount and Brief Budget Narrative: \$4 million, including staff time developing promotores model, promotores salaries, implementation of fund, stipends for community input for development of fund parameters and awards

Alternatives to Policing – 911 Community Awareness & Response Campaign

Approach: The 911 Community Awareness & Response Campaign aims to reduce incidents of harm and violence, including those between the police and civilians, by building sustainable, community-driven public safety and accountability, using public health strategies and lens.

The elements of this campaign include:

1. **Awareness Campaign.** Community members would learn:
 - a. The alternatives to 911 that are available, when to call 911 and when to use alternatives.
 - b. Safe ways to engage the police in noncrisis incidents
 - c. Importance of building community as a violence/harm/crime prevention effort (“Know Your Neighbor”, handling minor disputes over noise, parking, blight...)
 - d. Effectiveness of mutual aid
 - e. How to support and understand our unhoused neighbors, which may mean refraining from unnecessarily calling law enforcement
 - f. How to navigate home surveillance (Video doorbells/cameras) and online neighborhood message boards (Next Door, place-based Facebook groups)
 - g. How appropriately using alternatives to 911 is a better use of tax-payer resources and has a bigger return on public investment
 - h. How avoiding unnecessarily contacting the police supports public health, through a lens of social determinants of health
 - i. How racism, ableism, and other isms play into decisions about when to call 911
2. **Community Offerings.** Learning opportunities would include:
 - a. Peacekeeping and conflict de-escalation safely
 - b. CPR/first aid trainings
 - c. Mental health and substance abuse awareness trainings including use of NARCAN
 - d. Partnerships with neighborhood associations, churches, schools, grassroots CBO’s, including holding trainings at these locations
3. **Institutional Offerings**
 - a. Training for government/social service/emergency response workers on alternatives to 911
 - b. Education on disproportionate impact of 911 calls on communities historically harmed by police violence
 - c. Institutionalized through HR
4. **City-wide alternatives to 911 resource hub**
 - a. Webpage, hot-line and posted/printable resources

- b. Community safety ambassadors using popular education in service to the campaign goal and to achieve critical consciousness/community ownership over community safety

5. Audit of 911 calls in the City of San José

- a. Evaluation of the pilot program gathering data on calls diverted from 911, calls into 911 alternatives and number of police/civilian incidents year over year
- b. AND/OR Evaluation of effectiveness of and access to emergency response and to better understand prevalence of police violence during response

Rationale:

Sometimes people feel that calling the police is the only way to deal with certain crises. However, there are many situations where a police presence might cause more harm than good. But we can build trusted networks of mutual aid that allow us to handle some conflicts ourselves and move toward forms of transformative justice and accountability beyond the criminal justice system. In fact, the American Public Health Association recommends that local governments implement community-based alternatives to addressing harms by over-policing and violence that occurs in policing. There are numerous models of community intervention and response to interpersonal violence and other harms.

Additionally, we should recognize that police do not catch all crime; most incidents are instead reported to friends and family or go unreported. Certain communities already avoid contacting the police because of historic and present examples of police violence as well as fear of immigration authorities. Reducing crime, violence and harm must be a community effort. It is both a public safety and a public health imperative that we take action to reduce both harm and crime and that this task of ensuring public safety be left not only to law enforcement but also to the community as a whole. This community awareness and response campaign is preventative and will lead to healthier and safer communities overall.

Models:

- [10 Action Ideas For Building A Police Free Future](#)
- <https://dontcallthepolice.com/oakland/>
- [The Harm Free Zone](#)
- http://criticalresistance.org/wp-content/uploads/2014/05/peacekeeping_handbook_pt_chang.pdf
- <https://www.ihollaback.org/bystanderintervention/>

Budget and Brief Budget Narrative:

\$1.15 million. Over two years, this budget will fund the building and execution of a public awareness campaign, associated community and institutional training and an evaluation of the effectiveness of this public safety intervention. This budget will cover staff support and costs associated with the campaign, training, community safety ambassador/promoter infrastructure, a resource hub, a community participatory evaluation process and community dissemination of outcomes.

Alternatives to Policing – Reducing Jail Population

Approach:

- Create a fund for non-profit community-based organizations to apply for resources to provide community release supports for people to get out of custody pretrial. The program would allow organizations to offer basic community supports such as transportation, employment and housing navigation, UBI, peer support, and mental health and substance program supports. This assistance will be offered to individuals who are out of custody pretrial or seeking release from restrictive pretrial supervision conditions. Participating organizations would have consistent court presence, and work collaboratively with other partners to provide expansive holistic supports to reduce pretrial detention.
- Fund a study and/or literature review for best practices for successful pretrial community release programs.

Rationale:

Incarceration in the County Jail is overwhelmingly occupied by individuals who are being held pretrial (meaning they haven't been convicted of a crime). In fact, the Santa Clara County Jail hovers around 80% of its population being pretrial detainees. The harms of incarceration are well known, and now has been exacerbated by the health risks now evidenced with congregated settings and COVID-19. And even beyond the period of confinement, people often lose everything (housing, employment, stability) because of their incarceration. Those who are held in jail also represent our most vulnerable communities—disproportionately Black and Brown, those with mental health needs, and people with low incomes. This is why reducing pretrial detention is critical for any larger equity initiatives.

Models:

- <https://bailproject.org/our-work/>
- <https://www.siliconvalleydebug.org/stories/the-future-of-pretrial-justice-is-not-money-bail-or-system-supervision-it-s-freedom-and-community>
- <https://www.projectreturninc.org/>
- <https://www.urban.org/sites/default/files/publication/32056/411767-Release-Planning-for-Successful-Reentry.PDF>

Budget and Brief Budget Narrative:

\$2.2 million, including funding for an estimated five organizations to be culturally and geographically responsive, external evaluation of effectiveness of community release, and funding for a consultant to conduct a study or literature review.

November 1, 2021

Mayor & City Council
City of San José
200 East Santa Clara Street, 18th Floor
San Jose, CA 95113

Re: An Equity Investment Agenda for Recovery – Specific Proposals (Item 3.3)

Dear Mayor Liccardo and Members of the City Council:

This letter was prepared by the Silicon Valley Council of Nonprofits, in consultation with the Race Equity Action Leadership (REAL) coalition. The REAL community of nonprofit leaders and allies has been meeting since June 2020 to use our positional power to advocate for a more racially-just and equitable society; to establish a peer network of leaders committed to fighting white supremacy and systemic racism in ourselves and our institutions; and to hold each other accountable to the promises we made in the [Nonprofit Racial Equity Pledge](#). The REAL coalition is broadly representative of the nonprofit community including human and community services, mental health and health, arts and culture, domestic violence, services for older adults, food distribution, education, environmental, farming, legal, disability rights, LGBTQ rights, ethnic, immigrant rights, housing and homelessness, criminal justice reform, urban planning, intermediary organizations, and others. Over 120 organizations have participated in the REAL coalition.

In June 2021, over 90 nonprofits leaders conveyed a letter to the City requesting that it use its American Rescue Plan (ARP) funding to advance the recovery of those who have been hardest hit by the pandemic. Specifically, these leaders recommended that the City spend its remaining unallocated funds on six priority areas, outlined in the Equity Investment Agenda for Recovery, also attached.

First, we appreciate that several proposals in staff's recommendations for ARP funding are responsive or complementary to some of the priorities in our Equity Investment Agenda for Recovery. For example, we are pleased to see funding for food, cash assistance, eviction prevention, transitional and permanent housing, childcare, jobs programs, and recovery planning with the community, including a potential promotores program. We are also grateful that Mayor Liccardo, Vice-Mayor Jones, and Councilmembers Carrasco, Davis, and Mahan have proposed to allocate resources to Community Development Corporation incubation and to nonprofit sustainability and for the Recovery Task Force to have meaningful input into some potential expenditures; we

hope that additional funds can be earmarked for the Recovery Task Force to expand its role in centering community voices and individuals with lived experiences. We are also supportive of Councilmembers Arenas' and Esparza's requests relating to funding children, funding for promotores, and the right to counsel.

Second, we are attaching a list of more specific and more detailed proposals for your consideration. These are the highest priorities of the coalition, after pandemic relief, although we believe that the City should also commit resources to the other ideas that we outlined in our initial letter.

Third, we would like to reiterate our request that the Recovery Task Force have input into—at the least—a significant sequestered amount of the ARP funding. More work should be done to include those with lived experiences of poverty and racism on the Recovery Task Force.

Lastly, we request that when the City begins its COVID after-action report, that the community be engaged on how well the City and its partners responded to the pandemic. We feel that this work would be most appropriately funded by ARP.

Sincerely,

Kyra Kazantzis, CEO
Silicon Valley Council of Nonprofits
Co-facilitator, REAL Coalition

Maritza Maldonado
Amigos de Guadalupe Center for Justice
and Empowerment

Poncho Guevara, ED
Sacred Heart Community Service
Co-facilitator, REAL Coalition

Sarita Kohli/Vaugh Villaverde
Asian Americans for Community
Involvement

Sandy Perry
Affordable Housing Network of Santa
Clara County

MyLinh Pham
Asian American Center of Santa Clara
County

Milan R. Balinton/Lavere Foster
African American Community Service
Agency

Richard G. Konda
Asian Law Alliance

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Elisa Koff-Ginsborg
Behavioral Health Contractors'
Association (BHCA)

Sparky Harlan/Kiana Simons
Bill Wilson Center

Jahmal Williams/Carmen Brammer
Black Leadership Kitchen Cabinet

Quency Phillips/Ashley Raggio
Building Back Better, JVSV

Shelley Swan
Carry the Vision

Gregory Kepferle
Catholic Charities of Santa Clara County

Monica Limas
Center for Employment Training

Erin O'Brien
Community Solutions

Pete Settelmayer
Downtown College Prep

Shawn Gerth
Educare California at Silicon Valley

Beth Leary
Family Supportive Housing, Inc.

Verónica Goei
Grail Family Services

Jason Su
Guadalupe River Park Conservancy

Kathleen King
Healthier Kids Foundation

Andrea Urton
HomeFirst Services

Sonya Tetnowski
Indian Health Center of Santa Clara
Valley

Quyen Vuong
International Children Assistance
Network

Susan Frazer
Jewish Family Services of Silicon Valley

Gabriela Chavez-Lopez
Latina Coalition of Silicon Valley

Darcie Green
Latinas Contra Cancer

Mayra Pelagio
Latinos United for A New America

Alison Brunner
Law Foundation of Silicon Valley

Gloria Baxter
Lighthouse of Hope Counseling Center

Gisela Bushey
Loaves and Fishes Family Kitchen

Anjee Helstrup-Alvarez
MACLA/Movimiento de Arte y Cultura
Latino Americana

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David Mineta
Momentum for Health

Gabriel Hernandez
Sí Se Puede Collective

Rovina Nimbalkar
NAMI Santa Clara County

Raj Jayadev
Silicon Valley De-Bug

Rhonda Berry
Our City Forest

Victor Vasquez
SOMOS Mayfair

Heather Cleary
Peninsula Family Service

David Cox
St. Joseph's Family Center

Rev. Ray F. Montgomery
People Acting in Community Together

Marie Bernard
Sunnyvale Community Services

Sharon Winston
Project HIRED

Mathew Reed
SV@Home

Mary Gloner
Project Safety Net

Michele Lew
The Health Trust

Kathy Cordova
Recovery Café San Jose

Yvonne Maxwell
Ujima Adult and Family Services

Alma Burrell
Roots Community Health Center

Kevin Zwick
United Way Bay Area

Dorsey Moore
San Jose Conservation Corps

André Chapman
Unity Care

James Reber
San Jose Parks Foundation

Cayce Hill
Veggielution

Wisa Uemura
San Jose Taiko

Eva M. Terrazas
Uplift Family Services

Tracy Weatherby/Leslie Bacho
Second Harvest of Silicon Valley

Josh Selo/Kylie Clark
West Valley Community Services

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Sandy Walker
YMCA of Silicon Valley

Diane Ortiz
Youth Alliance

Leif Erickson
Youth Community Service

Shelene Huey-Booker
Youth Utilizing Power and Praise
Organization

Jennifer Masuda
Yu-Ai Kai Community Senior Service