COUNCIL AGENDA: 05/24/22
FILE: 22-757
ITEM: 3.3

CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

Memorandum

TO: HONORABLE MAYOR AND CITY COUNCIL

FROM: Dolan Beckel

SUBJECT: **CITY ROADMAP THIRD QUARTER 2021-2022 UPDATE**

DATE: May 13, 2022

Approved

Date **5/13/2022**

RECOMMENDATION

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

OUTCOME

The Mayor and City Council will understand the third quarter actual Key Results and draft fourth quarter planned Key Results.

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 and service transformations, including an update on the Harvard Business School Community Partners project to create an outcome and performance measure framework for the City Roadmap;
2. Reports status on this Fiscal Year's (FY) third quarter actual results and defines the fourth quarter planned results for the following Enterprise Priorities:
   - COVID-19 Pandemic: Community and Economic Recovery
   - Emergency Management and Preparedness
   - Ending Homelessness
   - Safe, Vibrant, and Inclusive Neighborhoods and Public Life
   - Building the San José of Tomorrow with a Downtown for Everyone
   - Strategic Fiscal Positioning and Resource Deployment
   - Powered by People
3. Defines the status and rollout timeframe for 2022-2023 City Roadmap as part of the Evaluation and Follow-up section.

BACKGROUND

City Roadmap Background
The purpose of the City Roadmap is to focus the City of San José (City) on our most vital change initiatives. Currently, the City finds itself continuing COVID-19 response and recovery efforts, driving major change initiatives, transforming existing services that require modernization and performance improvement, and providing the City's Core Services - all in parallel. The initiatives that make up the City Roadmap are importantly distinct from the City's Core Services in that they represent significant new policies, strategies, or projects that are complex, cross-departmental, cross-agency, and/or require significant strategic planning and leadership capacity to deliver successfully.

Given the prolonged COVID-19 response and the finite delivery capacity across the City and our partners, the prioritization and focus brought by the City Roadmap is critical to our collective success. Organizing around the City Roadmap is a major change to the way 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.

City Roadmap Status Reporting Approach
The City Council receives and participates in quarterly updates on the City Roadmap, shown in Figure 1 and Attachment A, primarily using Objectives as measured by Key Results (OKRs) as the communication and accountability mechanism to measure the progress and outputs of the City Roadmap. Over the course of a quarterly cadence, for each Enterprise Priority, the City Roadmap will report on OKR completion (actual results/goals set and measured) from the previous quarter and give an update on the goals for the next quarter (planned results/goals set and not yet measured).

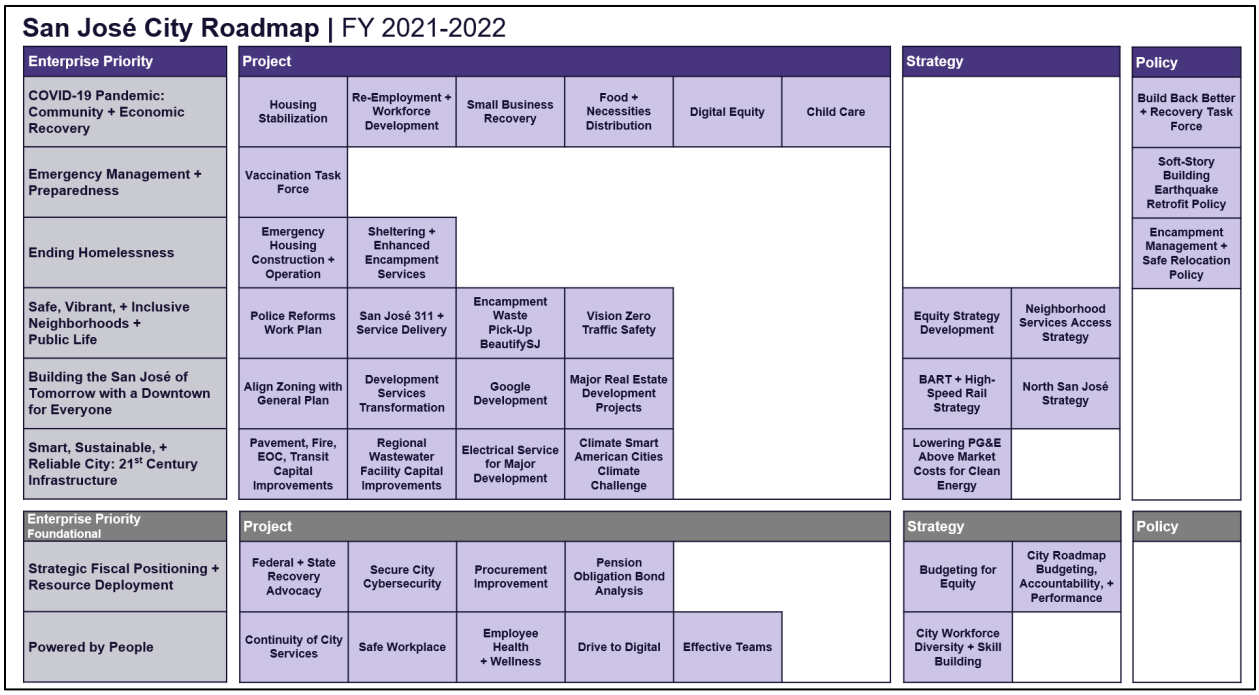

Figure 1. 2021-2022 City Roadmap.

Note that at this point, seven out of eight Enterprise Priorities of the City Roadmap are fully reporting through OKRs. The remaining Enterprise Priority (Smart, Sustainable, Reliable City: 21st Century Infrastructure) is being reorganized around the climate and seismic resilience initiatives identified by the City Council-approved Mayor's March Budget Message for Fiscal Year 2022-2023 and around recent federal funding opportunities for infrastructure. These initiatives will be proposed with the Administration Draft 2022-2023 City Roadmap for City Council consideration and input at the May 16, 2022 Study Session. Once the 2022-2023 City Roadmap is adopted by City Council, these initiatives will begin reporting using OKRs starting in Q1 (July through September 2022). A summary status report will be provided for the Smart, Sustainable, Reliable City: 21st Century Infrastructure in the Q4 City Roadmap memorandum.

In an effort to provide more meaningful measures, the Administration engaged Harvard Business School Community Partners in a pro bono consulting project to identify opportunities to integrate outcome and performance measures into the City Roadmap framework. In April 2022, the team completed an initial Discovery phase, consisting of interviews with various Councilmembers, City Manager's Office staff, and department staff, to gain insight into challenges and opportunities. Through June 2022, the team will use these initial findings to conduct a pilot with BeautifySJ to test and iterate on a process that can be scaled to the rest of the City Roadmap.

ANALYSIS

To continue the expansion of using OKRs to drive the City Roadmap and measure progress, the leadership teams (made up of an executive sponsor from the City Manager's Office Senior Staff lead for each initiative) for seven Enterprise Priorities defined Objectives, to set direction and vision for the year, and Key Results, to measure quarterly progress.

The following describes the Q3 Objectives and Key Results for these Enterprise Priorities:

1. COVID-19 Pandemic: Community and Economic Recovery;
2. Emergency Management and Preparedness;
3. Ending Homelessness;
4. Safe, Vibrant, and Inclusive Neighborhoods and Public Life;
5. Building the San José of Tomorrow with a Downtown for Everyone;
6. Strategic Fiscal Positioning and Resource Deployment; and
7. Powered by People.

As discussed earlier, for the Smart, Sustainable, and Reliable City: 21st Century Infrastructure Enterprise Priority, initiatives will begin reporting using OKRs starting in Q1 (July through September 2022). A summary status report will be provided for the Smart, Sustainable, Reliable City: 21st Century Infrastructure in the Q4 City Roadmap memorandum.

1. COVID-19 Pandemic: Community and Economic Recovery

As stated as part of the 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.

Q3 Actual Key Results Status Report

The Q3 Key Results for COVID-19 Pandemic: Community and Economic Recovery are shown with their completion status as of March 31, 2022 in Figure 2 and Attachment B, and include the following:

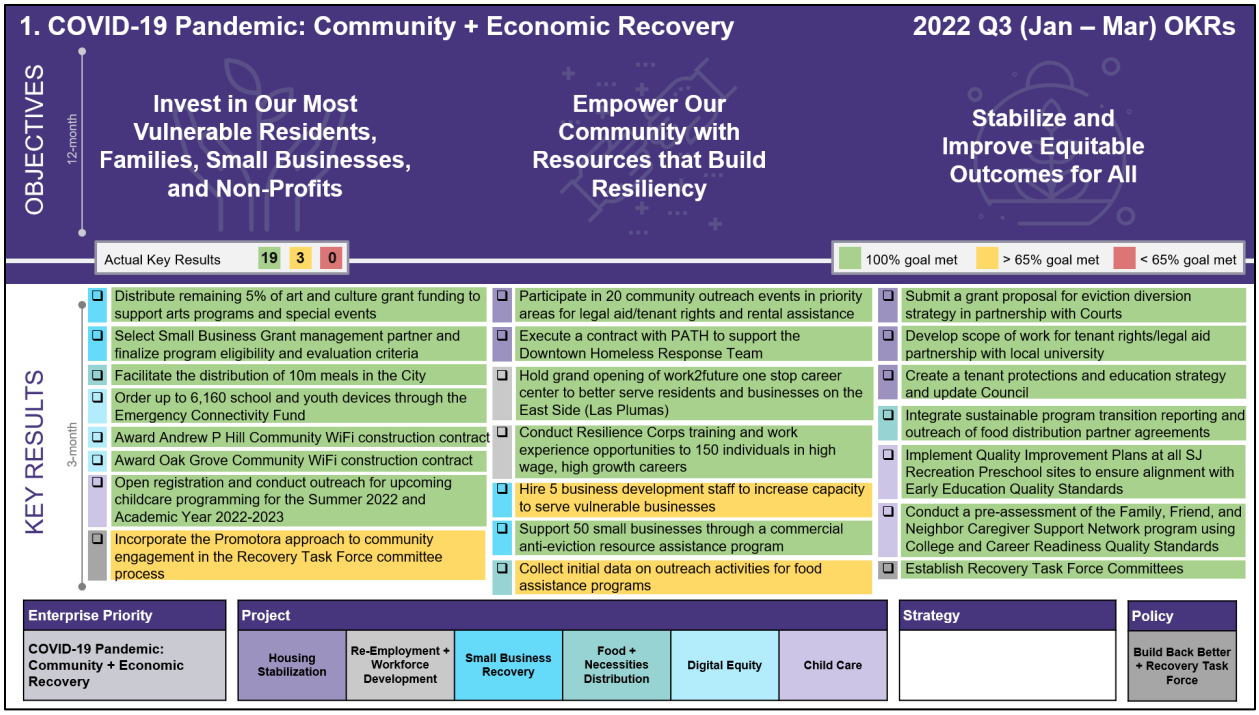

Figure 2. COVID-19 Pandemic: Community and Economic Recovery Q3 OKRs.

Green (100% goal met): 19 Key Results

- Distribute remaining five percent of art and culture grant funding to support arts programs and special events;
- Select Small Business Grant management partner and finalize program eligibility and evaluation criteria;
- Facilitate the distribution of 10 million meals in the City;
- Order up to 6,160 school and youth devices through the Emergency Connectivity Fund;
- Award Andrew P Hill Community Wi-Fi construction contract;
- Award Oak Grove Community Wi-Fi___33 construction contract;
- Open registration and conduct outreach for upcoming childcare programming for the summer 2022 and academic year 2022-2023;
- Participate in 20 community outreach events in priority areas for legal aid/tenant rights and rental assistance;
- Execute a contract with PATH to support the Downtown Homeless Response Team;
- Hold grand opening of work2future one-stop career center to better serve residents and businesses on the East Side (Las Plumas);
- Conduct Resilience Corps training and work experience opportunities to 150 individuals in high-wage, high-growth careers;
- Support 50 small businesses through a commercial anti-eviction resource assistance program;
- Submit a grant proposal for eviction diversion strategy in partnership with the Santa Clara County Superior Court;
- Develop scope of work for tenant rights/legal aid partnership with local university;
- Create a tenant protections and education strategy and update City Council;

- Integrate sustainable program transition reporting and outreach of food distribution partner agreements;
- Implement Quality Improvement Plans at all San Jose Recreation Preschool sites to ensure alignment with Early Education Quality Standards;
- Conduct a pre-assessment of the Family, Friend, and Neighbor Caregiver Support Network program using College and Career Readiness Quality Standards; and
- Establish Recovery Task Force Committees.

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

- Incorporate the Promotora approach to community engagement in the Recovery Task Force committee process;
- Hire five business development staff to increase capacity to serve vulnerable businesses; and
- Collect initial data on outreach activities for food assistance programs.

Yellow Key Results - Background on Challenges, Actions to Mitigate, and/or Pivots
As of March 31, 2022, staff had introduced the Promotora approach of recovery to the COVID-19 Recovery Task Force with the team reviewing different options for implementation. These implementation options, primarily through Promotora grant opportunities, will be a goal for Q4. Small Business Recovery hired four out of five business development staff to increase capacity to serve vulnerable businesses. Food and Necessities Distribution has integrated data collection for food assistance programs; partners need more time to start collecting and reporting on data to the City which is expected in Q4.

Red (less than 65% goal met): 0 Key Result

- None.

Draft Q4 Planned Key Results

The Q4 Key Results are shown for an April 1, 2022 to June 31, 2022 timeframe in Figure 3 and Attachment C, and include the following:

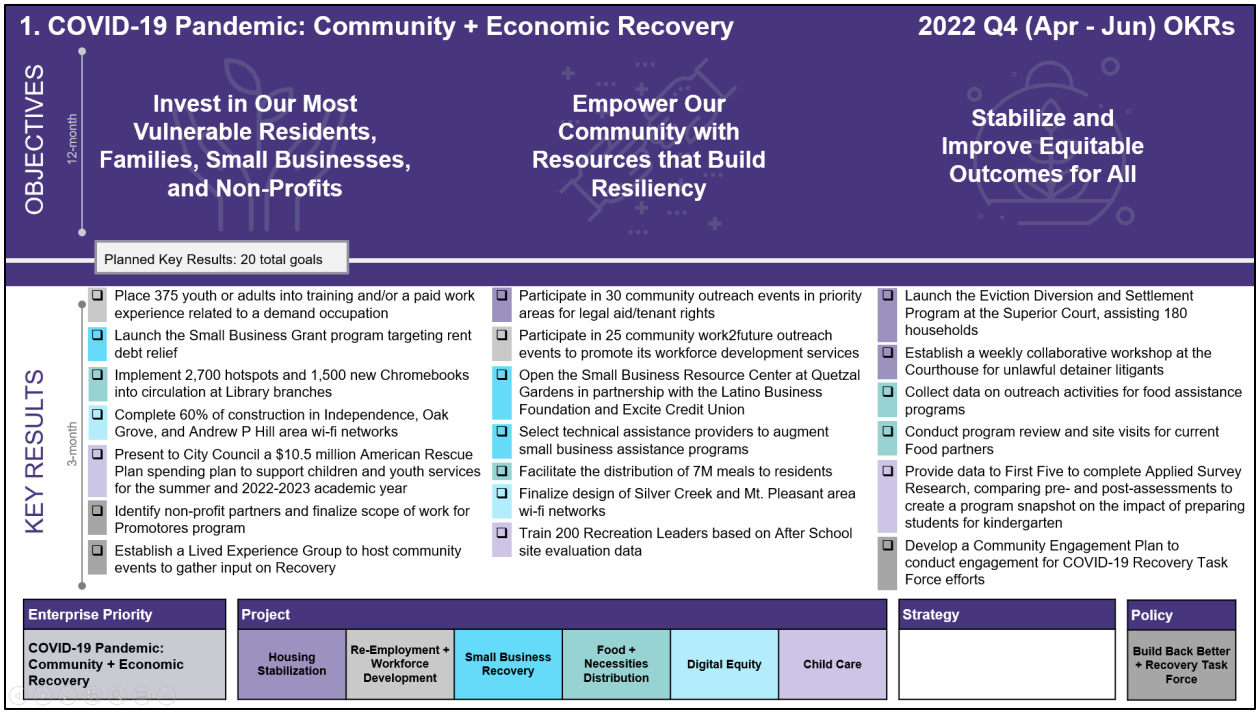

Figure 3. COVID-19 Pandemic: Community and Economic Recovery Q4 OKRs.

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

- Place 375 youth or adults into training and/or a paid work experience related to a demand occupation;
- Launch the Small Business Grant program targeting rent debt relief;
- Implement 2,700 hotspots and 1,500 new Chromebooks into circulation at library branches;
- Complete 60% of construction in Independence, Oak Grove, and Andrew P Hill area Wi-Fi networks;
- Present to City Council a $10.5 million American Rescue Plan spending plan to support children and youth services for the summer and 2022-2023 academic year;
- Identify non-profit partners and finalize scope of work for Promotores program; and
- Establish a Lived Experience Group to host community events to gather input on recovery.

Empower Our Community with Resources that Build Resiliency:

- Participate in 30 community outreach events in priority areas for legal aid/tenant rights;
- Participate in 25 community work2future outreach events to promote its workforce development services;
- Open the Small Business Resource Center at Quetzal Gardens in partnership with the Latino Business Foundation and Excite Credit Union;
- Select technical assistance providers to augment small business assistance programs;
- Facilitate the distribution of seven million meals to residents;
- Finalize design of Silver Creek and Mt. Pleasant area Wi-Fi networks; and
- Train 200 Recreation Leaders based on After School site evaluation data.

Stabilize and Improve Equitable Outcomes for All:

- Launch the Eviction Diversion and Settlement Program at the Santa Clara County Superior Court, assisting 180 households;
- Establish a weekly collaborative workshop at the courthouse for unlawful detainer litigants;
- Collect data on outreach activities for food assistance programs;
- Conduct program review and site visits for current food partners;
- Provide data to FIRST 5 Santa Clara County to complete Applied Survey Research, comparing pre- and post-assessments to create a program snapshot on the impact of preparing students for kindergarten; and
- Develop a Community Engagement Plan to conduct engagement for COVID-19 Recovery Task Force efforts.

2. Emergency Management and Preparedness

As stated as part of the Emergency Management and Preparedness Enterprise Priority, no issue is more important than the lives and safety of our residents. As the City shifts from an extended response to the COVD-19 pandemic to community and economic recovery, we must continue to prioritize the work of ensuring 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.

The initiatives driving this Enterprise Priority are:

- Vaccination Task Force; and
- Soft-Story Building Earthquake Retrofit Policy.

The objectives for Emergency Management and Preparedness are:

- Support Residents and Employee for Positive Health Outcomes During the COVID-19 Pandemic; and
- Safeguard the Public Through Disaster Risk Reduction Policies and Processes.

Q3 Actual Key Results Status Report

The Q3 Key Results for Emergency Management and Preparedness are shown with their completion status as of March 31, 2022 in Figure 4 and Attachment D, and include the following:

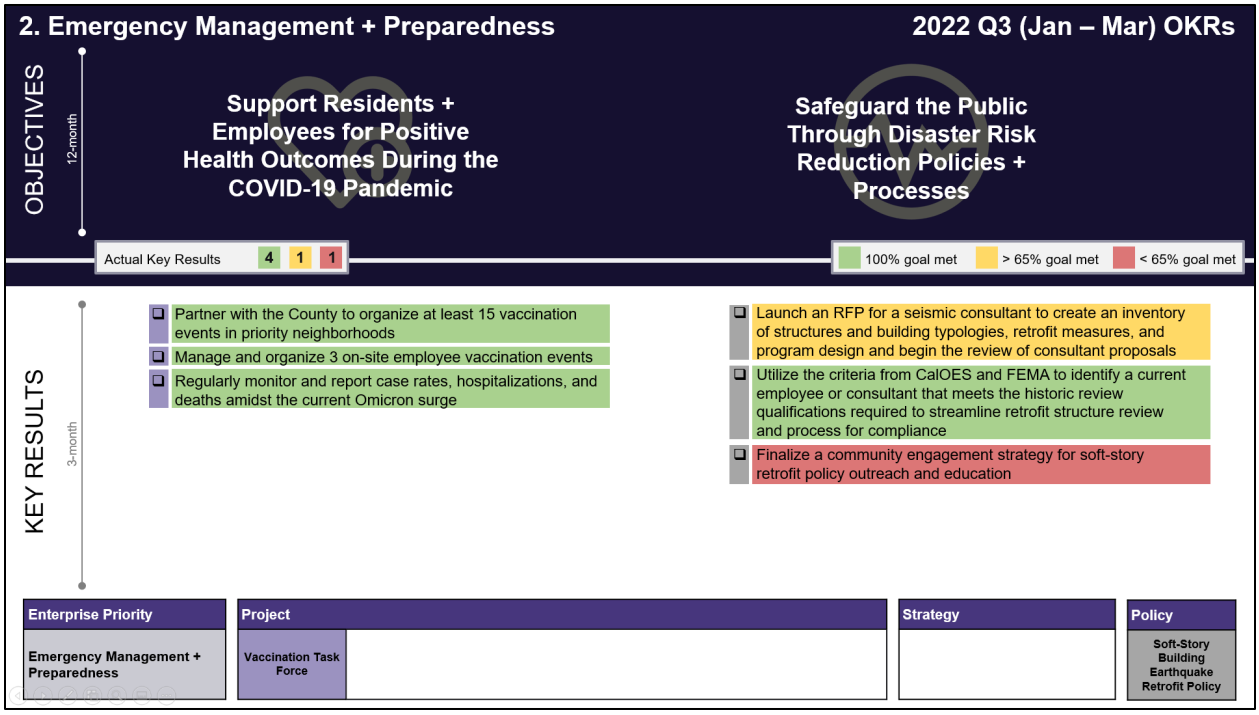

Figure 4. Emergency Management and Preparedness Q3 OKRs.

Green (100% goal met): 4 Key Results

- Partner with the County of Santa Clara to organize at least 15 vaccination events in priority neighborhoods;
- Manage and organize three on-site employee vaccination events;
- Regularly monitor and report case rates, hospitalizations, and deaths amidst the current Omicron surge; and
- Utilize the criteria from the California Governor's Office of Emergency Services and the Federal Emergency Management Agency to identify a current employee or consultant that meets the historic review qualifications required to streamline retrofit structure review and process for compliance.

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

- Launch a Request for Proposal for a seismic consultant to create an inventory of structures and building typologies, retrofit measures, and program design and begin the review of consultant proposals.

Yellow Key Results - Background on Challenges, Actions to Mitigate, and/or Pivots
As of March 31, 2022, staff completed the Request for Proposal documentation and aligned language to Federal Emergency Management Agency requirements; however, the documents were not launched for bidding. The team expects to launch the procurement in Q4 to identify a consultant to inventory structures and building typologies and to design the program for retrofit measures.

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

- Finalize a community engagement strategy for soft-story retrofit policy outreach and education.

Red Key Results - Background on Challenges, Actions to Mitigate, and/or Pivots
As of March 31, 2022, staff had not finalized a community engagement strategy for soft-story retrofit policy outreach and education. The action to resolve will include a resource conversation and understanding of roles between Planning, Building, and Code Enforcement Department, the Housing Department, and the Office of Emergency Management.

Draft Q4 Planned Key Results
The Q4 Key Results are shown for an April 1, 2022 to June 31, 2022 timeframe in Figure 5 and Attachment E, and include the following:

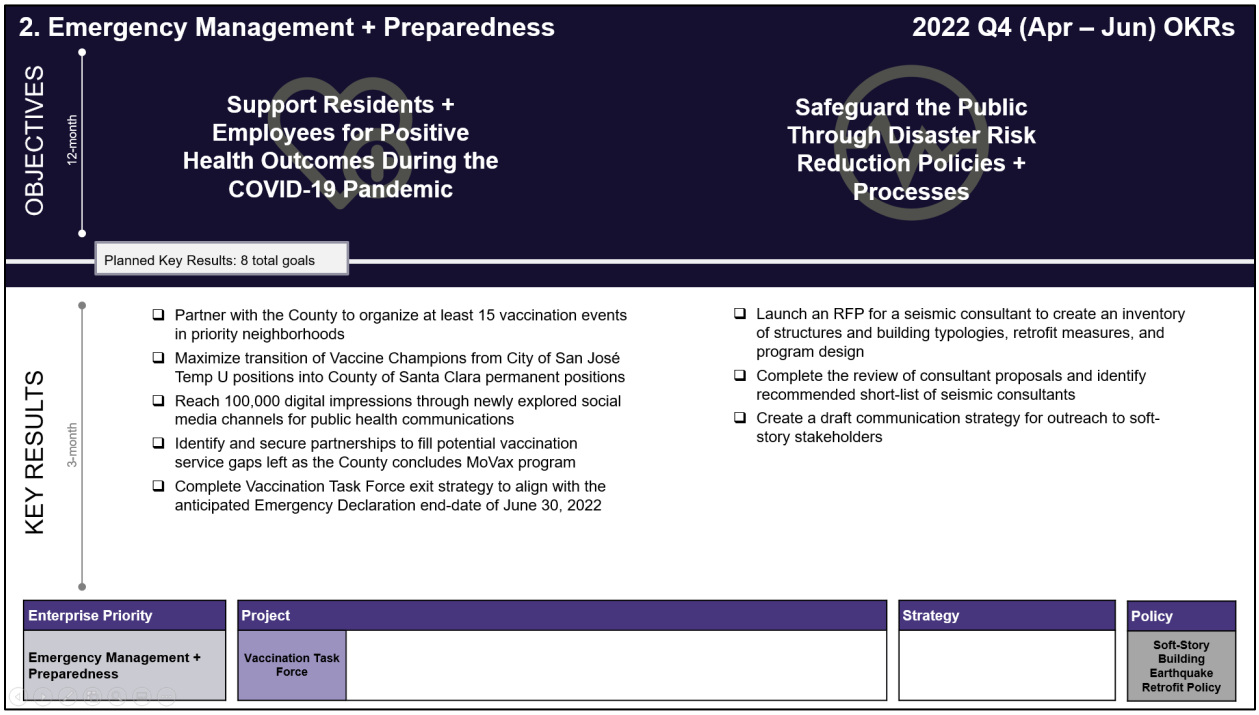

Figure 5. Emergency Management and Preparedness Q4 OKRs.

Support Residents and Employee for Positive Health Outcomes During the COVID-19 Pandemic:

- Partner with the County of Santa Clara to organize at least 15 vaccination events in priority neighborhoods;
- Maximize transition of Vaccine Champions from City of San José temporary unclassified positions into County of Santa Clara permanent positions;
- Reach 100,000 digital impressions through newly explored social media channels for public health communications;
- Identify and secure partnerships to fill potential vaccination service gaps left as the County of Santa Clara concludes MoVax program; and

- Complete Vaccination Task Force exit strategy to align with the anticipated emergency declaration end-date of June 30, 2022.

Safeguard the Public Through Disaster Risk Reduction Policies and Processes:

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

3. Ending Homelessness

As stated as part of the Ending Homelessness Enterprise Priority, all people in San José need a place they can call home and feel they belong as a vital part of the City, yet the City and region are faced with an unprecedented housing crisis. While the brunt of this crisis is borne by our unhoused neighbors, its impacts are felt across our community. The City will continue to invest in permanent supportive and affordable housing while addressing systemic issues to improve the condition of our City. The City will also take immediate action by increasing emergency and interim housing options and expanding services to meet the basic health and safety needs of our unhoused residents.

The initiatives driving this Enterprise Priority are:

- Emergency Housing Construction and Operation;
- Sheltering and Enhanced Encampment Services; and
- Encampment Management and Safe Relocation Policy.

The objectives for Ending Homelessness are:

- Increase Production of Emergency and Interim Housing; and
- Create Safe and Healthy Conditions for People who are Unhoused.

Q3 Actual Key Results Status Report

The Q3 Key Results for Creating Housing and Preventing Homelessness are shown with their completion status as of March 31, 2021 in Figure 6 and Attachment F, and include the following:

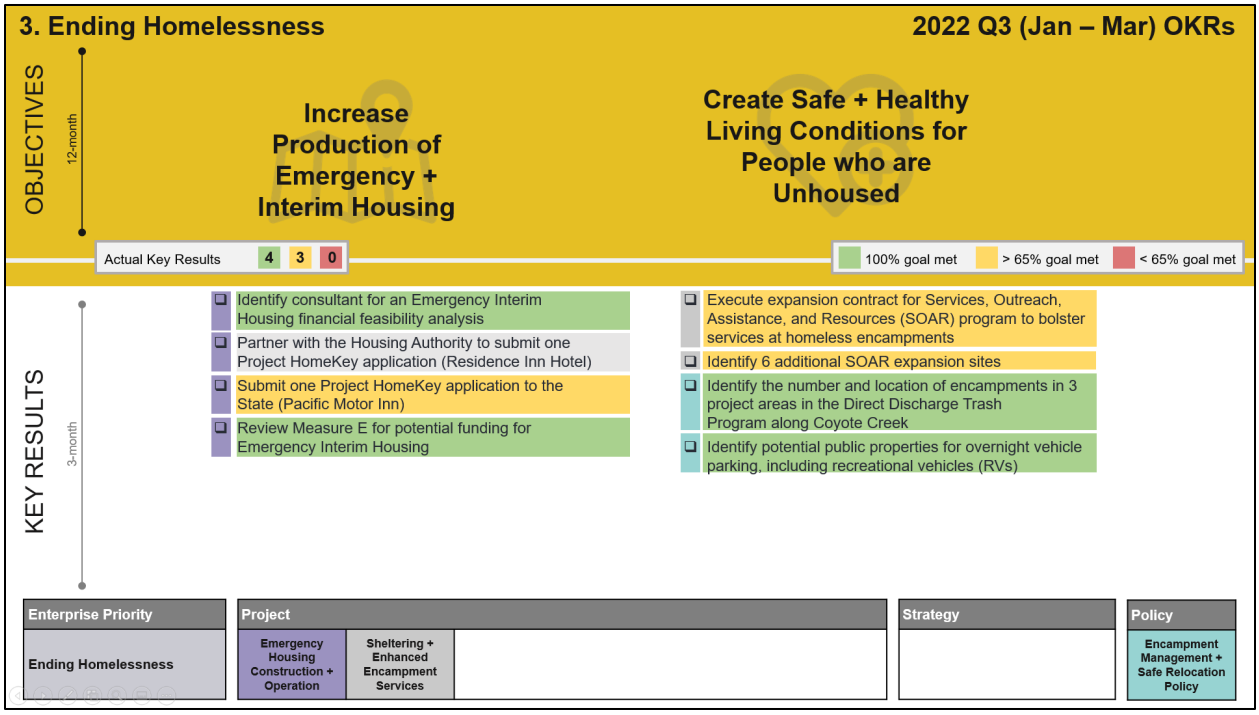

Figure 6. Ending Homelessness Q3 OKRs.

Green (100% goal met): 4 Key Results

- Identify consultant for an Emergency Interim Housing financial feasibility analysis;
- Review Measure E for potential funding for Emergency Interim Housing;
- Identify the number and location of encampments in three project areas in the Direct Discharge Trash Program along Coyote Creek; and
- Identify potential public properties for overnight vehicle parking, including recreational vehicles.

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

- Submit one Project HomeKey application to the state (Pacific Motor Inn);
- Execute expansion contract for Services, Outreach, Assistance, and Resources (SOAR) program to bolster services at homeless encampments; and
- Identify six additional SOAR expansion sites.

Yellow Key Results - Background on Challenges, Actions to Mitigate, and/or Pivots
As of March 31, 2022, the Project HomeKey application for the Pacific Motor Inn was submitted to Project HomeKey and the City is awaiting notification if the application will be funded. Note that Project HomeKey 2 is oversubscribed.

Red (less than 65% goal met): 0 Key Results

- None.

Note that the Project HomeKey application for the Residence Inn Hotel was pulled by the developer because they couldn't reach an agreement with the owner of the hotel.

Draft Q4 Planned Key Results

The Q4 Key Results are shown for an April 1, 2022 to June 31, 2022 timeframe in Figure 7 and Attachment G, and include the following:

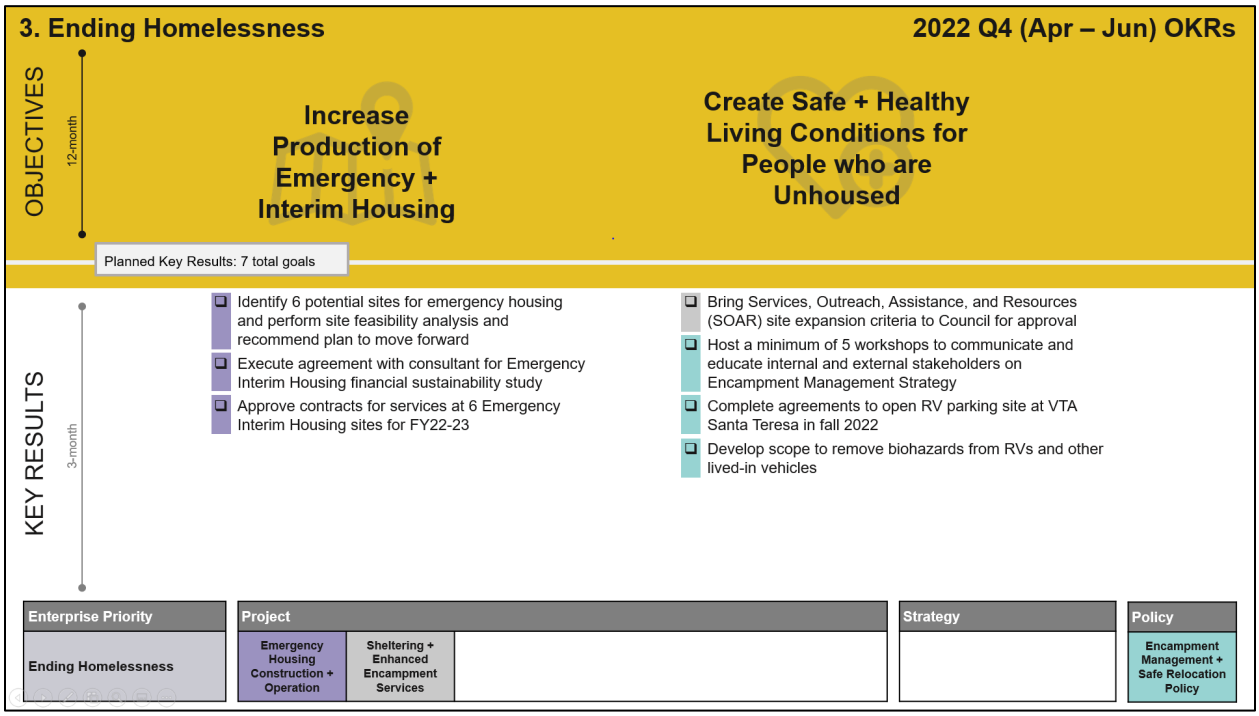

Figure 7. Ending Homelessness Q4 OKRs.

Increase Production of Emergency and Interim Housing:

- Identify six potential sites for emergency housing and perform site feasibility analysis and recommend plan to move forward;
- Execute agreement with consultant for Emergency Interim Housing financial sustainability study; and
- Approve contracts for services at six Emergency Interim Housing sites for FY22-23.

Create Safe and Healthy Living Conditions for People who are Unhoused:

- Bring SOAR site expansion criteria to City Council for approval;
- Host a minimum of five workshops to communicate and educate internal and external stakeholders on Encampment Management Strategy;
- Complete agreements to open recreational vehicle parking at the Santa Clara Valley Transportation Authority Santa Teresa site in fall 2022; and
- Develop scope to remove biohazards from recreation vehicles and other lived-in vehicles.

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

As stated as part of the Safe, Vibrant, and Inclusive Neighborhoods and Public Life Enterprise Priority, the diverse mosaic of people who live, work, learn, and play in San José deserve

vibrant, beautiful, accessible, safe, and inclusive public spaces that inspire friendship and connection across generations, cultures, and points of view. Our neighborhoods and public life must reflect the rich cultural history and lived experiences of our residents. Neighborhoods should serve as conduits for people to connect with one another; to build community; and provide pathways to opportunity, lifelong learning, and prosperity.

The initiatives driving this Enterprise Priority are:

- Police Reforms Work Plan;
- San José 311 and Service Delivery;
- Encampment Waste Pick-Up BeautifySJ;
- Vision Zero Traffic Safety;
- Equity Strategy Development; and
- Neighborhood Services Access Strategy.

The objectives for Safe, Vibrant, and Inclusive Neighborhoods and Public Life are:

- Steward Trust to Keep the Community Safe;
- Activate Vibrant Spaces for People to Access Opportunity and Services; and
- Welcome the Community through Inclusion and Belonging.

Q3 Actual Key Results Status Report

The Q3 Key Results for Safe, Vibrant, and Inclusive Neighborhoods and Public Life are shown with their completion status as of March 31, 2022 in Figure 8 and Attachment H, and include the following:

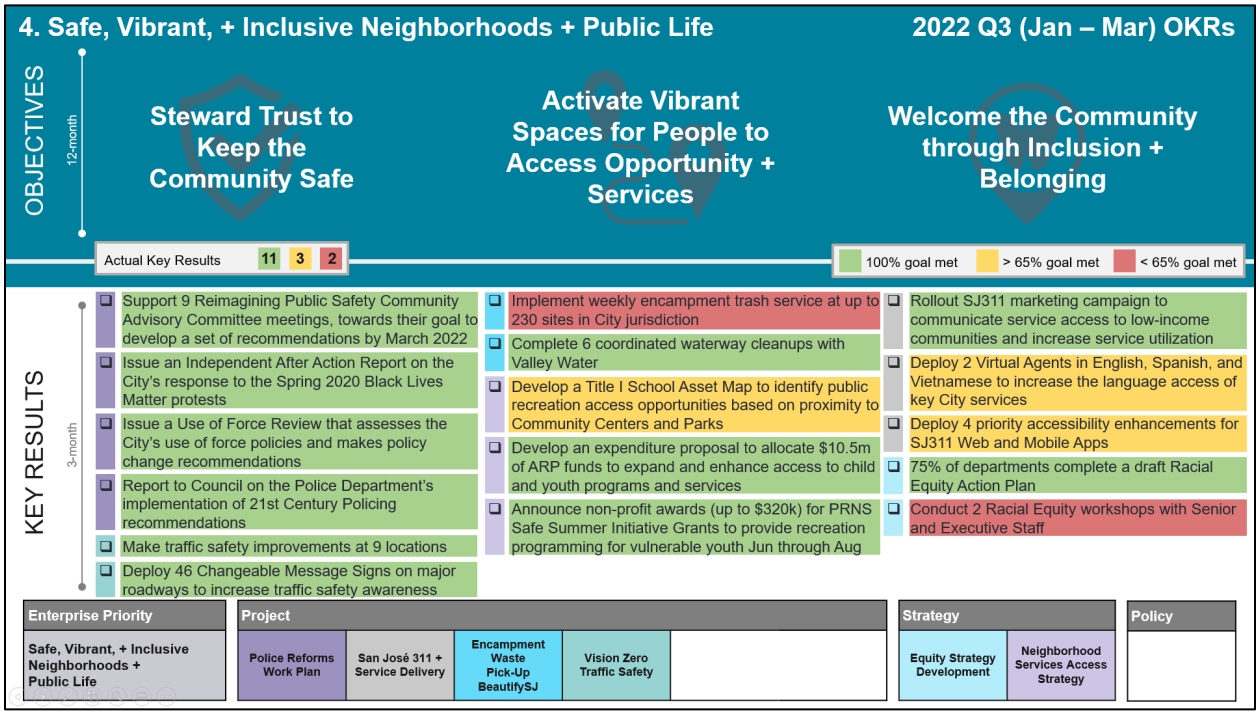

Figure 8. Safe, Vibrant, and Inclusive Neighborhoods and Public Life Q3 OKRs.

Green (100% goal met): 11 Key Results

- Support nine Reimagining Public Safety Community Advisory Committee meetings, towards their goal to develop a set of recommendations by March 2022;
- Issue an Independent After Action Report on the City's response to the spring 2020 Black Lives Matter protests;
- Issue a Use of Force Review that assesses the City's use of force policies and makes policy change recommendations;
- Report to City Council on the Police Department's implementation of 21st Century Policing recommendations;
- Make traffic safety improvements at nine locations;
- Deploy 46 Changeable Message Signs on major roadways to increase traffic safety awareness;
- Complete six coordinated waterway cleanups with the Santa Clara Valley Water District;
- Develop an expenditure proposal to allocate $10.5 million of American Rescue Plan funds to expand and enhance access to child and youth programs and services;
- Announce non-profit awards (up to $320k) for Parks, Recreation, and Neighborhood Service's Safe Summer Initiative grants to provide recreation programming for vulnerable youth in June through August;
- Rollout SJ311 marketing campaign to communicate service access to low-income communities and increase service utilization; and
- 75% of departments complete a draft Racial Equity Action Plan.

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

- Develop a Title I School Asset Map to identify public recreation access opportunities based on proximity to community centers and parks;
- Deploy two Virtual Agents in English, Spanish, and Vietnamese to increase the language access of key City services; and
- Deploy four priority accessibility enhancements for SJ311 Web and Mobile Apps.

Yellow Key Results - Background on Challenges, Actions to Mitigate, and/or Pivots
As of March 31, 2022, the Title I School Asset Map was not completed while map details were finalized. The map is on track for completion during Q4. The San José 311 team deployed two Virtual Agents in English and Spanish to increase the language access of key City services; however, the Google platform did not have a solution ready for Vietnamese. Google has since released Vietnamese translation for Virtual Agents, and the team is working to add Vietnamese to the SJ311 Virtual Agent. The team completed three priority accessibility enhancements for SJ311 Web and Mobile Apps and will continue making remaining priority accessibility enhancements in Q4.

Red (less than 65% goal met): 2 Key Results

- Implement weekly encampment trash service at up to 230 sites in the City's jurisdiction; and
- Conduct two Racial Equity workshops with Senior and Executive Staff.

Red Key Results - Background on Challenges, Actions to Mitigate, and/or Pivots
As of March 31, 2022, BeautifySJ had moved to weekly trash services in one of three zones, facing hiring challenges that would enable services to move to weekly across all zones. As of May 11, 2022, BeautifySJ Encampment Trash Program staff positions are filled and are conducting weekly trash service in all three service zones. Instead of conducting two additional Racial Equity workshops with Senior and Executive Staff, at the City Manager's direction, the Office of Racial Equity instead moved to conduct city-wide, mandatory Racial Equity trainings across all full-time and part-time benefitted, non-sworn staff in the Q4 timeframe.

Draft Q4 Planned Key Results
The Q4 Key Results are shown for an April 1, 2022 to June 31, 2022 timeframe in Figure 9 and Attachment I, and include the following:

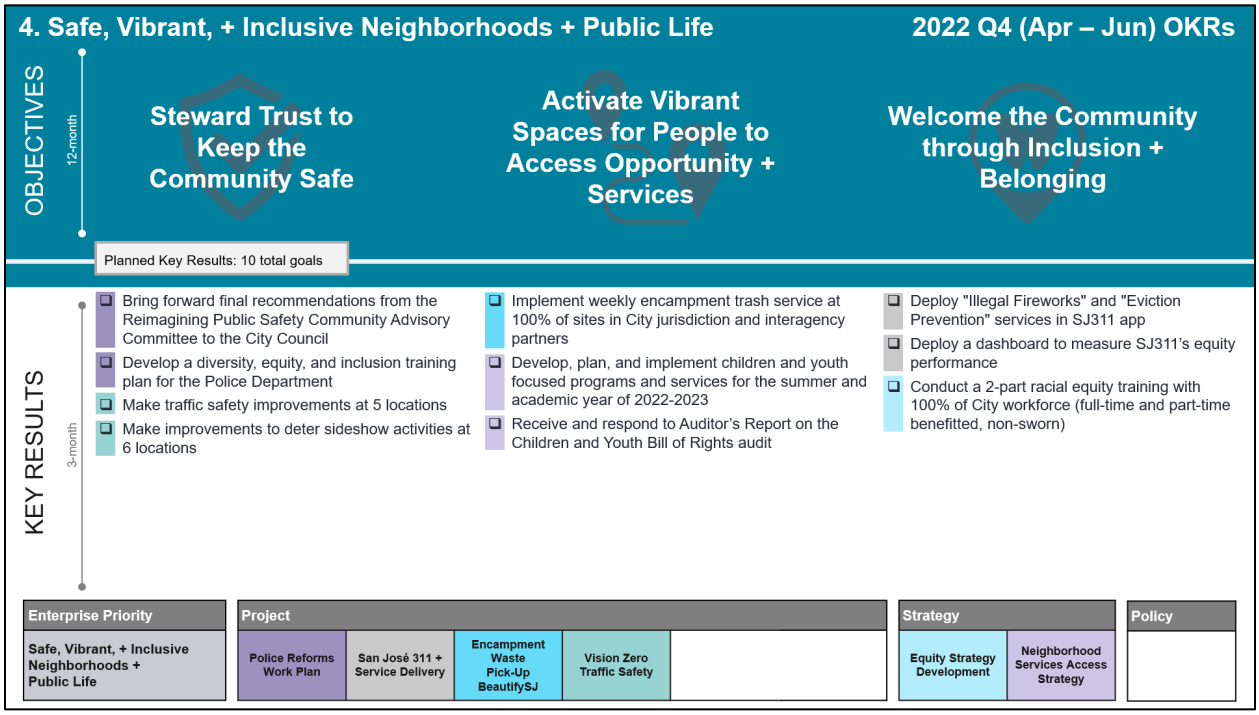

Figure 9. Safe, Vibrant, and Inclusive Neighborhoods and Public Life Q4 OKRs.

Steward Trust to Keep the Community Safe:

- Bring forward final recommendations from the Reimagining Public Safety Community Advisory Committee to the City Council;
- Develop a diversity, equity, and inclusion training plan for the Police Department;
- Make traffic safety improvements at five locations; and
- Make improvements to deter sideshow activities at six locations.

Activate Vibrant Spaces for People to Access Opportunity and Services:

- Implement weekly encampment trash service at 100% of sites in the City's jurisdiction and interagency partners;

- Develop, plan, and implement children- and youth-focused programs and services for the summer and academic year of 2022-2023; and
- Receive and respond to Auditor's Report on the Children and Youth Bill of Rights audit.

Welcome the Community through Inclusion and Belonging:

- Deploy Illegal Fireworks and Eviction Prevention services in the SJ311 app;
- Deploy a dashboard to measure SJ311's equity performance; and
- Conduct a two-part racial equity training with 100% of City workforce (full-time and part-time benefitted, non-sworn).

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

As stated as part of the City Manager's Building the San José of Tomorrow with a Downtown for Everyone Enterprise Priority, 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.

The initiatives driving this Enterprise Priority are:

- Align Zoning with General Plan;
- Development Services Transformation;
- Google Development;
- Major Real Estate Development Projects;
- BART and High-Speed Rail Strategy; and
- North San José Strategy.

The objectives for Building the San José of Tomorrow with a Downtown for Everyone are:

- Plan and create diverse, inclusive, and livable urban places;
- Connect the community through multi-mode solutions; and
- Create clear, consistent, and effective development processes.

Q3 Actual Key Results Status Report

The Q3 Key Results for Building the San José of Tomorrow with a Downtown for Everyone are shown with their completion status as of March 31, 2021 in Figure 10 and Attachment J, and include the following:

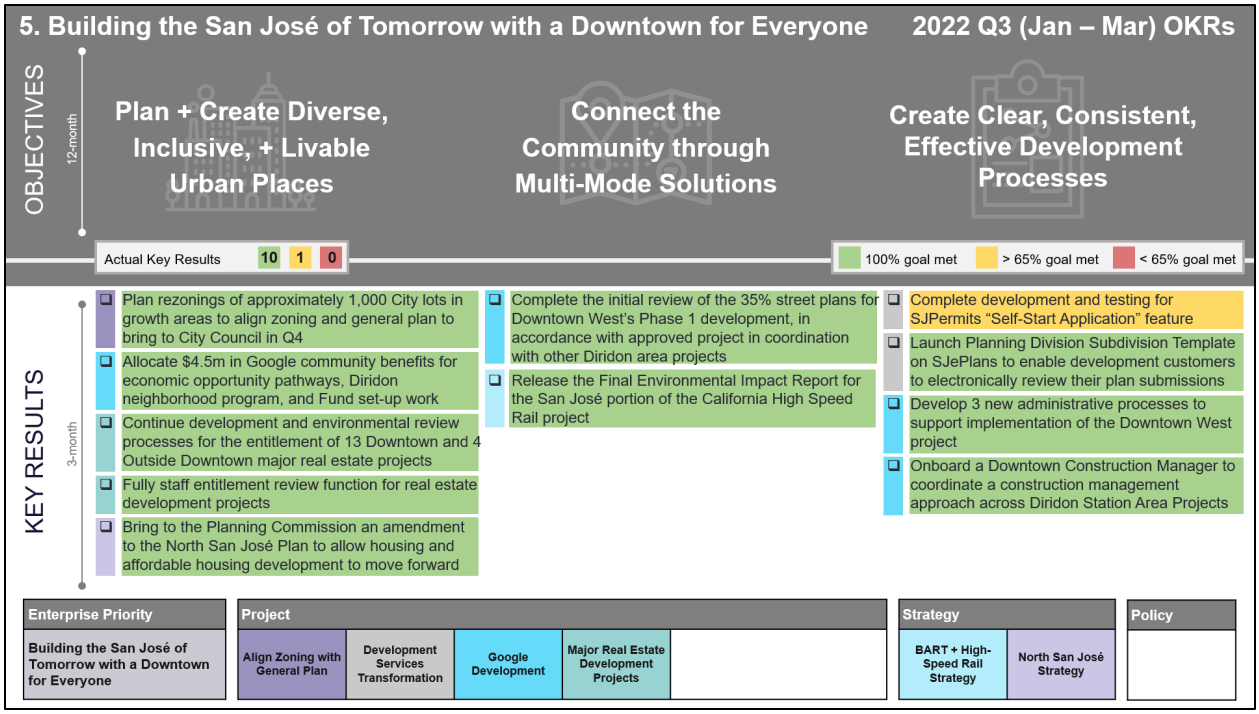

Figure 10. Building the San José of Tomorrow with a Downtown for Everyone Q3 Key Results.

Green (100% goal met): 10 Key Results

- Plan rezonings of approximately 1,000 City lots in growth areas to align zoning and general plan to bring to City Council in Q4;
- Allocate $4.5 million in Google community benefits for economic opportunity pathways, Diridon neighborhood program, and Fund set-up work;
- Continue development and environmental review processes for the entitlement of 13 Downtown and four Outside Downtown major real estate projects;
- Fully staff entitlement review function for real estate development projects;
- Bring to the Planning Commission an amendment to the North San José Plan to allow housing and affordable housing development to move forward;
- Complete the initial review of the 35% street plans for Downtown West's Phase 1 development, in accordance with approved project in coordination with other Diridon area projects;
- Release the Final Environmental Impact Report for the San José portion of the California High Speed Rail project;
- Launch Planning Division Subdivision Template on SJePlans to enable development customers to electronically review their plan submissions;
- Develop three new administrative processes to support implementation of the Downtown West project; and
- Onboard a Downtown Construction Manager to coordinate a construction management approach across Diridon Station Area Projects.

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

- Complete development and testing for SJPermits Self-Start Application feature.

Yellow Key Results - Background on Challenges, Actions to Mitigate, and/or Pivots
As of March 31, 2022, Development Services Transformation completed the development for the self-start application feature, but additional internal changes were required to enable internal operations to accommodate new features of the portal. Development for these changes should be completed in Q4 with an expected rollout in Q1 of FY 2022-2023.

Red (less than 65% goal met): 0 Key Results

- None.

<u>Draft Q4 Planned Key Results</u>
The Q4 Key Results are shown for an April 1, 2022 to June 31, 2022 timeframe in Figure 11 and Attachment K, and include the following:

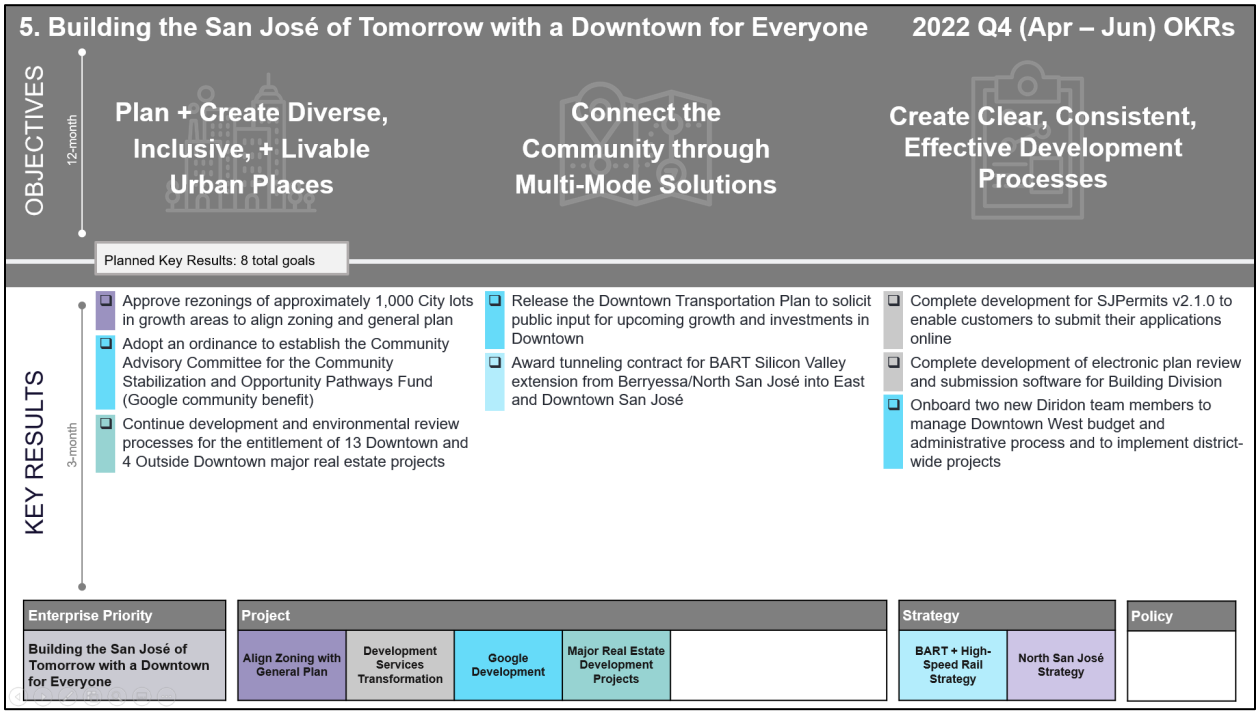

Figure 11. Building the San José of Tomorrow with a Downtown for Everyone Q4 OKRs.

Plan and Create Diverse, Inclusive, and Livable Urban Places:

- Approve rezonings of approximately 1,000 City lots in growth areas to align zoning and general plan;
- Adopt an ordinance to establish the Community Advisory Committee for the Community Stabilization and Opportunity Pathways Fund (Google community benefit); and
- Continue development and environmental review processes for the entitlement of 13 Downtown and four Outside Downtown major real estate projects.

Connect the Community through Multi-Mode Solutions:

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

Create Clear, Consistent, Effective Development Processes:

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

6. Strategic Fiscal Positioning and Resource Deployment

As stated as part of the City Manager's Strategic Fiscal Positioning and Resource Deployment Enterprise Priority, we will continue to be both strategic and responsible in how we manage and balance the City's $5.1 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.

The initiatives driving this Enterprise Priority are:

- Federal and State Recovery Advocacy;
- Secure City Cybersecurity;
- Procurement Improvement;
- Pension Obligation Bond Analysis;
- Budgeting for Equity; and
- City Roadmap Budgeting, Accountability, and Performance.

The objectives for Strategic Fiscal Positioning and Resource Deployment are:

- Support and respond to community needs;
- Build, improve, and sustain inclusive fiscal practices; and
- Steward and safeguard public resources.

Q3 Actual Key Results Status Report

The Q3 Key Results for Strategic Fiscal Positioning and Resource Deployment are shown with their completion status as of March 31, 2021 in Figure 12 and Attachment L, and include the following:

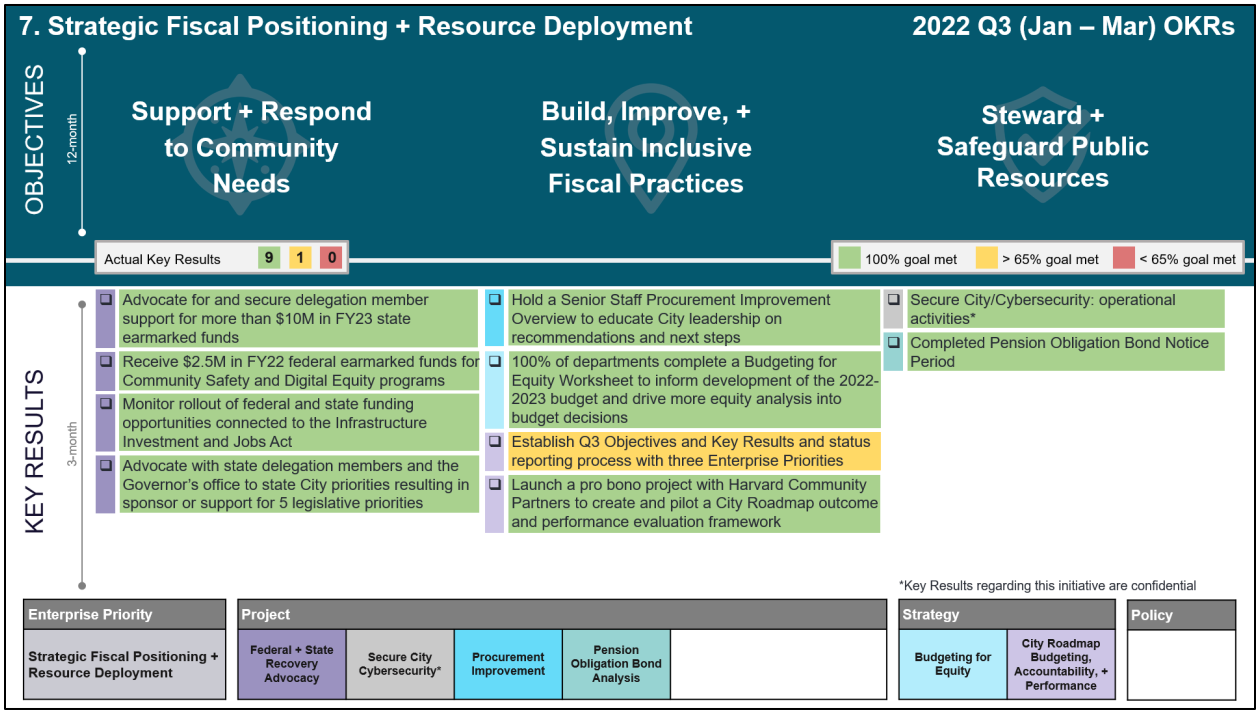

Figure 12. Building the San José of Tomorrow with a Downtown for Everyone Q3 Key Results.
*Note that one of the Key Results in this Enterprise Priority is confidential, and therefore will report to the City Council through Closed Session.

Green (100% goal met): 9 Key Results

- Advocate for and secure delegation member support for more than $10 million in FY23 state earmarked funds;
- Receive $2.5 million in FY22 federal earmarked funds for Community Safety and Digital Equity programs;
- Monitor rollout of federal and state funding opportunities connected to the Infrastructure Investment and Jobs Act;
- Advocate with state delegation members and the Governor's office to state City priorities resulting in the sponsor or support for five legislative priorities;
- Hold a Senior Staff Procurement Improvement Overview to educate City leadership on recommendations and next steps;
- 100% of departments complete a Budgeting for Equity Worksheet to inform development of the 2022-2023 budget and drive more equity analysis into budget decisions;
- Launch a pro bono project with Harvard Community Partners to create and pilot a City Roadmap outcome and performance evaluation framework;
- Secure City/Cybersecurity: operational activities; and
- Completed Pension Obligation Bond Notice Period.

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

- Establish Q3 Objectives and Key Results and status reporting process with three Enterprise Priorities.

Yellow Key Results - Background on Challenges, Actions to Mitigate, and/or Pivots
As of March 31, 2022, City Roadmap Budgeting, Accountability, and Performance completed rolling out the OKR reporting process with two Enterprise Priorities. This was due to changes in the initiatives and reporting approach for the Smart, Sustainable, and Reliable City: 21st Century Infrastructure Enterprise Priority as discussed previously. This third (and final) City Roadmap Enterprise Priority will begin OKR reporting in Q1 of FY 2022-2023.

Red (less than 65% goal met): 0 Key Results

- None.

Draft Q4 Planned Key Results

The Q4 Key Results are shown for an April 1, 2022 to June 31, 2022 timeframe in Figure 13 and Attachment M, and include the following:

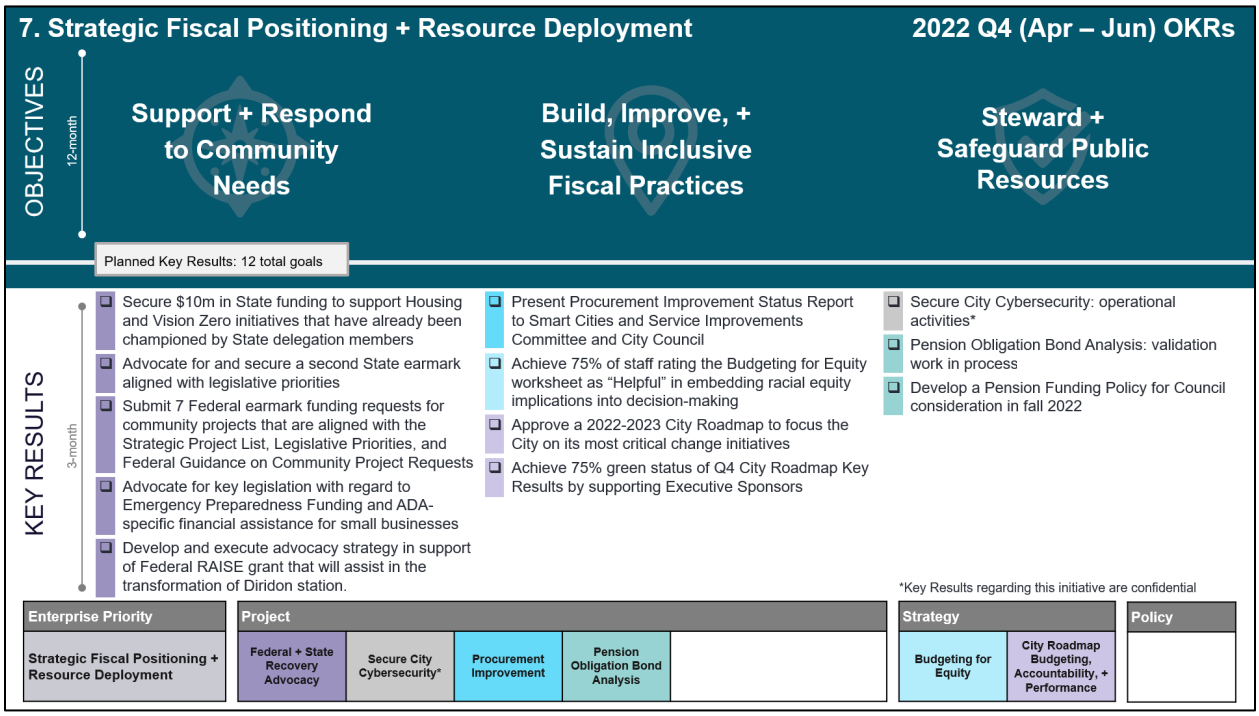

Figure 13. Strategic Fiscal Positioning and Resource Deployment Q4 OKRs.
*Note that one of the Key Results in this Enterprise Priority is confidential, and therefore will report to the City Council through Closed Session.

Support and Respond to Community Needs:

- Secure $10 million in state funding to support Housing and Vision Zero initiatives that have already been championed by state delegation members;
- Advocate for and secure a second state earmark aligned with legislative priorities;
- Submit seven federal earmark funding requests for community projects that are aligned with the Strategic Project List, Legislative Priorities, and Federal Guidance on Community Project Requests;

- Advocate for key legislation with regard to Emergency Preparedness Funding and Americans with Disabilities Act-specific financial assistance for small businesses; and
- Develop and execute advocacy strategy in support of federal RAISE grant that will assist in the transformation of Diridon station.

Build, Improve, and Sustain Inclusive Fiscal Practices:

- Present Procurement Improvement Status Report to Smart Cities and Service Improvements Committee and City Council;
- Achieve 75% of staff rating the Budgeting for Equity worksheet as "Helpful" in embedding racial equity implications into decision-making;
- Approve a 2022-2023 City Roadmap to focus the City on its most critical change initiatives; and
- Achieve 75% green status of Q4 City Roadmap Key Results by supporting executive sponsors.

Steward and Safeguard Public Resources:

- Secure City Cybersecurity: operational activities;
- Pension Obligation Bond Analysis: validation work in process; and
- Develop a Pension Funding Policy for City Council consideration in fall 2022.

7. Powered by People

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.

Q3 Actual Key Results Status Report

The Q3 Key Results for Powered by People are shown with their completion status as of March 31, 2021 in Figure 14 and Attachment N, and include the following:

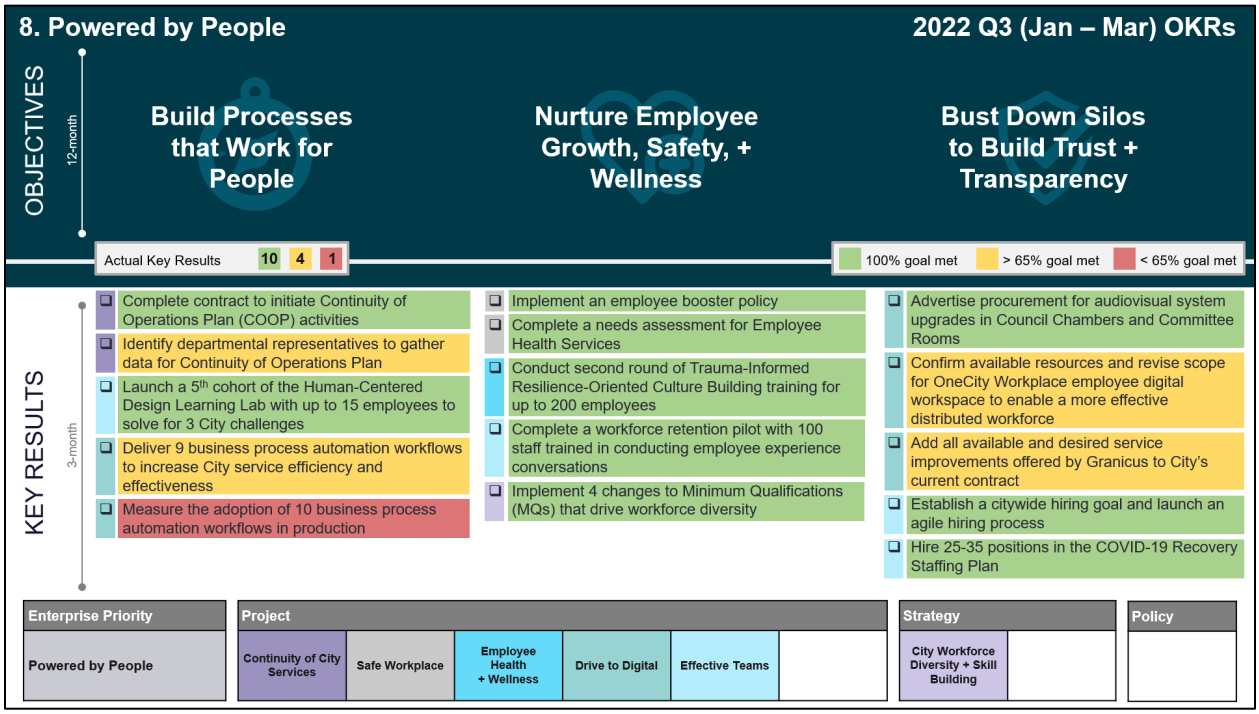

Figure 14. Powered by People Q3 Key Results.

Green (100% goal met): 10 Key Results

- Complete contract to initiate Continuity of Operations Plan activities;
- Launch a fifth cohort of the Human-Centered Design Learning Lab with up to 15 employees to solve for three City challenges;
- Implement an employee booster policy;
- Complete a needs assessment for Employee Health Services;
- Conduct second round of Trauma-Informed Resilience-Oriented Culture Building training for up to 200 employees;
- Complete a workforce retention pilot with 100 staff trained in conducting employee experience conversations;
- Implement four changes to Minimum Qualifications that drive workforce diversity;
- Advertise procurement for audiovisual system upgrades in City Council chambers and committee rooms;
- Establish a citywide hiring goal and launch an agile hiring process; and
- Hire 25-35 positions in the COVID-19 Recovery Staffing Plan.

Yellow (99-65% goal met): 4 Key Results

- Identify departmental representatives to gather data for Continuity of Operations Plan;
- Deliver nine business process automation workflows to increase City service efficiency and effectiveness;
- Confirm available resources and revise scope for OneCity Workplace employee digital workspace to enable a more effective distributed workforce; and
- Add all available and desired service improvements offered by Granicus to City's current contract.

Yellow Key Results - Background on Challenges, Actions to Mitigate, and/or Pivots
As of March 31, 2022, Continuity of City Services had not completed identifying departmental representatives for data collection and plans to complete this step through a Senior and Executive staff presentation in Q4. Drive to Digital deployed seven out of nine business process automation workflows, with more information below. Staff will work towards a revised project charter in Q4 for OneCity Workplace to build an employee digital workspace alongside a budget request for resources to implement in 2022-2023. For service improvements to Granicus, staff had completed three out of four, including view agenda in a new browser tab, facilitated mark-up of agenda and adding notes for City Council users, and a Video Anywhere Player to provide a better user experience. Staff anticipates completing the fourth service improvement in Q4, which is to enable a human resources streaming feature.

The Drive to Digital completed the seven of the nine business process automation workflows goal, including:

1. Revenue Management Refund Form;
2. P-Card Administrator Forms: Change Administration Access to US Bank Online Portal;
3. P-Card Administrator Forms: Change Department Coordinator;
4. P-Card Administrator Forms: Change Authorized Signatures;
5. Council Referrals Tracking (2nd Release, Department Portal);
6. California COVID-19 Sick Leave Request; and
7. Retiree Rehire Interest Form.

Two business process automation workflows will be prioritized for Q4 deployments, including:

1. Muni Water Leak Notification Form; and
2. City Council Cost Estimate.

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

- Measure the adoption of 10 business process automation workflows in production.

Red Key Results - Background on Challenges, Actions to Mitigate, and/or Pivots
As of March 31, 2022, Drive to Digital had not measured the adoption of 10 workflows due to staffing resources and a pivot to a broader measurement plan for metrics and performance indicators for all of Business Process Automation.

Draft Q4 Planned Key Results

The Q4 Key Results are shown for an April 1, 2022 to June 31, 2022 timeframe in Figure 15 and Attachment O, and include the following:

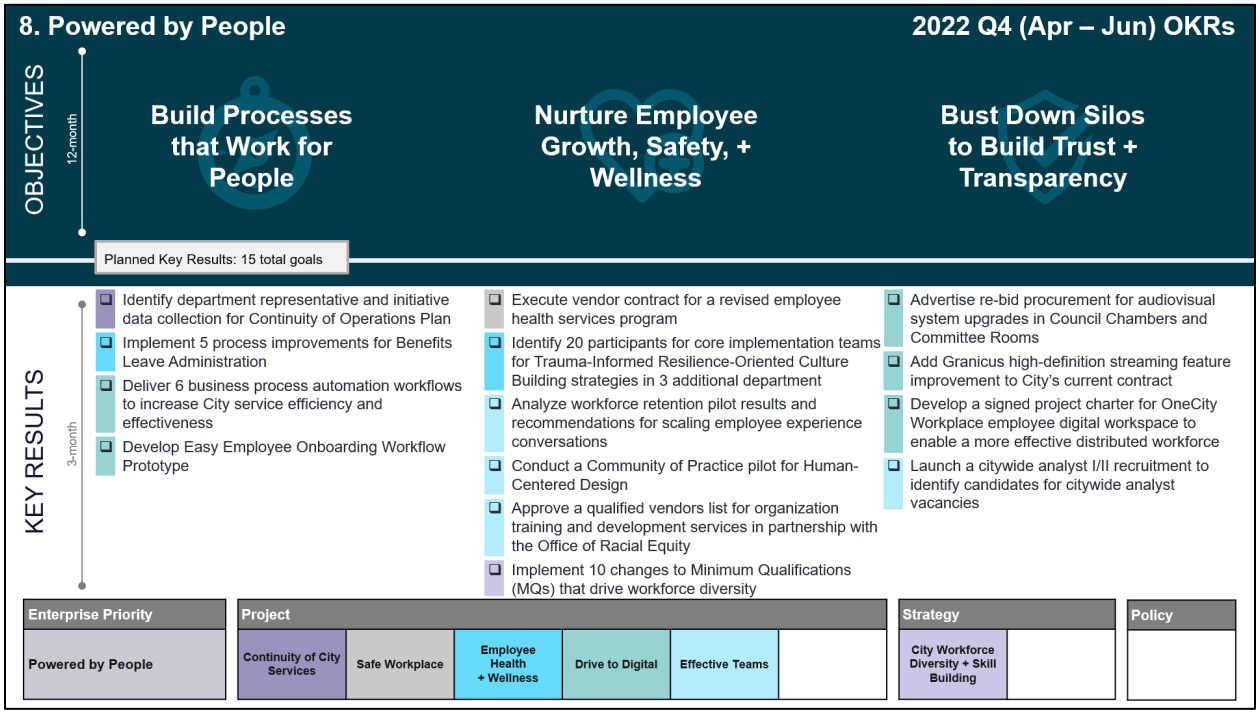

Figure 15. Powered by People Q4 OKRs.

Build Processes that Work for People:

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

Nurture Employee Growth, Safety, and Wellness:

- Execute vendor contract for a revised employee health services program;
- Identify 20 participants for core implementation teams for Trauma-Informed Resilience-Oriented Culture Building strategies in three additional department;
- Analyze workforce retention pilot results and recommendations for scaling employee experience conversations;
- Conduct a Community of Practice pilot for Human-Centered Design;
- Approve a qualified vendors list for organization training and development services in partnership with the Office of Racial Equity; and
- Implement 10 changes to Minimum Qualifications that drive workforce diversity.

Bust Down Silos to Build Trust and Transparency:

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

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 and service transformations;
- Fully rolling out the OKR and City Roadmap Status Reporting process to five of the six core Enterprise Priorities and two of the two foundational Enterprise Priorities;
- Delivering on the third quarter OKRs for seven Enterprise Priorities; and
- Iterating to improve on fourth quarter OKRs.

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 those related to COVID-19 Response and Recovery.

EVALUATION AND FOLLOW-UP

2021-2022 City Roadmap

The 2021-2022 City Roadmap will return to the City Council with a fourth quarter status update in August 2022. This update will include the results of the outcome and performance measure pilot with Harvard Business School Community Partners.

2022-2023 City Roadmap

As detailed in Manager's Budget Addendum (MBA) #4, on May 16, 2022, the City Council will engage in a City Roadmap Study Session to create the FY 2022-2023 City Roadmap. Following the City Council's feedback, the Administration will publish a refined 2022-2023 City Roadmap as part of a second MBA. This MBA will document any modifications to the Proposed City Roadmap resulting from City Council discussion and ensure that it is "right-sized" to align initiative efforts with the City's priorities, budget, and staffing. The MBA would be subject to City Council modification and approval as part of the approval of the Mayor's June Budget Message for FY 2022-2023. Reporting for the 2022-2023 City Roadmap will begin after the completion of the first quarter of 2022-2023 (July 2022- September 2022).

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 May 24, 2022.

COORDINATION

This memorandum and related documents were prepared in coordination with the City Attorney's Office, City Manager's Budget Office, and all City departments and offices who are responsible for City Roadmap Enterprise Priority initiatives.

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
Director, Office of Civic Innovation

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

For questions, please contact Dolan Beckel, Director, Office of Civic Innovation, at dolan.beckel@sanjoseca.gov.

Attachments:
Attachment A: 2021-2022 City Roadmap
Attachment B: COVID-19 Pandemic: Community and Economic Recovery Q3 OKRs

Attachment C: COVID-19 Pandemic: Community and Economic Recovery Q4 OKRs
Attachment D: Emergency Management and Preparedness Q3 OKRs
Attachment E: Emergency Management and Preparedness Q4 OKRs
Attachment F: Ending Homelessness Q3 OKRs
Attachment G: Ending Homelessness Q4 OKRs
Attachment H: Safe, Vibrant, and Inclusive Neighborhoods and Public Life Q3 OKRs
Attachment I: Safe, Vibrant, and Inclusive Neighborhoods and Public Life Q4 OKRs
Attachment J: Building the San José of Tomorrow with a Downtown for Everyone Q3 OKRs
Attachment K: Building the San José of Tomorrow with a Downtown for Everyone Q4 OKRs
Attachment L: Strategic Fiscal Positioning and Resource Deployment Q3 OKRs
Attachment M: Strategic Fiscal Positioning and Resource Deployment Q4 OKRs
Attachment N: Powered by People Q3 OKRs
Attachment O: Powered by People Q4 OKRs

Attachment A: 2021-2022 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
Ending Homelessness	Emergency Housing Construction + Operation	Sheltering + Enhanced Encampment Services							Encampment Management + Safe Relocation Policy
Safe, Vibrant, + Inclusive Neighborhoods + Public Life	Police Reforms Work Plan	San José 311 + Service Delivery	Encampment Waste Pick-Up BeautifySJ	Vision Zero Traffic Safety			Equity Strategy Development	Neighborhood Services Access Strategy	
Building the San José of Tomorrow with a Downtown for Everyone	Align Zoning with General Plan	Development Services Transformation	Google Development	Major Real Estate Development Projects			BART + High-Speed Rail Strategy	North San José Strategy	
Smart, Sustainable, + Reliable City: 21st Century Infrastructure	Pavement, Fire, EOC, Transit Capital Improvements	Regional Wastewater Facility Capital Improvements	Electrical Service for Major Development	Climate Smart American Cities Climate Challenge			Lowering PG&E Above Market Costs for Clean Energy		

Enterprise Priority Foundational	Project						Strategy		Policy
Strategic Fiscal Positioning + Resource Deployment	Federal + State Recovery Advocacy	Secure City Cybersecurity	Procurement Improvement	Pension Obligation Bond Analysis			Budgeting for Equity	City Roadmap Budgeting, Accountability, + Performance	
Powered by People	Continuity of City Services	Safe Workplace	Employee Health + Wellness	Drive to Digital	Effective Teams		City Workforce Diversity + Skill Building		

Attachment B: COVID-19 Pandemic: Community and Economic Recovery Q3 OKRs

1. COVID-19 Pandemic: Community + Economic Recovery

2022 Q3 (Jan – Mar) OKRs

OBJECTIVES (12-month)

- Invest in Our Most Vulnerable Residents, Families, Small Businesses, and Non-Profits
- Empower Our Community with Resources that Build Resiliency
- Stabilize and Improve Equitable Outcomes for All

Actual Key Results: 19 | 3 | 0

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

KEY RESULTS (3-month)

- ❑ Distribute remaining 5% of art and culture grant funding to support arts programs and special events
- ❑ Select Small Business Grant management partner and finalize program eligibility and evaluation criteria
- ❑ Facilitate the distribution of 10m meals in the City
- ❑ Order up to 6,160 school and youth devices through the Emergency Connectivity Fund
- ❑ Award Andrew P Hill Community WiFi construction contract
- ❑ Award Oak Grove Community WiFi construction contract
- ❑ Open registration and conduct outreach for upcoming childcare programming for the Summer 2022 and Academic Year 2022-2023
- ❑ Incorporate the Promotora approach to community engagement in the Recovery Task Force committee process
- ❑ Participate in 20 community outreach events in priority areas for legal aid/tenant rights and rental assistance
- ❑ Execute a contract with PATH to support the Downtown Homeless Response Team
- ❑ Hold grand opening of work2future one stop career center to better serve residents and businesses on the East Side (Las Plumas)
- ❑ Conduct Resilience Corps training and work experience opportunities to 150 individuals in high wage, high growth careers
- ❑ Hire 5 business development staff to increase capacity to serve vulnerable businesses
- ❑ Support 50 small businesses through a commercial anti-eviction resource assistance program
- ❑ Collect initial data on outreach activities for food assistance programs
- ❑ Submit a grant proposal for eviction diversion strategy in partnership with Courts
- ❑ Develop scope of work for tenant rights/legal aid partnership with local university
- ❑ Create a tenant protections and education strategy and update Council
- ❑ Integrate sustainable program transition reporting and outreach of food distribution partner agreements
- ❑ Implement Quality Improvement Plans at all SJ Recreation Preschool sites to ensure alignment with Early Education Quality Standards
- ❑ Conduct a pre-assessment of the Family, Friend, and Neighbor Caregiver Support Network program using College and Career Readiness Quality Standards
- ❑ Establish Recovery Task Force Committees

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 C: COVID-19 Pandemic: Community and Economic Recovery Q4 OKRs

1. COVID-19 Pandemic: Community + Economic Recovery

2022 Q4 (Apr - Jun) OKRs

OBJECTIVES (12-month)

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

Empower Our Community with Resources that Build Resiliency

Stabilize and Improve Equitable Outcomes for All

Planned Key Results: 20 total goals

KEY RESULTS (3-month)

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

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 D: Emergency Management and Preparedness Q3 OKRs

2. Emergency Management + Preparedness

2022 Q3 (Jan – Mar) OKRs

OBJECTIVES (12-month)

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

Safeguard the Public Through Disaster Risk Reduction Policies + Processes

Actual Key Results: 4 | 1 | 1

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

KEY RESULTS (3-month)

- ❑ Partner with the County to organize at least 15 vaccination events in priority neighborhoods
- ❑ Manage and organize 3 on-site employee vaccination events
- ❑ Regularly monitor and report case rates, hospitalizations, and deaths amidst the current Omicron surge

- ❑ Launch an RFP for a seismic consultant to create an inventory of structures and building typologies, retrofit measures, and program design and begin the review of consultant proposals
- ❑ Utilize the criteria from CalOES and FEMA to identify a current employee or consultant that meets the historic review qualifications required to streamline retrofit structure review and process for compliance
- ❑ Finalize a community engagement strategy for soft-story retrofit policy outreach and education

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

Attachment E: Emergency Management and Preparedness Q4 OKRs

2. Emergency Management + Preparedness

2022 Q4 (Apr – Jun) OKRs

OBJECTIVES

12-month

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

Safeguard the Public Through Disaster Risk Reduction Policies + Processes

Planned Key Results: 8 total goals

KEY RESULTS

3-month

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

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

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

Attachment F: Ending Homelessness Q3 OKRs

3. Ending Homelessness

2022 Q3 (Jan – Mar) OKRs

OBJECTIVES (12-month)

Increase Production of Emergency + Interim Housing

Create Safe + Healthy Living Conditions for People who are Unhoused

Actual Key Results: 4 | 3 | 0

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

KEY RESULTS (3-month)

- ❑ Identify consultant for an Emergency Interim Housing financial feasibility analysis
- ❑ Partner with the Housing Authority to submit one Project HomeKey application (Residence Inn Hotel)
- ❑ Submit one Project HomeKey application to the State (Pacific Motor Inn)
- ❑ Review Measure E for potential funding for Emergency Interim Housing
- ❑ Execute expansion contract for Services, Outreach, Assistance, and Resources (SOAR) program to bolster services at homeless encampments
- ❑ Identify 6 additional SOAR expansion sites
- ❑ Identify the number and location of encampments in 3 project areas in the Direct Discharge Trash Program along Coyote Creek
- ❑ Identify potential public properties for overnight vehicle parking, including recreational vehicles (RVs)

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

Attachment G: Ending Homelessness Q4 OKRs

3. Ending Homelessness

2022 Q4 (Apr – Jun) OKRs

OBJECTIVES

12-month

Increase Production of Emergency + Interim Housing

Create Safe + Healthy Living Conditions for People who are Unhoused

Planned Key Results: 7 total goals

KEY RESULTS

3-month

- ❑ Identify 6 potential sites for emergency housing and perform site feasibility analysis and recommend plan to move forward
- ❑ Execute agreement with consultant for Emergency Interim Housing financial sustainability study
- ❑ Approve contracts for services at 6 Emergency Interim Housing sites for FY22-23

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

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

Attachment H: Safe, Vibrant, and Inclusive Neighborhoods and Public Life Q3 OKRs

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

2022 Q3 (Jan – Mar) OKRs

OBJECTIVES (12-month)

- Steward Trust to Keep the Community Safe
- Activate Vibrant Spaces for People to Access Opportunity + Services
- Welcome the Community through Inclusion + Belonging

Actual Key Results: 11 | 3 | 2

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

KEY RESULTS (3-month)

- Support 9 Reimagining Public Safety Community Advisory Committee meetings, towards their goal to develop a set of recommendations by March 2022
- Issue an Independent After Action Report on the City's response to the Spring 2020 Black Lives Matter protests
- Issue a Use of Force Review that assesses the City's use of force policies and makes policy change recommendations
- Report to Council on the Police Department's implementation of 21st Century Policing recommendations
- Make traffic safety improvements at 9 locations
- Deploy 46 Changeable Message Signs on major roadways to increase traffic safety awareness
- Implement weekly encampment trash service at up to 230 sites in City jurisdiction
- Complete 6 coordinated waterway cleanups with Valley Water
- Develop a Title I School Asset Map to identify public recreation access opportunities based on proximity to Community Centers and Parks
- Develop an expenditure proposal to allocate $10.5m of ARP funds to expand and enhance access to child and youth programs and services
- Announce non-profit awards (up to $320k) for PRNS Safe Summer Initiative Grants to provide recreation programming for vulnerable youth Jun through Aug
- Rollout SJ311 marketing campaign to communicate service access to low-income communities and increase service utilization
- Deploy 2 Virtual Agents in English, Spanish, and Vietnamese to increase the language access of key City services
- Deploy 4 priority accessibility enhancements for SJ311 Web and Mobile Apps
- 75% of departments complete a draft Racial Equity Action Plan
- Conduct 2 Racial Equity workshops with Senior and Executive Staff

Enterprise Priority	Project				Strategy		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	

Attachment I: Safe, Vibrant, and Inclusive Neighborhoods and Public Life Q4 OKRs

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

2022 Q4 (Apr – Jun) OKRs

OBJECTIVES (12-month)

- **Steward Trust to Keep the Community Safe**
- **Activate Vibrant Spaces for People to Access Opportunity + Services**
- **Welcome the Community through Inclusion + Belonging**

Planned Key Results: 10 total goals

KEY RESULTS (3-month)

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

Enterprise Priority	Project				Strategy		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	

Attachment J: Building the San José of Tomorrow with a Downtown for Everyone Q3 OKRs

5. Building the San José of Tomorrow with a Downtown for Everyone — 2022 Q3 (Jan – Mar) OKRs

OBJECTIVES (12-month)

- Plan + Create Diverse, Inclusive, + Livable Urban Places
- Connect the Community through Multi-Mode Solutions
- Create Clear, Consistent, Effective Development Processes

Actual Key Results: 10 | 1 | 0

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

KEY RESULTS (3-month)

- ❑ Plan rezonings of approximately 1,000 City lots in growth areas to align zoning and general plan to bring to City Council in Q4
- ❑ Allocate $4.5m in Google community benefits for economic opportunity pathways, Diridon neighborhood program, and Fund set-up work
- ❑ Continue development and environmental review processes for the entitlement of 13 Downtown and 4 Outside Downtown major real estate projects
- ❑ Fully staff entitlement review function for real estate development projects
- ❑ Bring to the Planning Commission an amendment to the North San José Plan to allow housing and affordable housing development to move forward
- ❑ Complete the initial review of the 35% street plans for Downtown West's Phase 1 development, in accordance with approved project in coordination with other Diridon area projects
- ❑ Release the Final Environmental Impact Report for the San José portion of the California High Speed Rail project
- ❑ Complete development and testing for SJPermits "Self-Start Application" feature
- ❑ Launch Planning Division Subdivision Template on SJePlans to enable development customers to electronically review their plan submissions
- ❑ Develop 3 new administrative processes to support implementation of the Downtown West project
- ❑ Onboard a Downtown Construction Manager to coordinate a construction management approach across Diridon Station Area Projects

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

Attachment K: Building the San José of Tomorrow with a Downtown for Everyone Q4 OKRs

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

2022 Q4 (Apr – Jun) OKRs

OBJECTIVES

12-month

Plan + Create Diverse, Inclusive, + Livable Urban Places

Connect the Community through Multi-Mode Solutions

Create Clear, Consistent, Effective Development Processes

Planned Key Results: 8 total goals

KEY RESULTS

3-month

- ❑ Approve rezonings of approximately 1,000 City lots in growth areas to align zoning and general plan
- ❑ Adopt an ordinance to establish the Community Advisory Committee for the Community Stabilization and Opportunity Pathways Fund (Google community benefit)
- ❑ Continue development and environmental review processes for the entitlement of 13 Downtown and 4 Outside Downtown major real estate projects
- ❑ Release the Downtown Transportation Plan to solicit public input for upcoming growth and investments in Downtown
- ❑ Award tunneling contract for BART Silicon Valley extension from Berryessa/North San José into East and Downtown San José
- ❑ Complete development for SJPermits v2.1.0 to enable customers to submit their applications online
- ❑ Complete development of electronic plan review and submission software for Building Division
- ❑ Onboard two new Diridon team members to manage Downtown West budget and administrative process and to implement district-wide projects

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

Attachment L: Strategic Fiscal Positioning and Resource Deployment Q3 OKRs

7. Strategic Fiscal Positioning + Resource Deployment

2022 Q3 (Jan – Mar) OKRs

OBJECTIVES (12-month)

- Support + Respond to Community Needs
- Build, Improve, + Sustain Inclusive Fiscal Practices
- Steward + Safeguard Public Resources

Actual Key Results: 9 | 1 | 0

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

KEY RESULTS (3-month)

- ❑ Advocate for and secure delegation member support for more than $10M in FY23 state earmarked funds
- ❑ Receive $2.5M in FY22 federal earmarked funds for Community Safety and Digital Equity programs
- ❑ Monitor rollout of federal and state funding opportunities connected to the Infrastructure Investment and Jobs Act
- ❑ Advocate with state delegation members and the Governor's office to state City priorities resulting in sponsor or support for 5 legislative priorities
- ❑ Hold a Senior Staff Procurement Improvement Overview to educate City leadership on recommendations and next steps
- ❑ 100% of departments complete a Budgeting for Equity Worksheet to inform development of the 2022-2023 budget and drive more equity analysis into budget decisions
- ❑ Establish Q3 Objectives and Key Results and status reporting process with three Enterprise Priorities
- ❑ Launch a pro bono project with Harvard Community Partners to create and pilot a City Roadmap outcome and performance evaluation framework
- ❑ Secure City/Cybersecurity: operational activities*
- ❑ Completed Pension Obligation Bond Notice Period

*Key Results regarding this initiative are confidential

Enterprise Priority	Project				Strategy		Policy
Strategic Fiscal Positioning + Resource Deployment	Federal + State Recovery Advocacy	Secure City Cybersecurity*	Procurement Improvement	Pension Obligation Bond Analysis	Budgeting for Equity	City Roadmap Budgeting, Accountability, + Performance	

Attachment M: Strategic Fiscal Positioning and Resource Deployment Q4 OKRs

7. Strategic Fiscal Positioning + Resource Deployment

2022 Q4 (Apr – Jun) OKRs

OBJECTIVES (12-month)

- **Support + Respond to Community Needs**
- **Build, Improve, + Sustain Inclusive Fiscal Practices**
- **Steward + Safeguard Public Resources**

Planned Key Results: 12 total goals

KEY RESULTS (3-month)

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

*Key Results regarding this initiative are confidential

Enterprise Priority	Project				Strategy		Policy
Strategic Fiscal Positioning + Resource Deployment	Federal + State Recovery Advocacy	Secure City Cybersecurity*	Procurement Improvement	Pension Obligation Bond Analysis	Budgeting for Equity	City Roadmap Budgeting, Accountability, + Performance	

Attachment N: Powered by People Q3 OKRs

8. Powered by People

2022 Q3 (Jan – Mar) OKRs

OBJECTIVES (12-month)

Build Processes that Work for People

Nurture Employee Growth, Safety, + Wellness

Bust Down Silos to Build Trust + Transparency

Actual Key Results: 10 | 4 | 1

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

KEY RESULTS (3-month)

Build Processes that Work for People

- ❑ Complete contract to initiate Continuity of Operations Plan (COOP) activities
- ❑ Identify departmental representatives to gather data for Continuity of Operations Plan
- ❑ Launch a 5th cohort of the Human-Centered Design Learning Lab with up to 15 employees to solve for 3 City challenges
- ❑ Deliver 9 business process automation workflows to increase City service efficiency and effectiveness
- ❑ Measure the adoption of 10 business process automation workflows in production

Nurture Employee Growth, Safety, + Wellness

- ❑ Implement an employee booster policy
- ❑ Complete a needs assessment for Employee Health Services
- ❑ Conduct second round of Trauma-Informed Resilience-Oriented Culture Building training for up to 200 employees
- ❑ Complete a workforce retention pilot with 100 staff trained in conducting employee experience conversations
- ❑ Implement 4 changes to Minimum Qualifications (MQs) that drive workforce diversity

Bust Down Silos to Build Trust + Transparency

- ❑ Advertise procurement for audiovisual system upgrades in Council Chambers and Committee Rooms
- ❑ Confirm available resources and revise scope for OneCity Workplace employee digital workspace to enable a more effective distributed workforce
- ❑ Add all available and desired service improvements offered by Granicus to City's current contract
- ❑ Establish a citywide hiring goal and launch an agile hiring process
- ❑ Hire 25-35 positions in the COVID-19 Recovery Staffing Plan

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 O: Powered by People Q4 OKRs

8. Powered by People

2022 Q4 (Apr – Jun) OKRs

OBJECTIVES (12-month)

Build Processes that Work for People

Nurture Employee Growth, Safety, + Wellness

Bust Down Silos to Build Trust + Transparency

Planned Key Results: 15 total goals

KEY RESULTS (3-month)

- ❑ Identify department representative and initiative data collection for Continuity of Operations Plan
- ❑ Implement 5 process improvements for Benefits Leave Administration
- ❑ Deliver 6 business process automation workflows to increase City service efficiency and effectiveness
- ❑ Develop Easy Employee Onboarding Workflow Prototype
- ❑ Execute vendor contract for a revised employee health services program
- ❑ Identify 20 participants for core implementation teams for Trauma-Informed Resilience-Oriented Culture Building strategies in 3 additional department
- ❑ Analyze workforce retention pilot results and recommendations for scaling employee experience conversations
- ❑ Conduct a Community of Practice pilot for Human-Centered Design
- ❑ Approve a qualified vendors list for organization training and development services in partnership with the Office of Racial Equity
- ❑ Implement 10 changes to Minimum Qualifications (MQs) that drive workforce diversity
- ❑ Advertise re-bid procurement for audiovisual system upgrades in Council Chambers and Committee Rooms
- ❑ Add Granicus high-definition streaming feature improvement to City's current contract
- ❑ Develop a signed project charter for OneCity Workplace employee digital workspace to enable a more effective distributed workforce
- ❑ Launch a citywide analyst I/II recruitment to identify candidates for citywide analyst vacancies

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		