



# Memorandum

**TO:** COMMUNITY AND ECONOMIC  
DEVELOPMENT COMMITTEE

**FROM:** Aurelia Bailey

**SUBJECT: CITY INITIATIVES ROADMAP:  
COVID-19 RECOVERY TASK  
FORCE**

**DATE:** May 12, 2023

Approved

Date

5/15/23

## **RECOMMENDATION**

Accept the status report on the implementation of the COVID-19 Recovery Task Force Report recommendations.

## **SUMMARY AND OUTCOME**

Staff will provide a status report on the implementation of the COVID-19 Recovery Task Force Report recommendations. The status report will include the progress on the ten recommendations which were appropriated \$2.0 million in one-time American Rescue Plan (ARP) Funding in the FY 2022-2023 Budget, an update on the Promotores Pilot program, incorporation of relevant recommendations into the City's Children and Youth Services Master Plan, and the next steps in refining the impact metrics.

## **BACKGROUND**

On March 16, 2021, City Council approved the City Roadmap (Roadmap) for FY 2021-2022. The FY 2021-2022 Roadmap was organized along eight Enterprise Priorities, including "COVID-19 Pandemic Community & Economic Recovery." City Council also approved the formation of the COVID-19 Recovery Task Force (Task Force) that would convene for no more than a year to develop recommendations to City Council on matters related to COVID-19 community and economic recovery.

City Council approved the Task Force's membership of 55 community-based organizations on September 21, 2021. The roles and responsibilities of the Task Force were to:

- Advise and monitor progress on the City Roadmap's Recovery Initiatives;
- Develop a community engagement and communication plan;
- Disseminate information to constituencies and share community feedback with the Task Force on establishing and evaluating projects and programs; and

- Develop new recommended actions for recovery to be considered by City Council.

The Task Force process commenced in the fall of 2021 with staff developing a work plan, including a [Recovery Task Force webpage](#)<sup>1</sup> to provide information on the Task Force and keep members and the public informed on activities and resources. As a body subject to California's Brown Act, Task Force meetings were open to the public and consistent with State law and City policies. Twelve Task Force meetings were held from November 2021 to November 2022. Meetings were held virtually via Zoom and live simultaneous interpretation were available in Spanish and Vietnamese.

To effectively complete its roles and responsibilities, the Task Force established committees on topics that address key community issues. Figure 1 lists the nine Recovery Task Force committees as well as the overarching goal for each committee.

**Figure 1: Task Force Committees and Goals**

Committee Name	Committee Goal
Childcare, Early Care and Education, and Youth Development	Expand access to affordable, equitable, and high-quality programming in childcare, early care and education, and youth development.
Community Engagement	Educate and connect families on various community resources and conduct deep community engagement about what is needed for recovery.
Community Health and Wellness	Proactively foster community health, safety, and wellness in San José by incorporating the social determinants of health into the City's programming and decision-making.
Data and Budgeting	Gather data, work with each committee to develop impact metrics, and compile tools to be used across all committees for Recovery Task Force-wide understanding and decisions.
Housing	Ensure all members of the San José community have access to affordable and stable housing.
Just Recovery for Airport, Hotel, and Arts Workers	Revitalizing hospitality, travel (i.e., the airport), and the arts for these industries and workers.
Steering Committee	Serve as a leadership and coordinating body by identifying and voting on agenda items for Recovery Task Force meetings and by providing feedback to the City staff and consultant team on the higher-level Recovery Task Force strategy, timeline, and draft report.

<sup>1</sup> Recovery Task Force Webpage: <https://www.sanjoseca.gov/your-government/departments-offices/office-of-the-city-manager/community-and-economic-recovery-task-force>

Committee Name	Committee Goal
Supporting Small Businesses	Support small businesses to recover from the impacts of the COVID-19 Pandemic by providing necessary assistance tailored to San José small businesses' specific needs.
Workers' Health, Safety, and Rights	Promote workplace health, safety, and justice to ensure a full and fair return to work for San José businesses and workers.

For several months Committees worked through an iterative process to draft recommendations by reviewing and incorporating information from secondary data, regional recovery reports, and their subject matter expertise. Throughout this process, City staff from various departments shared information about existing City response and recovery initiatives and programs and provided feedback to support committees in crafting recommendations.

Meaningful, equitable community engagement was the cornerstone of the Task Force process. Engaging residents and small businesses was an important process as the community feedback informed the recommendations developed by the Task Force. In May 2022, the Task Force developed a [Community Engagement Plan](#)<sup>2</sup> which was implemented throughout the summer of 2022.

Several factors led to the Task Force being successful in engaging residents and small business owners: 1) time dedicated to creating an engagement strategy geared toward the impacted population (deliberate planning), 2) dedicated staff and resources (including contracting with a consultant) to support the effort (not solely reliant on volunteers), 3) establishment of a nine-member Lived Experience Group, who were compensated through a grant awarded to the consultant and charged with designing and executing specific engagement activities, and 4) a Promotores pilot, funded by the allocation of \$500,000 in Community and Economic Recovery Budget Adjustments (approved by City Council on November 30, 2021).

After the results from the Task Force community engagement process were available in September 2022, committees incorporated community feedback into their draft recommendations. After review by the Steering Committee, the final 88 recommendations were approved by the Task Force on November 10, 2022. Each recommendation was evaluated by staff and separated into categories shown below in Figure 2.

**Figure 2: Categorizations of Recommendations**

Category #	Category Description	# of Recommendations*
1	Already underway/in a department work plan	43
2	City Council policy decision	13
3	Additional evaluation and/or resources required	39

<sup>2</sup> <https://www.sanjoseca.gov/home/showpublisheddocument/85627/637877036355930000>

\* Seven of the 88 recommendations include more than one specific item; therefore, more than one category has been assigned to them.

The Task Force decided that 10 of the 88 recommendations should be advanced with the \$2.0 million in one-time ARP funding that was set aside by City Council in the FY 2022-2023 Budget.

On December 6, 2022, City Council accepted the Task Force Report. It also authorized the expenditure from the \$2.0 million COVID-19 Recovery Task Force appropriation in the ARP Fund to implement 10 recommendations determined by the Task Force; directed staff to provide semi-annual status reports to the Community and Economic Development Committee and to incorporate relevant Task Force recommendations in the City's Children and Youth Services Master Plan process; and determined that the FY 2022-2023 City Initiatives Roadmap item "COVID-19 Recovery Task Force" is completed.

## **ANALYSIS**

The first status report on the implementation of the Task Force Report includes the progress on the 10 recommendations which were appropriated \$2.0 million in one-time ARP funding in the FY 2022-2023 Budget, an update on the Promotores Pilot program, incorporation of relevant recommendations into the City's Children and Youth Services Master Plan, and the next steps in refining the impact metrics.

### *Implementation Status on 10 Task Force Recommendations with \$2.0 Million in One-Time ARP Funding*

Since City Council accepted the [COVID-19 Recovery Task Force Report](#)<sup>3</sup>, staff has established a framework for implementation, with a focus on developing work plans for the 10 recommendations with \$2.0 million in one-time ARP funding. Figure 3 provides the progress from December 2022 to April 2023 on activities for the set of 10 recommendations. Recommendations to rebudget unspent ARP funding previously allocated for this work from 2022-2023 to 2023-2024 will be included in a forthcoming Manager's Budget Addendum, *Recommended Amendments to the 2023-2024 Proposed Operating and Capital Budgets*, that is anticipated for release during the week of May 29, 2023.

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<sup>3</sup> <https://sanjose.legistar.com/View.ashx?M=F&ID=11494873&GUID=7AD5D0AA-CB21-4074-848D-4E50E5AEB9A9>

**Figure 3: Progress on 10 Task Force Recommendations with \$2.0 million in One-Time ARP Funding**

Action #	Progress by Recommendation	Funding
<b>4.3</b>	<p><b>Childcare, Early Care and Education, and Youth Development Committee</b></p> <p>Expand childcare, early care, and out-of-school time programs in zip codes most impacted by COVID-19.</p> <p><b>Progress:</b></p> <ul style="list-style-type: none"> <li>• Staff is working with FIRST5 Santa Clara County to execute a \$100,000 contract agreement to support the COVID-19 pandemic economic recovery of up to 15 licensed Family Child Care Home small businesses operating in the City of San José by administering \$5,000 mini-grants. These mini-grants will support home-based childcare business owners with start-up costs to launch a childcare business, or expansion costs to grow their business from a small childcare license (serving six-eight children) to a large childcare license (serving 12-14 children). The contract agreement with FIRST5 will be executed by June 30, 2023, and FIRST5 will develop and implement the mini-grants program during FY 2023-2024.</li> <li>• Additionally, \$100,000 is allocated to Parks, Recreation and Neighborhood Services (PRNS) to support teen center programming in summer 2023 at the following locations: Alum Rock Youth Center, Mayfair Teen Center, Roosevelt Teen Center, and Seven Trees Teen Center. The continuation of teen center hours will provide 175+ youth safe spaces to socialize, participate in physical activities, recreation, enrichment activities, field trips, and daily nutritious snacks on a weekly basis.</li> </ul>	<p><b>\$200,000</b></p> <p>(\$100,000 to FIRST5 and \$100,000 to PRNS)</p>
<b>1.1</b>	<p><b>Community Engagement Committee</b></p> <p>Continue and expand the COVID-19 Recovery Task Force's Pilot Promotores program to build awareness of recovery resources offered by the City and CBOs. Resource information to disseminate includes workforce development programs, childcare, housing, community health clinics, and to the Filipino, Vietnamese, Asian, Latino, and African American communities.</p> <p><b>Progress:</b></p> <ul style="list-style-type: none"> <li>• Staff is working to execute a contract with Asian Americans for Community Involvement (AACI) to coordinate the five Community Health Workers Program to engage, conduct outreach, and provide education workshops to the Vietnamese, Asian Indian,</li> </ul>	<p><b>\$100,000</b></p>

	and Filipino communities on City and partner recovery resources. Partners Include Leadership, Education, Activism, and Dialogue (LEAD), Vietnamese Volunteer Foundation, Inc., Vietnamese American Roundtable, and Korean American Community Services. Activities will take place during FY 2023-2024.	
<b>1.3</b>	<p><b>Community Engagement Committee</b></p> <p>The City should host an annual recovery resource fair and/or other engagement activity to directly connect residents with Recovery resources. Activities should be in different areas/neighborhoods that have been impacted the most by the pandemic.</p> <p><b>Progress:</b></p> <ul style="list-style-type: none"> <li>The City Manager's Office has partnered with PRNS to sponsor a COVID-19 Recovery Resource Fair hub at the June 11, 2023, Viva CalleSJ event. The event will encourage residents to explore miles of public space by walking, running, or rolling along public streets temporarily closed to vehicular traffic. The COVID-19 Recovery Resource Fair hub will be located near Roosevelt Community Center, one of the areas hardest hit during the pandemic. Participants will be able to learn about Recovery resources offered by the City and its partners. The Roosevelt Neighborhood scored lower on the <a href="https://www.healthypacesindex.org">Healthy Places Index</a><sup>4</sup> (HPI) which maps social conditions that drive health such as education, job opportunities, clean water, and other indicators associated with neighborhood health. This HPI data is used to ensure equity and inclusion so that all community members have an opportunity to participate.</li> </ul>	<b>\$15,000</b>
<b>2.6</b>	<p><b>Community Health and Wellness Committee</b></p> <p>Provide additional funding through the City's Senior Health and Wellness Grant Program to support an increase in chronic disease education, especially diabetes management, and prevention.</p> <p><b>Progress:</b></p> <ul style="list-style-type: none"> <li>Upon confirmation that the ARP funds allocated for the City's Senior Health and Wellness Grant Program will conform to federal requirements, staff will competitively disburse \$100,000 to eligible grantees in the next grant cycle to start in October 2023. If contractual constraints preclude the use of funds, an alternative program will be identified.</li> </ul> <p>The remaining \$100,000 will support transportation services for seniors to have access to programs and services at Community Centers in priority zip codes. The funds for transportation will</p>	<b>\$200,000</b>

<sup>4</sup> [Healthy Places Index: https://www.healthypacesindex.org](https://www.healthypacesindex.org)

	provide hundreds of seniors without transportation a chance to engage and learn about programs such as chronic disease education while receiving healthy nutritious food. Services will be provided during FY 2023-2024.	
<b>4.1</b>	<p><b>Housing Committee</b> Fund local CBOs to conduct outreach on renters' rights and existing housing programs and services.</p> <p><b>Progress:</b></p> <ul style="list-style-type: none"> <li>• Staff is working with the Latinos United for New America (LUNA) to finalize a scope of services to conduct outreach and educate residents on renters' rights and housing programs. A service grant agreement with LUNA is expected to be executed by June 30, 2023, and activities will take place during FY 2023-2024.</li> </ul>	<b>\$130,000</b>
<b>4.2</b>	<p><b>Housing Committee</b> Develop a multi-platform online Tenant Resource Center.</p> <p><b>Progress:</b></p> <ul style="list-style-type: none"> <li>• Based on resident feedback, the Housing Department has indicated that there is greater demand for in-person services versus an online platform for tenants to access resources. The funding will support the Eviction Prevention Help Center's effort to provide resources, information, and access to legal services to at least 70 households a month. The Center will operate on a rotating basis at various locations close to populations that are very low-income and most at risk of eviction.</li> </ul>	<b>\$130,000</b>
<b>2.4</b>	<p><b>Just Recovery for Airport, Hotel, and Arts Workers Committee</b> Prioritizing small- and mid-sized arts groups and providing subsidies for rentals at City-owned venues.</p> <p><b>Progress:</b></p> <ul style="list-style-type: none"> <li>• Office of Economic Development and Cultural Affairs Department (OEDCA) has identified four City-owned cultural facilities as the venues for small- and mid-sized art organizations: 1) California Theatre (Team San José), 2) Montgomery Theatre (Team San José), 3) Hammer Theatre (San José State University), 4) and Mexican Heritage Plaza (School of Art and Culture) where each venue will be allotted \$25,000. Staff is working on new special contracts with the operators that will be executed by June 30, 2023. The beneficiaries will be small- and mid-sized San José-based art organizations (&lt;\$750,000 annual budget) that will receive full or partial rental subsidies. OEDCA staff will work with the</li> </ul>	<b>\$100,000</b>



	operator to announce the opportunity that will be available in FY 2023-2024.	
<b>1.1</b>	<p><b>Supporting Small Businesses Committee</b> Continue to prioritize and increase financial assistance and support for very small businesses (fewer than 10 employees).</p> <p><b>Progress:</b></p> <ul style="list-style-type: none"> <li>• OEDCA will grant funds to support small businesses through Rent Relief and Storefront Grants. Staff is currently working on 60 storefront grants which will be awarded by June 30, 2023. Additionally, 300 small businesses will receive a rent relief grant by the end of December 2023. All promotional efforts are concentrated in underserved neighborhoods.</li> </ul>	<b>\$600,000</b>
<b>2.1</b>	<p><b>Supporting Small Businesses Committee</b> Continue to partner with and provide funding to organizations that provide training to small business owners on managing books, filing taxes, building credit, securing funding, computer literacy, and other financial tools for long-term success.</p> <p><b>Progress:</b></p> <ul style="list-style-type: none"> <li>• OEDCA will amend contracts with Prosperity Lab, Enterprise Foundation, and Latino Business Foundation for additional technical assistance to small businesses. The contract amendment will be for FY 2023-2024, and the goal is for grantees to assist 150 businesses.</li> </ul>	<b>\$150,000</b>
<b>1.2</b>	<p><b>Workers Health, Safety, and Rights Committee</b> Increase engagement with the County's Fair Workplace Collaborative to conduct outreach and education, especially around City minimum wage and wage and hour issues. Visit workplace sites; engage with workers and small business owners; this includes engaging with both worker organizations and groups representing small businesses.</p> <p><b>Progress:</b></p> <ul style="list-style-type: none"> <li>• The Office of Equality Assurance is working on a grant agreement with the Santa Clara County Office of Labor Standards Enforcement (OLSE) to support a two-year (July 1, 2023, through June 30, 2025) pilot program to expand outreach and education for San José businesses to prevent wage violations. The grant agreement will be executed by June 30, 2023. OLSE will conduct community-based outreach with the various for-profit and non-profit organizations focusing on education within the City of San José to prevent wage violations. OLSE will also conduct</li> </ul>	<b>\$375,000</b>



	educational outreach with various low-wage workers and employees. For performance management purposes, OLSE will also create and maintain a database to report efforts to the City each month.	
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### *Remaining 78 Task Force Report Recommendations*

While nearly half of the remaining 78 recommendations are already underway and are part of department work plans, the remaining recommendations require additional staff evaluation to advance to the implementation phase. The City Manager's Office began coordinating with City departments to identify the next set of recommendations that are included in departmental work plans but are unfunded, as well as recommendations that align with departments' goals and objectives but are new work plan items. Figure 4 provides information on recommendations that could be explored for consideration in the FY 2024-2025 budget process in context of the City's overall budget condition and other City Council priorities.

**Figure 4: Remaining 78 Recommendations for Possible Consideration in FY 2024-2025**

Action #	Recommendation
3.3	<b>Childcare, Early Care and Education, and Youth Development Committee</b> Improve access to childcare and preschool programs for families who make just above the State income guidelines and do not qualify for these programs.
5.2	<b>Childcare, Early Care and Education, and Youth Development Committee</b> Expand social-emotional learning to address traumas related to COVID-19. Collaborate to expand opportunities and advocate for social-emotional learning to address traumas related to COVID-19 for all children and youth.
1.2	<b>Community Engagement</b> Involve the community to simplify forms needed to access important recovery resources related to housing, workforce development, small business, and after-school programs. Consider starting with those related to housing resources.
1.4	<b>Housing Committee</b> Continue development of an Eviction Diversion/Housing collaborative court.
2.4	<b>Housing Committee</b> Develop an acquisition/rehabilitation program for rental properties.
4.3	<b>Housing Committee</b> Fund non-profit organizations to educate communities on how to become homeowners and explore different ways of home purchase and provide information on default and mortgage assistance.
4.4	<b>Housing Committee</b> Conduct an evaluation of the City's housing programs and services.
2.5	<b>Just Recovery for Airport, Hotel, and Arts Workers Committee</b> Promote arts-based events at City-owned facilities.

<b>3.1</b>	<b>Supporting Small Business Committee</b> Continue the City's Customer Service Vision and Standards initiative to update the website and business-related forms and make them easier for small business owners to access and complete needed information such as obtaining a business license or applying for grants.
<b>1.1</b>	<b>Workers' Health, Safety, and Rights Committee</b> Increase staff and resources in the Office of Equality Assurance, specifically: <ul style="list-style-type: none"> <li>• Resources to conduct inspections of worksites, interviewing workers to ensure that payroll records are accurate, and identifying if apprentice ratios are being met</li> <li>• Identify concentrations of offenses or repeat offenders</li> <li>• Ensure language capacity to quickly respond to worker calls/ complaints in languages other than English</li> <li>• Continue to evaluate staffing needs relative to the number and needs of workers falling under City minimum wage, prevailing wage, or other OEA enforcement responsibilities.</li> </ul>

### *Promotores Pilot Program*

On November 30, 2021, City Council approved the allocation of \$500,000 in Community and Economic Recovery budget adjustments to pilot and implement a Promotores model as a tool for community engagement through the Task Force. The goal was to identify the recovery needs of the hardest-to-reach community members by hearing and understanding their stories and to connect them with existing programs and services in the City's Recovery Initiatives, as well as services provided by other government agencies and community partners.

Working in conjunction with the Task Force Community Engagement Committee, the City Manager's Office COVID-19 Recovery team provided grants to non-profit organizations with existing Promotores programs, to recruit and train individuals to engage with and provide outreach on existing Recovery resources offered by the City and community partners. The City awarded grants to three community-based organizations: 1) Community Health Partnerships, 2) CommUniverCity, and 3) ¡Sí Se Puede! Collective (Amigos de Guadalupe, Grail Family Services, School of Arts and Culture, SOMOS Mayfair, Veggielution). To date, 21 Promotores have been hired and trained to reach residents and small businesses in the zip codes most impacted by the pandemic (95111, 95112, 95116, 95122, and 95127). The Promotores have reached over 15,000 residents—with 3,100 referrals to senior nutrition programs, childcare services, and childcare scholarships, the Housing Mediation Program, and the Eviction Help Center. The Promotores have accomplished this by door-knocking, tabling at events, and participating in focus groups. The FY 2022-2023 Adopted Operating Budget allocated an additional \$500,000 to continue the pilot Promotores program, and staff is currently amending contracts with the three existing community-based organizations. The pilot program will continue through FY 2023-2024.

*City's Children and Youth Services (CYS) Master Plan*

As recommended by the Task Force, staff will incorporate relevant recommendations into the City's Children and Youth Services (CYS) Master Plan process currently underway. The City Manager's Office is working closely with staff across departments including PRNS, OEDCA, Office of Racial Equity, and the Library Department, as well as with diverse community stakeholders, families, and youth to assist in the development of the CYS Master Plan.

Across several community engagement activities, six key themes have been raised, listed in Figure 5. Staff is continuing to analyze data gathered and identifying Task Force recommendations that align with the CYS Master Plan, including recommendations that expand access and add slots to affordable, equitable, and high-quality childcare, early care and education, and youth development programming. Enhancing mental health and wellbeing and mentorship opportunities for children and youth is also a Task Force strategy aligned with initial CYS Master Plan themes.

**Figure 5: Preliminary Themes for CYS Master Plan**

<b>Themes</b>	<b>Highlights of Comments</b>
Housing	The high cost of living/housing in San José forces families out of the City. For those that stay in the City they experience financial burdens and other challenges. The high cost of housing and living impacts many aspects of children's and youth's lives.
Built Environment	The quality of infrastructure across the City – roads, parks, community centers, schools, crosswalks, and public transportation – is inequitable, and in some places unsafe, and impairs access to services.
Childcare	Accessible childcare is necessary for parents/caregivers to work, attend school, and take advantage of services.
Education	The quality of education, school infrastructure, services, and after-school/extracurricular activities are all inequitable across the City, and youth experiences and opportunities are highly influenced by these differences.
Career Readiness, Development, and Opportunity	Youth and young people are facing many stressors and barriers related to career development and opportunities. The cost of post-secondary education - college, university, and trade programs—is high.
Mental Wellness and Belonging	A general need for more mental health support for youth of all ages (K-12 grade to post-secondary), regardless of income or insurance. Also, a need for services to be more accessible and equitably distributed throughout the City.

*Outcome Metrics*

Staff continues to work on finalizing the impact metrics to guide decisions on recommendations to have a maximum positive impact in the community. Where recommendations are successfully executed, community and economic outcomes and overall COVID-19 recovery improve. Staff

will continue to gather data, establish a baseline, and finalize the outcome metrics, and provide an update in the next status report to the CED Committee. Figure 6 lists the potential outcome metrics.

**Figure 6: Potential Outcome Metrics**

<b>Committees</b>	<b>Metrics</b>
Childcare, Early Care and Education, and Youth Development	<ul style="list-style-type: none"> <li>• Childcare slots available compared to demand by age group and zip code</li> <li>• Anonymous mental health child survey</li> </ul>
Community Engagement	<ul style="list-style-type: none"> <li>• Promotores connections with residents and businesses</li> <li>• Resident participation in City Recovery resources and programs by gender, race, ethnicity, and disability status</li> </ul>
Community Health and Wellness	<ul style="list-style-type: none"> <li>• Number of food-insecure households</li> <li>• Regional Health Equity Initiative Index</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Average rent burden by income (30% income, 50% income)</li> <li>• Number of people in City assistance programs</li> </ul>
Just Recovery for Airport, Hotel, and Arts Workers	<ul style="list-style-type: none"> <li>• Hotel occupancy rates in San José</li> <li>• Number of arts and cultural events and theater occupancy rates</li> </ul>
Supporting Small Businesses	<ul style="list-style-type: none"> <li>• Support opportunities offered to small businesses – financial, training, and accessibility</li> <li>• Health of small businesses provided support by City by gender, race, ethnicity, and disability status</li> </ul>
Workers' Health, Safety, and Rights	<ul style="list-style-type: none"> <li>• Number of sick leave days provided and used</li> <li>• Rates of wage theft</li> </ul>

## **COORDINATION**

This memorandum was coordinated with the City Attorney's Office and the City Manager's Budget Office.

/s/

AURELIA BAILEY

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