

# Item 3.1

## City Manager's COVID-19 Update

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

April 28, 2020

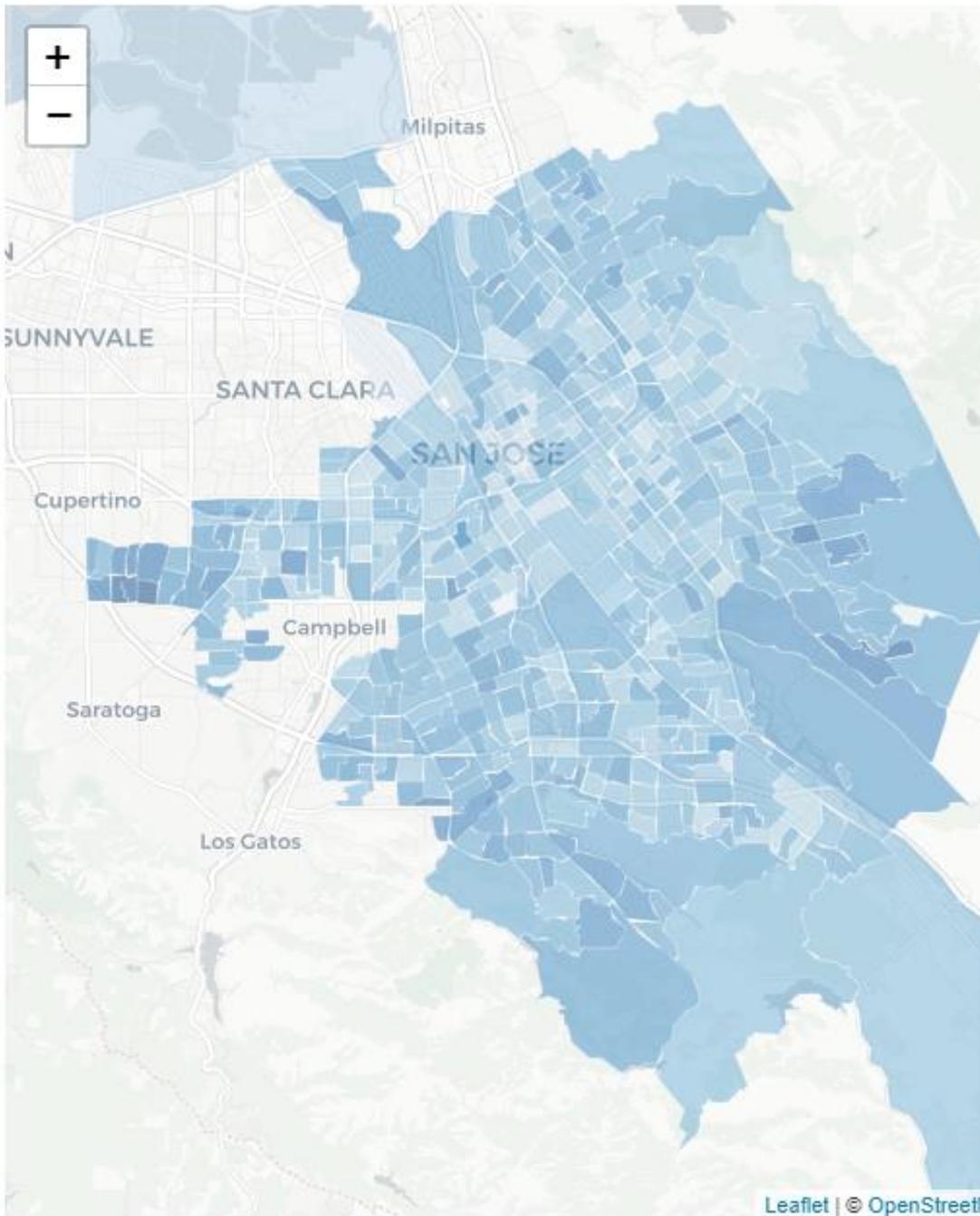
# Slow and reduce the spread of COVID-19, and support our most at-risk people

## Roadmap through the Epidemic: City Response – Highest Priority Actions

- |  |  |
|--|--|
| 1. Compliance with Public Health Orders ("Shelter in Place")   | + Education, enforcement and engagement  |
| 2. Continuity of Essential City Services   | + Ensuring essential services are provided safely for the duration of the epidemic   |
| 3. Support for At-Risk Communities and Populations <ul style="list-style-type: none"><li>Food &amp; Necessity Distribution and Feeding<ul style="list-style-type: none"><li>Senior Support and Services</li><li>Medically At-Risk Support and Services</li></ul></li><li>Homeless Support and Services (Shelter Delivery and Quarantine)</li><li>Local Assistance for:<ul style="list-style-type: none"><li>Individuals and Families</li><li>Small Business and Non-Profit Support</li></ul></li></ul> | + County wide food distribution, focusing first on the most at-risk and then, scale and sustain<br>+ Support seniors in isolation<br>+ Support medically at-risk populations in isolation<br>+ Increase shelter, hygiene services and health support to homeless population<br>+ Local assistance for individuals and families<br>+ Support small businesses and develop understanding of new forms of assistance (e.g. SBA) and begin to operationalize |
| 4. Powered by People – Support our people so they can act <ul style="list-style-type: none"><li>Ensure Safety of City Staff Performing Essential Services</li><li>Families Support for City Staff Performing Essential Services (including childcare)</li><li>Redeploying Staff to Essential Services and Response</li></ul>   | + Support safety of City Staff performing essential services<br>+ Prioritize testing, child care, and other support services for staff performing essential services<br>+ Temporarily re-assign staff in non-essential services to essential or emergency management functions   |

## Enabling Actions Supporting the Response

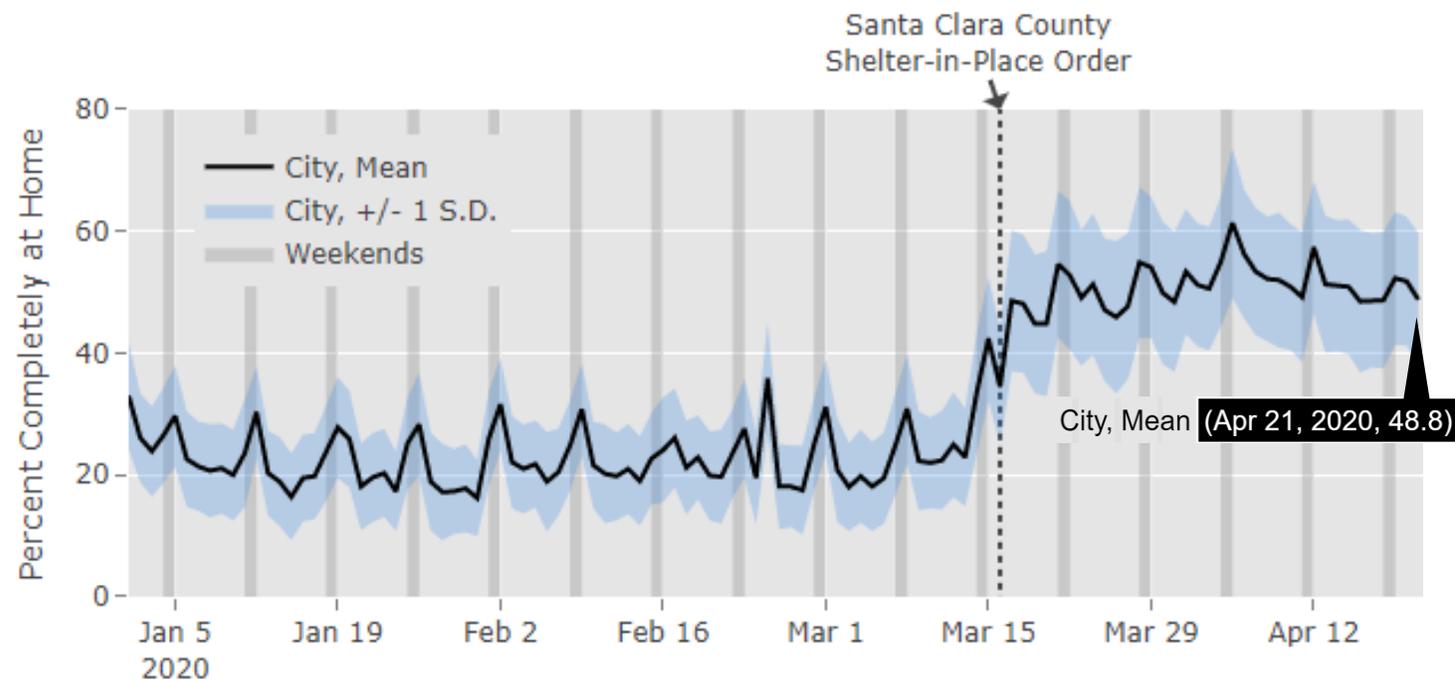
- |  |  |
|--|--|
| 5. Silicon Valley Strong Campaign  | + A public campaign amplifying public health messages, raising funds, and volunteers   |
| 6. Communications and Engagement with Community  | + Messaging to broader community with focus on engaging our most at-risk communities in multiple languages   |
| 7. Funding and Cost-Recovery <ul style="list-style-type: none"><li>Maximizing Cost-Recovery (CalOES and FEMA)</li><li>Securing Funding State, Federal and Private Grants</li></ul> | + Coordinated approach to federal, state, local, and privately raised funds with a focus on effective response and cost recovery for the City organization |
| 8. Future Planning   | + Understanding future trajectory and impacts of COVID-19  |



# Weekend compliance with Shelter-in-Place is declining

As of data up to April 19, the peak in at-home behavior continues to be on Sunday April 5. Since then the rate of non-compliance on Saturdays and Sundays is continually dropping.

Percent of People Staying Completely at Home in San Jose, by Date



# We are feeding people *and* building more capacity

| MEALS DELIVERED IN PAST WEEK                          | Estimated Weekly Meals | Increase From Beginning of COVID-19 Response |
|---|------------------------|--|
| <i>Food Providers</i>                                 | #                      | %  |
| Second Harvest to Community Based Organizations (CBO) | 2,083,333              | +57%   |
| City/County Senior Nutrition Program (SNP)            | 14,609                 | +74%   |
| Senior Meals On Wheels (MOW)                          | 24,702                 | +32%   |
| School Sites  | 419,002                | +332%  |
| City/County Targeted Homeless Placements              | 12,949                 | +407%  |
| Meal Delivery (CBOs, other vulnerable populations)    | 170                    | -49%*  |
| <b>MEALS DELIVERED IN PAST WEEK</b>                   | <b>2,554,765</b>       | <b>+75%</b>                                  |
| <i>New Capacity in Contractual Pipeline</i>           | <i>794,051</i>         |  |
| <b>TOTAL CURRENT + PIPELINE CAPACITY</b>              | <b>3,348,816</b>       |  |

\* Reduction is due to a decrease in demand, but available capacity has not decreased.

# We are sheltering the homeless

**3,118**

Beds/Units  
Countywide

→ *50% Increase Since Start  
of COVID-19 Response*

**2,400**

Beds filled as of  
04/15

**334**

Beds reserved for  
COVID-19 positive

**44**

Currently filled  
(13.1% filled)

## Homelessness Dashboard

*Number of Sites*

Shelters Operating 24 x 7

10

Recovery Residences 24 x 7

45

Seasonal Shelters Extended

4

Day Centers Operational

4

Hygiene Stations

27

Restrooms in Parks 24 x 7

10

# Keeping the Workforce Engaged During the COVID-19 Pandemic

Rosario Neaves, Director of Communications,  
Emergency Public Information Officer

# Communications Objectives



## Public Health Education

Continuing to deploy an effective health messaging campaign to prevent the loss of life and the spread of the novel coronavirus (COVID-19) in San José while reinforcing our commitment to preserving our residents' livelihoods.



## Continuity of Operations

Inform the public and key stakeholders about the ongoing status of essential City services and operations

- Public safety
- Critical infrastructure
- Services for at-risk populations



## Employee Engagement

Keep the workforce engaged with regular, reliable, timely information to essential and non-essential staff.

# Power of Internal Communications: Guiding Principles

**Honest and transparent:** No spin

**Authentic:** Stay true to the unique voice of the City of San Jose and our employees

**Meaningful:** Focus on moments that matter most to the organization and culture

**Engaging:** Tap into stakeholders' passions; mix up communication channels

**Compelling:** People relate to and remember stories and examples

# EPIO: Internal Communications Unit



# Generating New Ideas

EPIO Communications Planning Brainstorm 02:48 left Facilitator

## UNITY OF OPERATIONS PLAN NEW WAYS TO HELP

| Not-For-Profits  | Unhoused Individuals  | Visitors   | Vulnerable Populations   | Volunteers   | Internal Employees |
|--|---|--|--|--|--------------------|
| <p><b>Not-For-Profits - Messaging</b></p> <ul style="list-style-type: none"> <li>Get in contact with SV Strong</li> <li>Don't hurt while you help, follow team guidelines</li> <li>Funding sources for nonprofits that have closed (ex: museums)</li> </ul>  | <p><b>Unhoused Individuals - Messaging</b></p> <ul style="list-style-type: none"> <li>Field operations - how we are communicating with the unhoused population</li> <li>Give them an incentive to social distance - \$</li> <li>Communicate where shelters are</li> <li>Keep your friends safe Stay 6 feet apart</li> <li>Where can they find safe places to stay, get food, medical care</li> <li>Come inside to keep your friends safe</li> </ul> | <p><b>Visitors - Messaging</b></p> <ul style="list-style-type: none"> <li>Don't</li> <li>Only travel if it's essential for you, your job, family</li> <li>Go home ASAP OR stay put and do not bring this back with you</li> </ul>  | <p><b>Vulnerable Populations - Messaging</b></p> <ul style="list-style-type: none"> <li>Anonymous Bee</li> <li>Keep your family healthy stay home</li> <li>if you have family, friends or agencies who can go out for your essential items, allow them so you can stay home and stay safe</li> </ul>   | <p><b>Volunteers - Messaging</b></p> <ul style="list-style-type: none"> <li>Be mindful about what you're sharing on social media. People will see you as having "insider" info</li> <li>Use care Please use discretion</li> <li>if you have any special skills and want to help let us know!</li> </ul>  |                    |
| <p><b>Not-For-Profits - Tactics</b></p> <ul style="list-style-type: none"> <li>boost on social media with specific targeted audience</li> <li>Send a virtual message to all churches, synagogues, mosques, temples, etc.</li> <li>Engage with community organizations with common goals</li> <li>Social Media</li> <li>Email Newsletters</li> <li>Phone Calls &amp; Word of Mouth</li> </ul> | <p><b>Unhoused Individuals - Tactics</b></p> <ul style="list-style-type: none"> <li>Customize info with recipients for 1:1</li> <li>Supply bags with info</li> <li>can and supplies with messaging attached</li> <li>Play's posters: Messaging located near food sources or public restrooms</li> <li>Put care supplies with info</li> </ul>  | <p><b>Visitors - Tactics</b></p> <ul style="list-style-type: none"> <li>What to do IN SJ AFTER Corona</li> <li>FunNY Video: We want you to be BLAH! instead of visiting SJ</li> <li>Fun social posts to get message out about staying home and how San Jose will be ready to greet you with open arms</li> </ul> | <p><b>Vulnerable Populations - Tactics</b></p> <ul style="list-style-type: none"> <li>Anonymous Duck</li> <li>Clear explanation for what Silicon Valley Strong is</li> <li>Clear centralized resources for getting COVID-related</li> <li>Churches as a "trusted messenger"</li> <li>Social Media Ads have great engagement</li> <li>Anonymous Hippopotamus</li> </ul> | <p><b>Volunteers - Tactics</b></p> <ul style="list-style-type: none"> <li>Webinar for all city employees on the City's response plan with Q&amp;A</li> <li>Q&amp;A Page for employees</li> <li>Use bilingual City staff to create short videos to share info - humanize the response AND share helpful info</li> <li>Anonymous Sea Turtle</li> </ul> |                    |

# Employee Flash Reports

## INTERNAL FLASH REPORT #6 – COVID-19 Mitigation and Response

### Updates for City of San José Employees

#### Reports to City Council April 7, 2020

- City Manager Dave Sykes presented an update to the City Council on Tuesday, April 7, regarding the City's response to COVID-19. View the entire presentation on the [City's YouTube Channel](#). Dave and officials from the City's EOC discussed the City's efforts to provide food and emergency shelter to those in need and highlighted the hard work of staff throughout the organization.
- Budget Director Jim Shannon also presented a report to the City Council on Tuesday, April 7, on the estimated budgetary impacts of COVID-19. This report can be found on the [City's YouTube Channel](#).

#### Safety Updates

The Health and Safety Division within the Human Resources Department (HR) has coordinated with department partners to develop a [Cloth Face Covering Guidance document](#). If you have any questions regarding this document, please contact your Department Safety Officer and the City's Safety Officer, Joe Gregory ([joe.gregory@sanjoseca.gov](mailto:joe.gregory@sanjoseca.gov)).

The EOC Safety Branch has also created a [SharePoint webpage](#) with many other useful resources.

#### Employee Benefits Information Flyer

The Benefits Division within HR has created a flyer to consolidate information regarding medical benefits, Employee Assistance Program (EAP), Flexible Spending Accounts, and Deferred Compensation. This flyer can be accessed by [clicking this link](#). Please contact [HRBenefits@sanjoseca.gov](mailto:HRBenefits@sanjoseca.gov) if you have any other benefit questions.

## EMPLOYEE FLASH REPORT #9 – COVID-19 Mitigation and Response

**DATE/TIME OF REPORT: April 21, 2020, 3:00 PM**

**FOR SUPERVISORS:** If you supervise employees who do not have access to e-mail, please consider posting in common areas or sending to personal accounts.

### Updates for City of San José Employees

#### Employee Assistance Program (EAP)

City employees are likely experiencing many different emotions while our community is confronting COVID-19. The [Employee Assistance Program \(EAP\)](#) was established to offer free, confidential counseling and professional assistance to benefited employees and their eligible dependents.

#### Important Reminder: City Manager Virtual Townhall Meetings

As a reminder, City Manager, Dave Sykes, will be holding a series of virtual townhall meetings with City staff. The schedule for these townhalls is:

| Date                | Time              | Registration Link    |
|---------------------|-------------------|----------------------|
| Wednesday, April 22 | 10:30am – 11:30am | <a href="#">Link</a> |
| Thursday, April 23  | 3:00pm – 4:00pm   | <a href="#">Link</a> |
| Friday, April 24    | 11:00am – 12:00pm | <a href="#">Link</a> |
| Monday, April 27    | 6:00pm – 7:00pm   | <a href="#">Link</a> |

Each of these sessions will contain the same presentations regarding the City's response to COVID-19, the City's current and future budget, and each session will have time for questions from attendees. If you have any questions that you would like answered at these townhalls, please send them to:

[SJTownHallwebinar@sanjoseca.gov](mailto:SJTownHallwebinar@sanjoseca.gov)

# Recognizing our Unsung Heroes

## EMPLOYEE FLASH REPORT #8 – COVID-19 Mitigation and Response

### Unsung Heroes

### DOT Sewer Teams



For many City employees, the County's Stay-at-Home order has meant working from home. However, there are many on-going tasks that have to be done in person. The Department of Transportation's (DOT) sewer teams, continue their work in the field, and perform work that many of us take for granted. That is, until a toilet backs up, or until a neighborhood sewer line overflows. Pandemic or not, the City's sanitary sewer system

operates 24 hours a day, 7 days a week to protect public health. The City's sewer teams work round the clock, including on weekends and holidays. To help crew members maintain physical distance during the pandemic, DOT has further staggered employee work schedules to limit the number of employees working on each shift.

Crews respond to calls for assistance from residents and businesses; clean sewer pipes to prevent backups; repair broken equipment; monitor pump stations to ensure a continuous flow of wastewater; and sweep streets to make sure pollutants stay out of waterways. Late at night, when sewer activity slows, the graveyard crew use video cameras to inspect the pipes for breaks and blockages caused by wipes (*Don't flush them!*), fats, oils, grease, or roots, among other things. The sewer engineering team has also created an algorithm which is

The screenshot shows the YouTube channel for the San José Fire Department, which has 27 subscribers. The channel features a grid of videos related to COVID-19 mitigation and response. The videos are organized into two rows. The top row includes videos on social distancing, health checks, and cleaning. The bottom row includes videos on disinfection, response updates, decontamination procedures, PPE donning and doffing, and social distancing.

| Video Title  | Duration | Views    | Posted     |
|--|----------|----------|------------|
| Chậm Sự Lây Lan Của COVID-19: Giữ Khoảng Cách                | 0:38     | 10 views | 6 days ago |
| Làm Chậm Sự Lây Lan Của COVID-19: Kiểm Tra Sức Khỏe          | 0:58     | 16 views | 6 days ago |
| Làm Chậm Sự Lây Lan Của COVID-19: Lau Chùi Và Khử Trùng      | 1:00     | 34 views | 6 days ago |
| Disminuya la Propagación de COVID-19: Distanciamiento Social | 0:50     | 20 views | 6 days ago |
| Disminuya la Propagación de COVID-19: Monitoreo Médico       | 1:22     |          |            |
| Disminuya la Propagación de COVID-19: Limpie y Desinfecte    | 1:10     |          |            |
| COVID-19 Response Update with Chief Sapien, Jr.              | 3:00     |          |            |
| Sundstrom P100 Decontamination Procedures                    | 2:46     |          |            |
| PPE Donning & Doffing Procedures                             | 2:55     |          |            |
| Slow the Spread of COVID-19: Social Distancing               | 0:31     |          |            |

# Recognizing our Unsung Heroes



# Messengers in our Communities



Search



**COVID-19**

Get the latest information from the CDC about COVID-19.

[LEARN MORE](#)

# Messengers in our Communities



Tùy quý vị ở nhà, quý vị không phải một mình.

Xin quý vị ở nhà.



Chỉ rời khỏi nhà để mua thực phẩm, khám bệnh, hoặc làm công việc thiết yếu.



Xin giữ khoảng 6 ft (hoặc khoảng cách của hai người) từ những người khác.



Alguien que amas podría enfermarse.

Protégelos. Quédate en casa.



Solo salgas por comida, salud o trabajo esencial



Mantente a 6 pies (dos grandes pasos) de distancia de los demás



Lávate las manos cuando llegues a casa por 20 segundos.

# Virtual Employee Townhalls

The screenshot displays a virtual meeting interface. At the top, the meeting title is "San Jose City To..." and the host is "Randi Perry". Other participants listed include "Lee Wilcox" and "Angel Rios". The main video feed shows a man with glasses and a beard speaking. A "Question and Answer" panel is open on the right, showing three questions from attendees:

- Anonymous Attendee 06:36 PM:** "Is the city going to see what help congress may be offering before laying people off?"
- Jeffrey Segol 06:37 PM:** "How will critical services be defined for purposes of figuring out where to cut? Will it be defined as whole departments, or by functions within departments? PRNS is handling a lot of the work on food distribution, but had a \$10 million target out of the \$40 million."
- Anonymous Attendee 06:39 PM:** "if there are layoffs, when will we know of that decision?"

A fourth question is partially visible:

- Anonymous Attendee 06:42 PM:** "How is the message going to be relayed to the public regarding the cuts, layoffs, bumping, etc. that is going to occur? So when we do come back from this event it won't be looked negatively as"

The bottom of the screen shows a control bar with options like "Unmute", "Start Video", "Participants (176)", "Q&A", "Share Screen", "Chat", "Record", "Closed Caption", and "More". The system tray at the very bottom shows the date and time as "6:44 PM 4/27/2020".

# Reaching 1 in 5 Employees

4 Virtual Townhalls  
1,285 Participants  
180+ Questions

## What we heard:

- City Budget and Shortfalls
- Federal and State Aid
- Return to Work
- Layoffs/Furlough

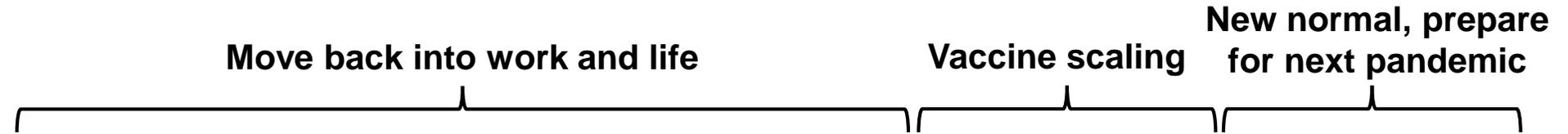
The screenshot shows a Zoom meeting interface. At the top, it says "Recording" and "You are viewing Jim Shannon's screen". The main content is a slide titled "Budget De" and "Input". The slide text includes: "Working with department strategic ways", "Receiving input directly <http://www.sjcity.net/FormCe>", "Considering impacts on continued COVID-19 restrictions are slowly lif", "Study Sessions with the", and "Our budgetary outlook is expected to evolve – committed to keeping the workforce, City Council, and community informed as conditions change". A Q&A window is open in the foreground, showing questions from participants: "Matt Mason: Has the City looked into the Both the Federal and State Loan programs available for a city the size of San Jose to meet budget deficits in 20-21? Has it applied as of yet? With 500+ less employees in the city now than it 09-10, cutting staffing positions to make up these gaps is unwise.", "Soumya Panday: Can we get these slides please?", "Anonymous Attendee: Can we leverage the \$178 million from CARES 1.0 for the 2019-2020 budget shortfall (\$45 million)? and 2020-2021 (\$65 million)?", and "Qianyu Sun: What is the City's current budget stabilization level? What % is that in terms of the next year GF budget?". The Zoom interface also shows a participant list on the right with names like Rosario Ne, Dave Sykes, Jennifer Sr, Jim Shannon, Lee Wilcox, and Randi Pe. At the bottom, there are controls for Unmute, Start Video, Participants (468), Q&A, Share, Chat, and More.

# Looking Forward (Recovery to Resilience)

Kip Harkness, Deputy City Manager, Emergency Operations Center Director

# We will move together through recovery to resilience in stages

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

| INDICATORS                      | Stage 6<br>Initial Reopening<br>No Vaccine                             | Stage 7<br>Expanded Reopening<br>No Vaccine | Stage 8<br>Near Full Reopening<br>No Vaccine | Stage 9<br>Full Reopening<br>Vaccine Scaling | Stage 10<br>New Normal -<br>Prepare for Next |
|---------------------------------|--|---|--|--|--|
| <b>Infection Risk</b>           | Infection risk and Status of the outbreak regionally and nationally    |   |  |  |  |
| <b>State and County Orders</b>  | Orders and guidance from County and State governments                  |   |  |  |  |
| <b>Public Health Capacities</b> | Advances in scaling testing, tracing, quarantine, and vaccine capacity |   |  |  |  |

| CITY RESPONSE                   | Stage 6  | Stage 7 | Stage 8 | Stage 9 | Stage 10 |
|---------------------------------|--|---------|---------|---------|----------|
| <b>Saving Lives</b>             | <i>Key Actions:</i> Protecting our community and our workforce           |         |         |         |          |
| <b>Saving Livelihoods</b>       | <i>Key Actions:</i> Resuming city services safely, reopening our economy |         |         |         |          |
| <b>Preserving Fiscal Health</b> | <i>Key Actions:</i> Building a long-term recovery capability             |         |         |         |          |

# Development Services Update

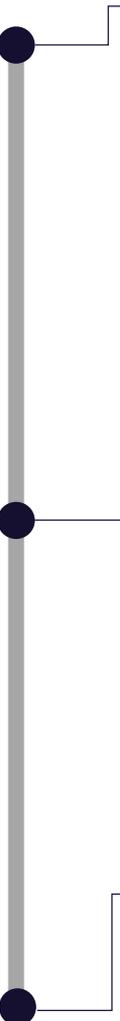
Rosalynn Hughey, Director, Planning Building and Code Enforcement

Chris Burton, Deputy Director, Office of Economic Development

Hector Estrada, Deputy Chief, Fire Department

Chu Chang, Assistant Director, Planning Building and Code Enforcement

# Development Services – Transition Timeline



## **Shelter-In-Place – March 17, 2020**

County shelter-in-place order given. Permit Center closed to the public.

## **Transition to Work from Home – March 23, 2020**

Development Services transitions to mostly remote work.

## **Updated County Directive – March 31, 2020**

More restrictions on construction activity.

# Development Services – Adapting Operation to COVID-19



## Building

Building Plan Review

Building Permit Issuance

Intake of new Building Permits

On-site Inspections allowed under  
County Order

Remote Inspections



## Planning

Planning Development Review &  
Environmental Review

Intake of new Planning Applications

Planning Commission and Historic  
Landmarks Commission meetings, and  
Director's Hearings – via Zoom

# Development Activity During COVID-19



**646**

Building Plan  
Reviews Completed



**589**

Building Permits  
Issued



**2,025**

On-Site Building  
Inspections



**22**

Planning Hearing  
Items Approved



**160**

Remote Building  
Inspections



**288**

New Planning  
Applications  
Submitted



**176**

New Building Permit  
Intakes



**424**

Public Works &  
Utility Permits  
Issued

# Fire Prevention Activity During COVID-19

## Electronic Submission

Website has been updated to reflect procedures to submit plans via mail or electronic.



**320**

Fire Permit  
Submissions

## Fire Reviews Completed

145 reviewed and approved; 235 issued comments



**380**

Fire Review  
Completed

## On-site and Remote Inspections

Inspection of exempted Shelter-in-Place projects and essential infrastructure; Remote Inspection process

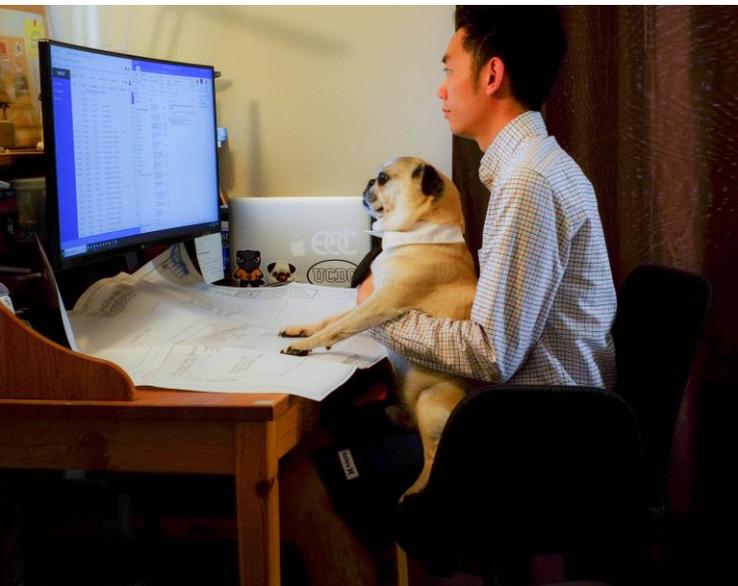
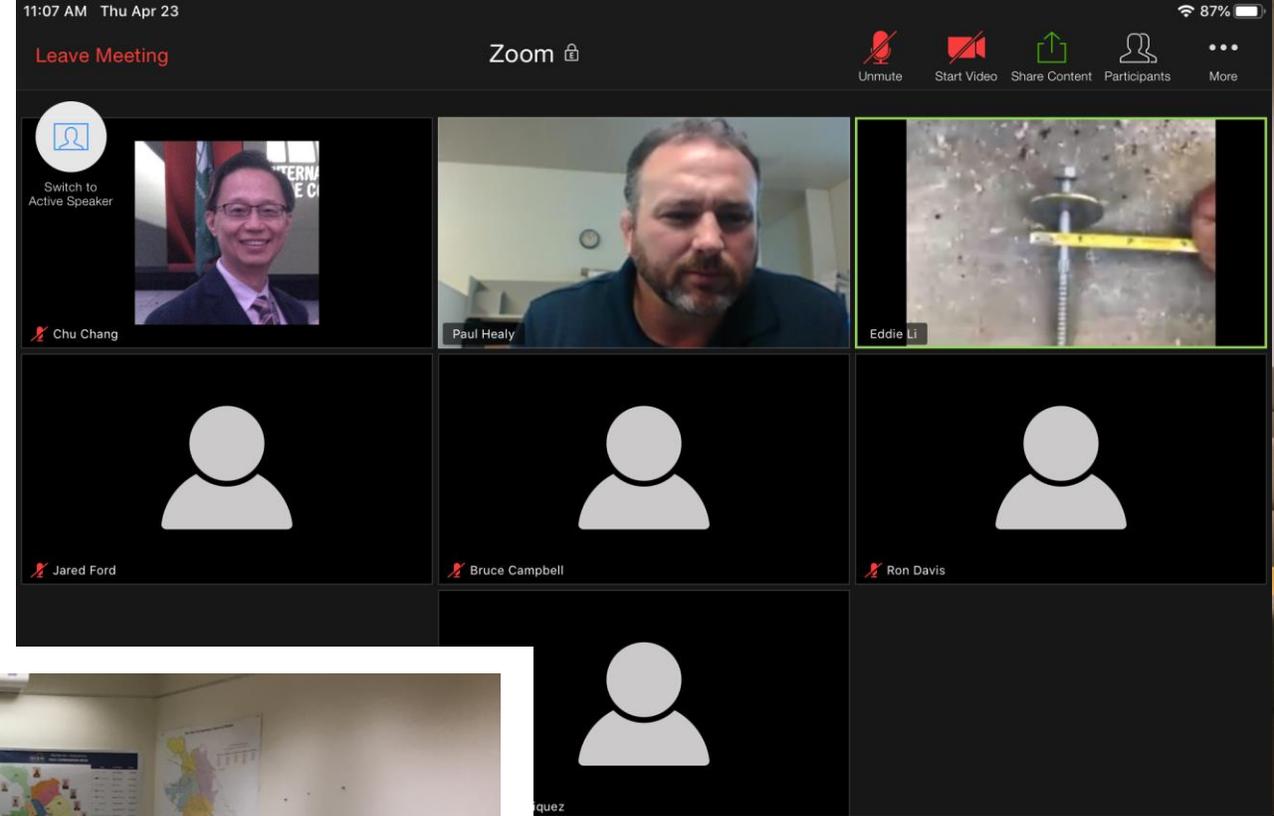


**142**

Inspections  
Completed

# Development Services – Operations for the Future

1. Remote Inspections for Simple Inspections
2. Digital Inspection Forms
3. Digital Submissions & Review
4. Remote Appointments and Intake
5. Staff Resiliency



# Expect the Unexpected

**Slowing or stopping of private investment  
until real estate market stabilizes**

**Changes to use of workspaces and the  
demand for commercial real estate**

**Impacts to the cost of development**

**Deepening of the housing availability  
and affordability crisis**

**Acceleration of other market transitions, influences – retail, ecommerce/distribution, opportunity zones**

# Near Term Priorities

## Now

Maintain consistency with County Order, provide interpretation for developers and contractors, be ready for evolution of current order

## Next

Transition as County order changes in the coming week. Ensure that the City is providing clear and consistent information as it is received. Prioritize work based on reopening principles.

## Later

Target development services activities to help speed economic stabilization and recovery.

# Principles for the Reopening of Construction and Development



**Maintain Remaining Momentum in the Development Cycle**

**A. Focus on Near-Term Construction Projects**

**B. Issue Permits to Ensure Projects are Ready to Start**



**Create a Framework to Prioritize Projects with High Impact**



**Prime the Pump for Next Cycle of Development**



**Minimize Impact of Ongoing Economic Disruption on Service Delivery**



**Understand and Respond to Dynamic Conditions**

# Tactics Being Considered

- **Pre-schedule inspections** in a floating schedule for large projects to ensure that the construction schedule for large projects aren't delayed
- **Prioritize projects** that have an out-sized impact on development momentum
- **Troubleshoot** large and time-sensitive projects
- **Align development review** schedules with compressed construction schedule
- **Extend** development permit expiration dates
- **Temporarily lifting restrictions** on construction hours

# CARES Act Spending Guidance and Advocacy

Lee Wilcox, Chief of Staff, Emergency Operations Center Director

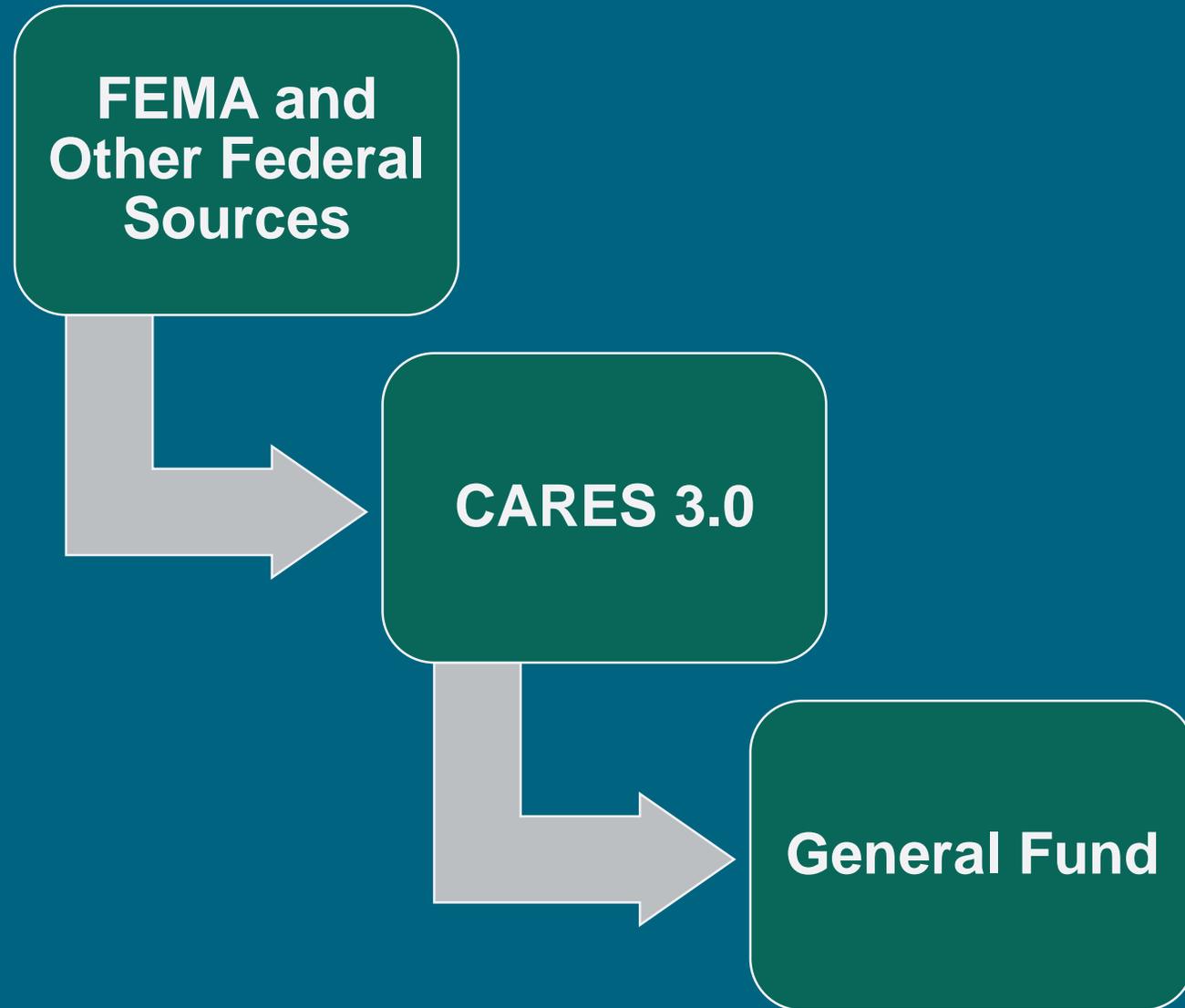
Luz Cofresí-Howe, Assistant Director, Finance

Bena Chang, Director of Intergovernmental Relations

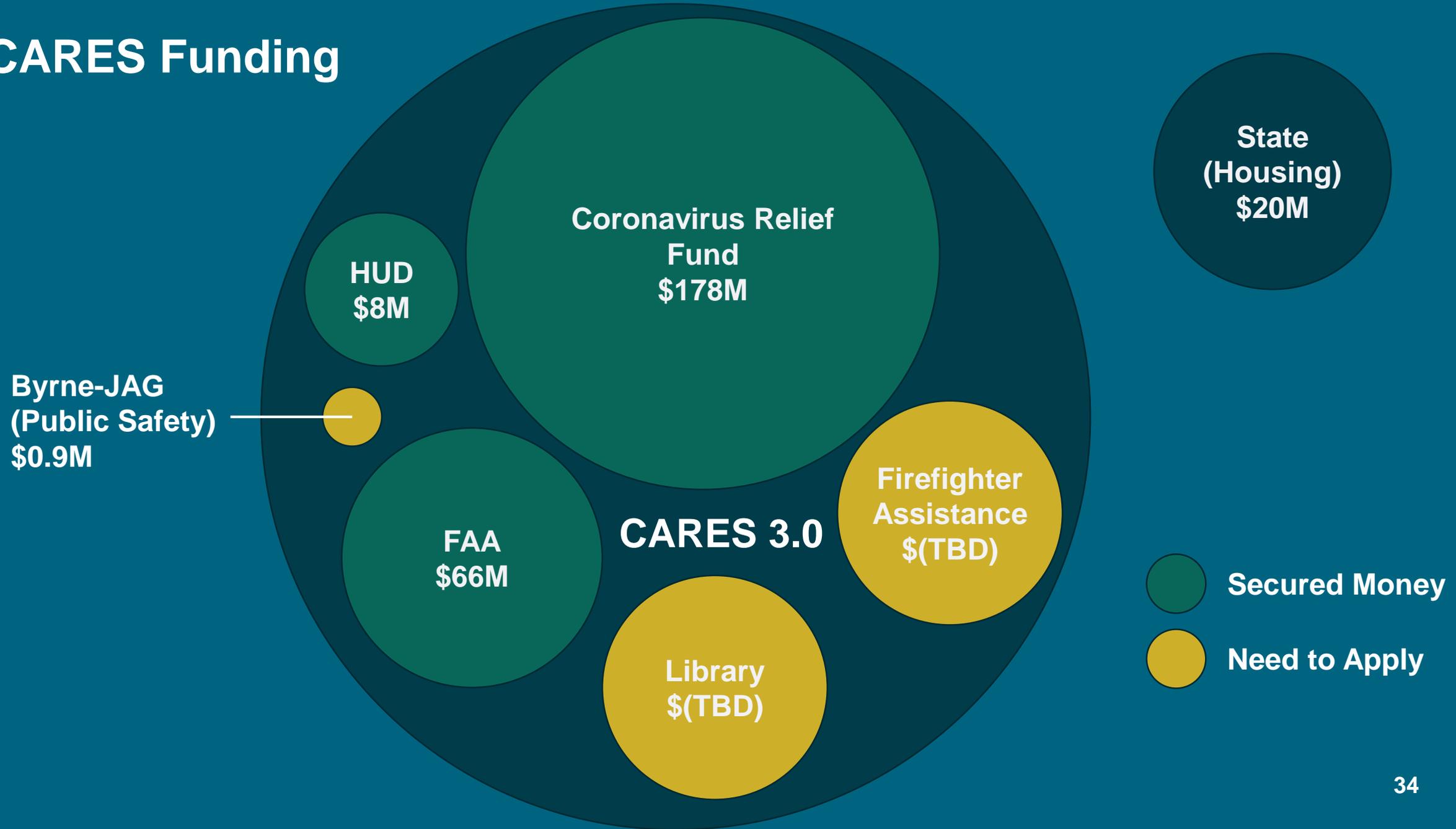
# Three Approaches to Financial Recovery

1. Do the Recovery Right
2. Maximize Reimbursement
3. Minimize the General Fund Impact

# Waterfall of Funding



# CARES Funding



# Coronavirus Relief Funds cannot be spent on:

Lost City Revenue

Items Accounted  
For in FY19-20  
Budget

Bonuses

Costs Expended  
After 12/30/20

# Coronavirus Relief Funds can be spent on activities in response to COVID-19

Food Distribution

Staff Time for  
Response

Homelessness

Personal Protective  
Equipment,  
Sanitation

Public Health Order  
Communications  
and Enforcement

# Federal Update

**Package 3.0  
CARES Act  
(Passed)**

**PPP &  
Health Act 3.5  
(Passed)**

**Package 4.0  
CARES Act 2.0  
(In Negotiation)**

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

## Roadmap through the Epidemic: City Response – Highest Priority Actions

- |  |  |
|--|--|
| 1. Compliance with Public Health Orders ("Shelter in Place")   | + Education, enforcement and engagement  |
| 2. Continuity of Essential City Services   | + Ensuring essential services are provided safely for the duration of the epidemic   |
| 3. Support for At-Risk Communities and Populations <ul style="list-style-type: none"><li>Food &amp; Necessity Distribution and Feeding<ul style="list-style-type: none"><li>Senior Support and Services</li><li>Medically At-Risk Support and Services</li></ul></li><li>Homeless Support and Services (Shelter Delivery and Quarantine)</li><li>Local Assistance for:<ul style="list-style-type: none"><li>Individuals and Families</li><li>Small Business and Non-Profit Support</li></ul></li></ul> | + County wide food distribution, focusing first on the most at-risk and then, scale and sustain<br>+ Support seniors in isolation<br>+ Support medically at-risk populations in isolation<br>+ Increase shelter, hygiene services and health support to homeless population<br>+ Local assistance for individuals and families<br>+ Support small businesses and develop understanding of new forms of assistance (e.g. SBA) and begin to operationalize |
| 4. Powered by People – Support our people so they can act <ul style="list-style-type: none"><li>Ensure Safety of City Staff Performing Essential Services</li><li>Families Support for City Staff Performing Essential Services (including childcare)</li><li>Redeploying Staff to Essential Services and Response</li></ul>   | + Support safety of City Staff performing essential services<br>+ Prioritize testing, child care, and other support services for staff performing essential services<br>+ Temporarily re-assign staff in non-essential services to essential or emergency management functions   |

## Enabling Actions Supporting the Response

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| 5. Silicon Valley Strong Campaign  | + A public campaign amplifying public health messages, raising funds, and volunteers   |
| 6. Communications and Engagement with Community  | + Messaging to broader community with focus on engaging our most at-risk communities in multiple languages   |
| 7. Funding and Cost-Recovery <ul style="list-style-type: none"><li>Maximizing Cost-Recovery (CalOES and FEMA)</li><li>Securing Funding State, Federal and Private Grants</li></ul> | + Coordinated approach to federal, state, local, and privately raised funds with a focus on effective response and cost recovery for the City organization |
| 8. Future Planning   | + Understanding future trajectory and impacts of COVID-19  |