

# 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

August 4, 2020

# City Manager's COVID-19 Update

- ❑ **Look Back** at the First 6 Months— Ray Riordan
- ❑ **Review of July** EOC Activities – Kip Harkness
- ❑ **Look Forward** to the Next 6 Months – Kip Harkness
- ❑ **Powered by People 2.0** - Kelli Parmley

# **COVID-19 Response: First 6 Months**

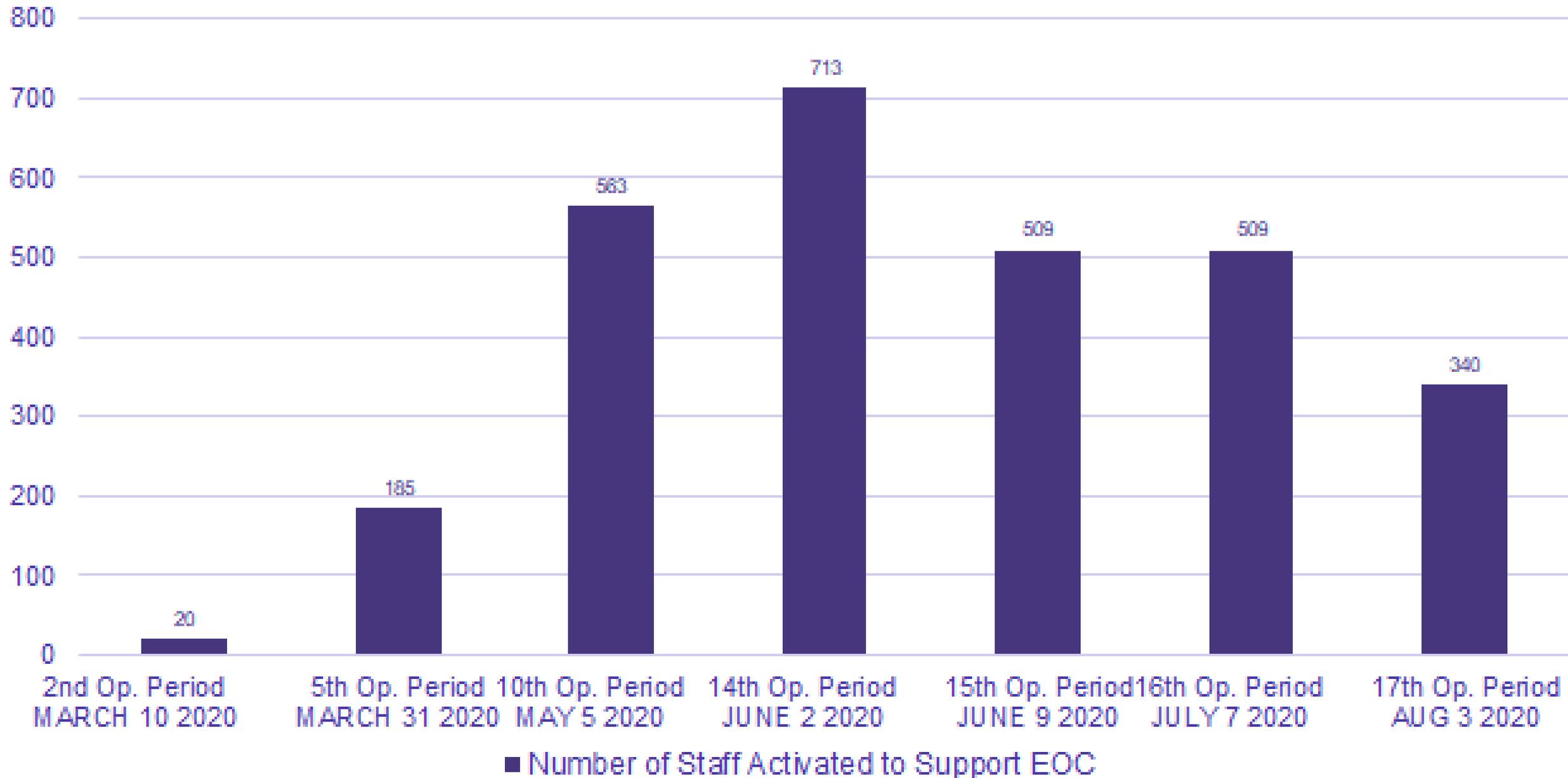
Ray Riordan, Director, City Manager's Office of Emergency Management & Planning Section Coordinator

# City Council Study Session on 30 January, 2020



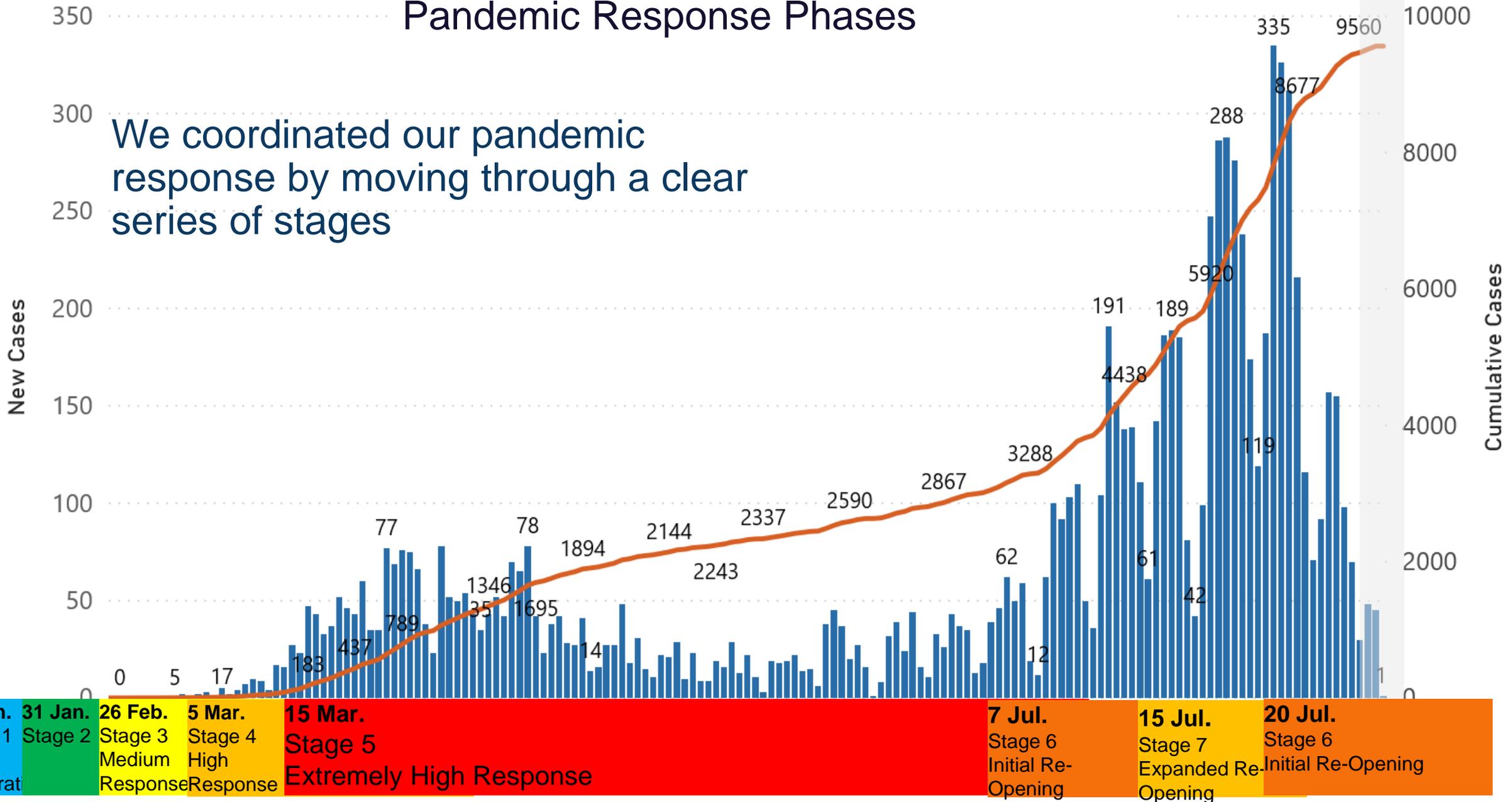


# Number of Staff Activated to Support EOC Operations



# Pandemic Response Phases

We coordinated our pandemic response by moving through a clear series of stages



# Staying Focused and Organized

## Emergency Action Plans (EAPS)

- 14 Weekly
- 2 Monthly

## How it Works

- Guided by Roadmap
- Establishes the Rhythm
- Provides Focus
- Informs Staffing Levels
- Identifies  
Accomplishments

# COVID-19 Response & Recovery Principles



**Compassion  
in Action**



**Open, Candid,  
and Direct**



**One  
Team**

# 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  |

# Compliance with Public Health Order Remains a Priority

## Actions Taken

- Reestablished a Compliance Officer
- Requested Coordination with County

## Challenges

- Wording of Orders
- Conflict with State Orders
- Lack of direct agreement on how to support each other

## Success

- Housing Collaboration
- Food Distribution

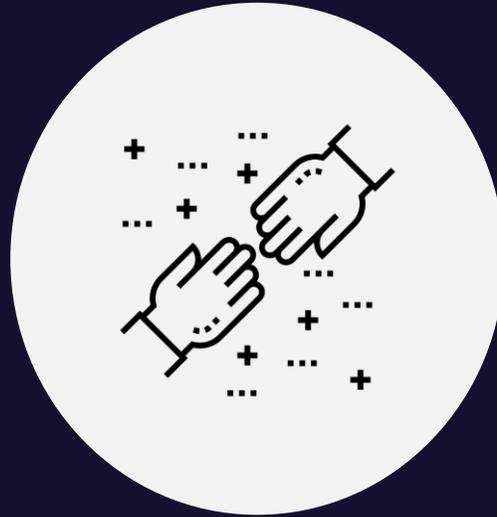
We've kept our promise to keep services intact...



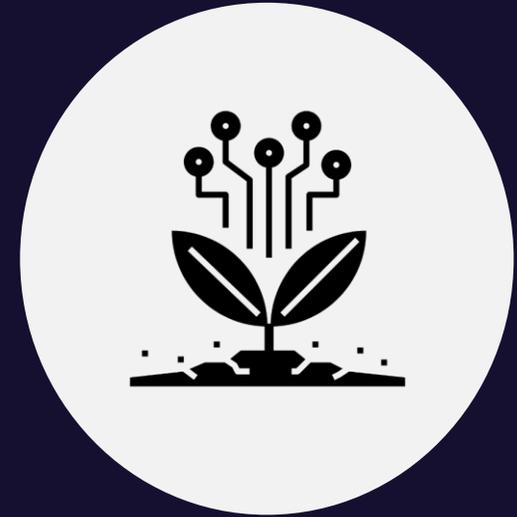
# Food + Necessities Distribution Objectives



**Feed Our Most  
Vulnerable**



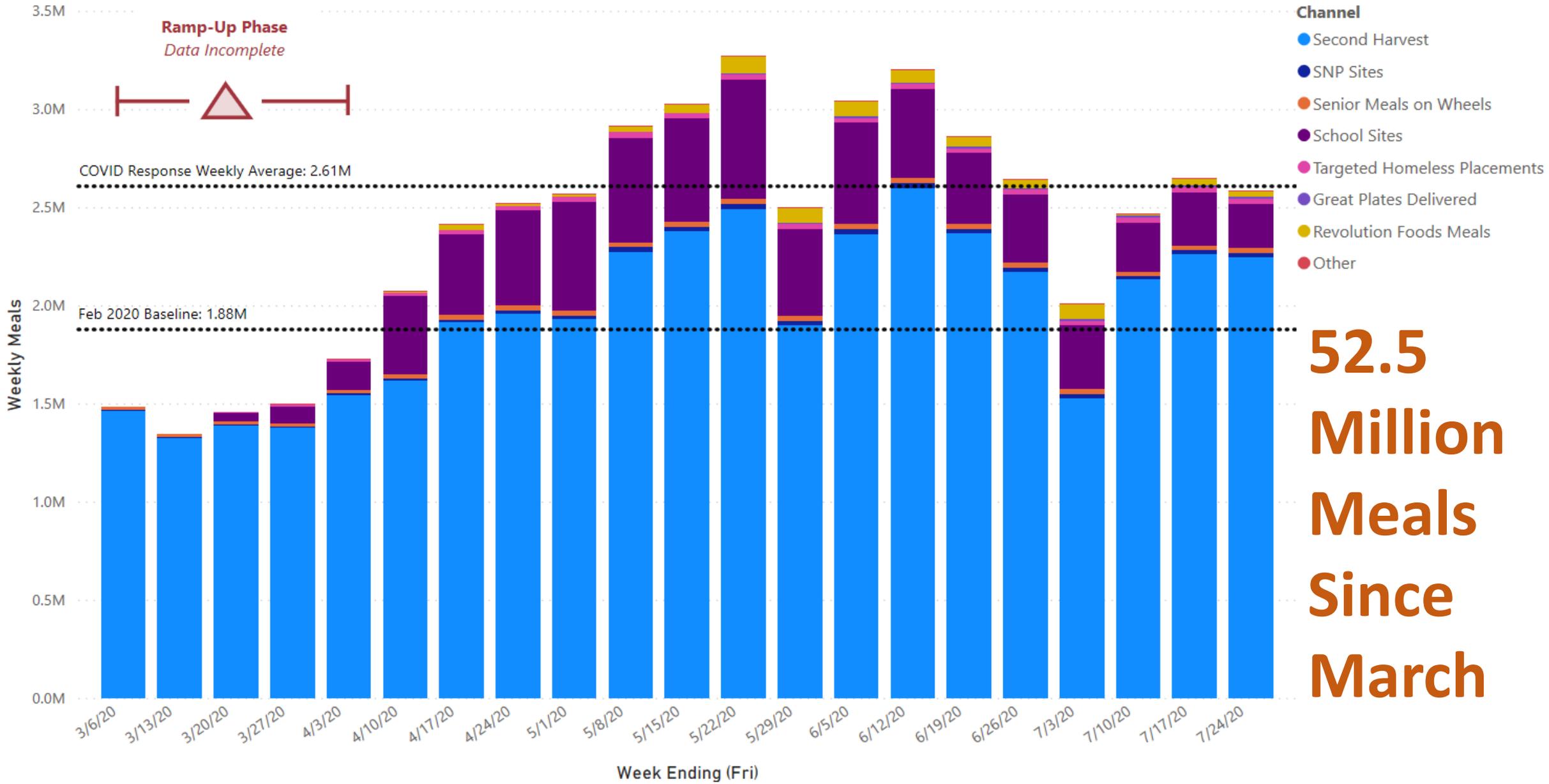
**Maximize  
Existing Food  
Networks**



**Scale for a  
Widespread  
Food Crisis**

# Summary of Food Distribution: COVID-19 Response

Weekly Meals by Channel



# Caring for the Most Vulnerable In Our Community

## Temporary Housing

- 5,100 Hotline calls
- 1,164 Placements
- 844 Permanent Housing
- \$2m Hotel Vouchers

## Interim Housing

- Monterey / Bernal Opens Aug 5
- Rue Ferrari Opens End August
- Evans Lane Opens End August

## Encampment Support

- Hygiene Stations
- Housing Solutions
- Street Outreach

# Communication Efforts to Reach Our Community

## Social Media

Total	Type
2,411 +	Posts
11.5 Million +	Impressions
33,000 +	Link Clicks
307,000 +	Video Views
305,000	User Engagements

## Flash Reports

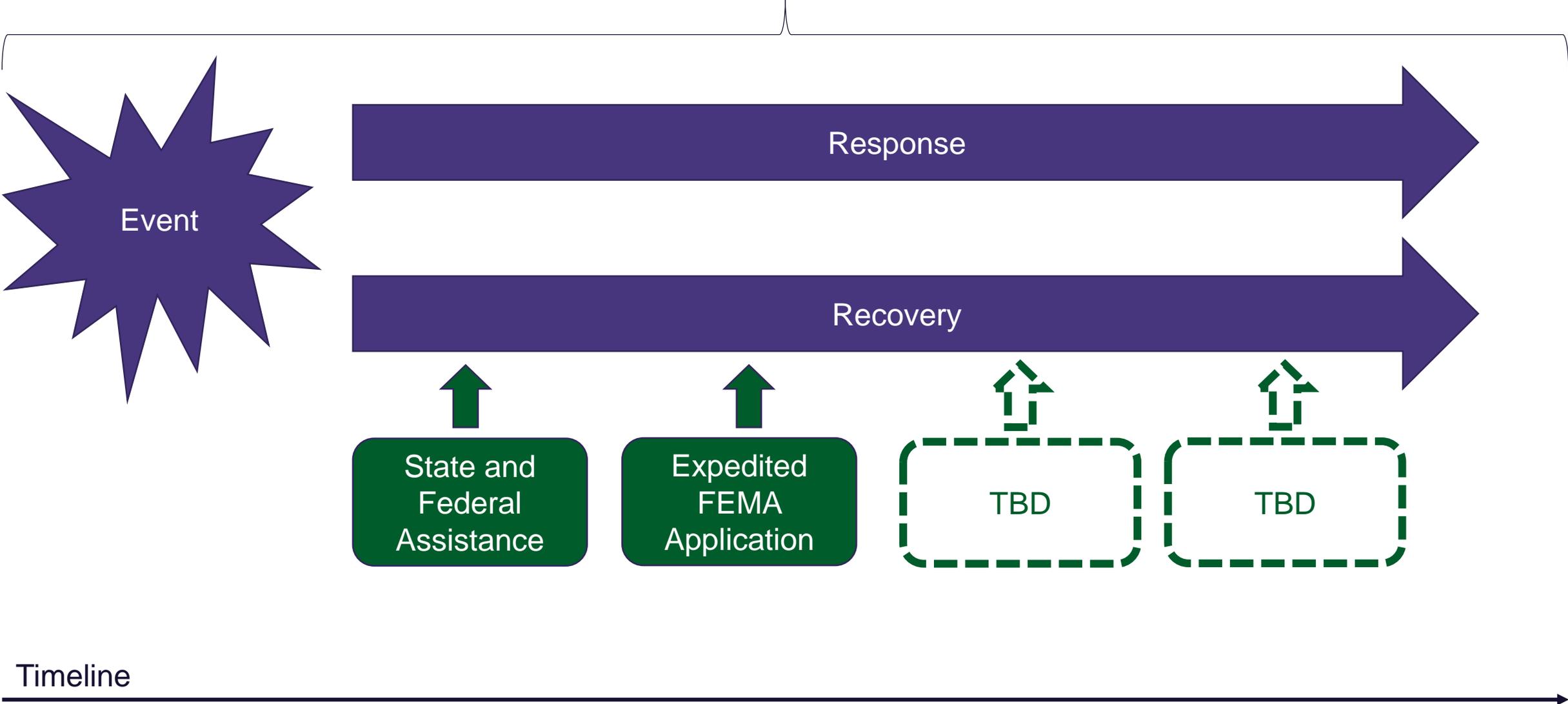
Total	Type
127	Flash Reports
662,000 +	Opens
45%	Average Open Rate
5,002	New Subscribers

## Website Views

Total	Type
275,000 +	Website Visits

# COVID-19 Response and Recovery

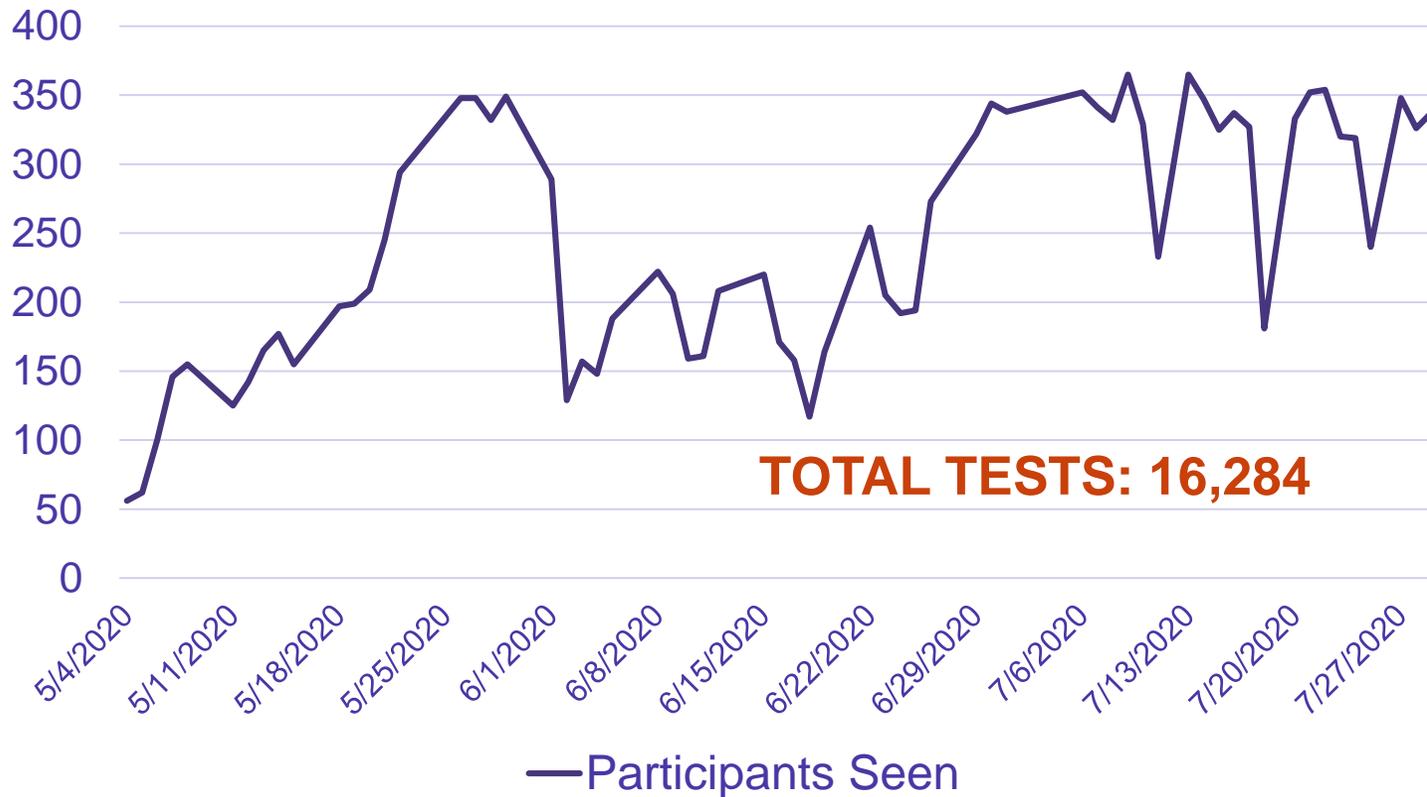
Community-Facing Work + Concurrent Funding/Reimbursement



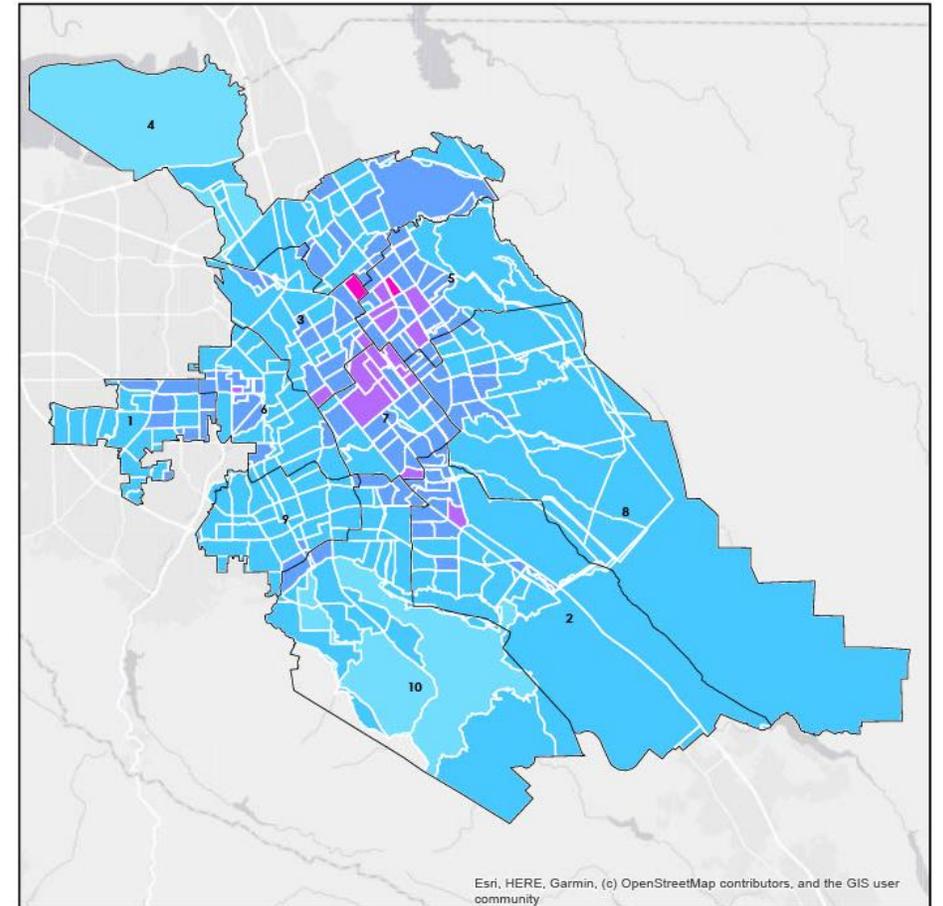
Timeline

# Two Additional Major Lifts

## Testing on the East Side at the Police Activities League – Verily



## Digital Inclusion



# Mid-Term After Action Report

Identified  
Contractor

Review  
Success,  
Challenges,  
Improvement

Focus  
Equity  
Access &  
Functional  
Needs

Input /  
Feedback

Expected Completion in  
October, 2020

# Concurrent Emergency Planning Efforts

## COVID

Continually update  
Pandemic Plan

Identifying additional  
support to the County

## Power Shutoff

Contractor hired

Update Power  
Vulnerability Plan

Incident Management  
Team

Training

## Flood

Coordination Meeting  
with Valley Water

Updating Emergency  
Action Plan

Identifying Training and  
Exercise Plan

# July Review

Kip Harkness, Deputy City Manager, Emergency Operations Center Director

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

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

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|---|--|
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| 3. Support for At-Risk Communities and Populations                                    | + County wide food distribution, focusing first on the most at-risk and then, scale and sustain                        |
| ▪ Food & Necessity Distribution and Feeding   | + Support seniors in isolation   |
| – Senior Support and Services   | + Support medically at-risk populations in isolation   |
| – Medically At-Risk Support and Services  | + Increase shelter, hygiene services and health support to homeless population   |
| ▪ Homeless Support and Services (Shelter Delivery and Quarantine)                     | + Local assistance for individuals and families  |
| ▪ Local Assistance for:   | + Support small businesses and develop understanding of new forms of assistance (e.g. SBA) and begin to operationalize |
| – Individuals and Families  |  |
| – Small Business and Non-Profit Support   |  |
| 4. Powered by People – Support our people so they can act                             | + Support safety of City Staff performing essential services   |
| ▪ Ensure Safety of City Staff Performing Essential Services                           | + Prioritize testing, child care, and other support services for staff performing essential services                   |
| ▪ Families Support for City Staff Performing Essential Services (including childcare) | + Temporarily re-assign staff in non-essential services to essential or emergency management functions                 |
| ▪ Redeploying Staff to Essential Services and Response                                |  |

## Enabling Actions Supporting the Response

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| 7. Funding and Cost-Recovery                         | + Coordinated approach to federal, state, local, and privately raised funds with a focus on effective response and cost recovery for the City organization |
| ▪ Maximizing Cost-Recovery (CalOES and FEMA)         |  |
| ▪ Securing Funding State, Federal and Private Grants |  |
| 8. Future Planning                                   | + Understanding future trajectory and impacts of COVID-19  |

# Compliance with Public Health Orders

Cumulative COVID-19 Cases

10794

Cumulative COVID-19 Deaths

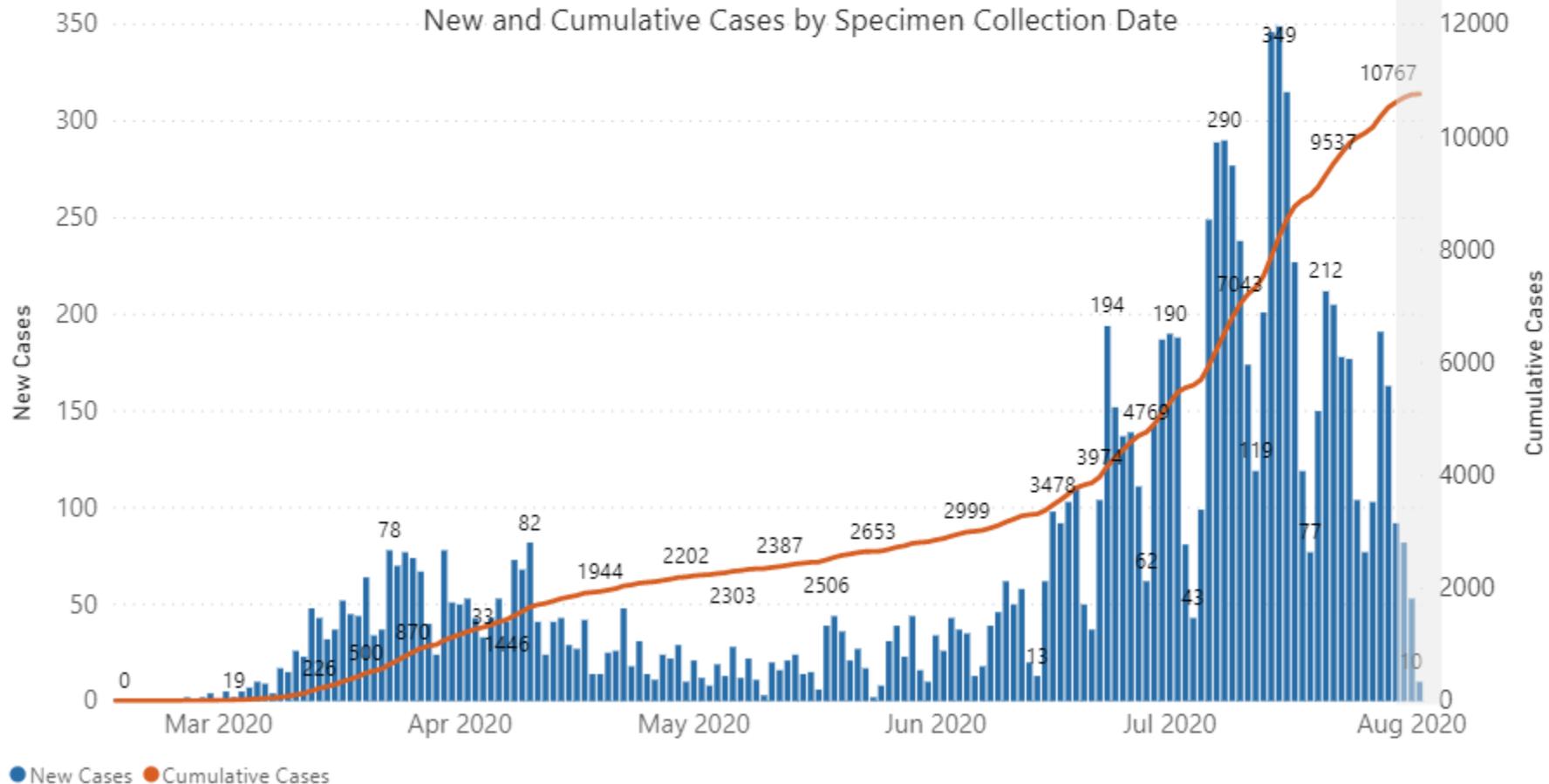
191

Displaying:

Cases

Deaths

Values for the most recent 5 days will likely increase as additional results are received.



# Continuity of Essential City Services

## Al Fresco Out Door Dining



## Virtual Public Meeting Pilots



## Keeping Construction Open and Safe



## Safely opening more amenities in parks

  
**CITY OF SAN JOSE**  
 CAPITAL OF SILICON VALLEY

**FOLLOW THE RULES**  
 SIGUE LAS REGLAS • 遵守規則 • THEO CÁC QUY TẮC

**Guidelines for use:**  
 Reglas para usar • 使用準則 • Các hướng dẫn sử dụng

 <b>No competitive play allowed</b> No se permite el juego competitivo 不允許比賽 Các môn chơi thi đấu không được cho phép	 <b>Stay home if you are sick</b> Quédate en casa si estás enfermo 如果您有任何身體不適，請勿外出 Hãy ở nhà nếu quý vị bệnh
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## Child Care and Summer Recreation

  
**PARKS, RECREATION & NEIGHBORHOOD SERVICES**  
 Building Community Through Fun

  
**Library**

**CAMP SAN JOSE STRONG**

**Monday - Friday**  
**8 a.m. - 6 p.m.**  
**2 Sessions**

**June 15 - July 10**

- \$804 or three payments of \$268
- \$201 with scholarship or three payments of \$67

**July 13 - August 7**

- \$840 or three payments of \$280
- \$210 with scholarship or three payments of \$70



6 feet apart

**Safety is our priority.**  
 We will continue to follow all state and county guidelines.
 

- Face masks will be required.
- Daily health screening will be performed.

[SJRegistration.com](http://SJRegistration.com)

# Supporting People At-Risk

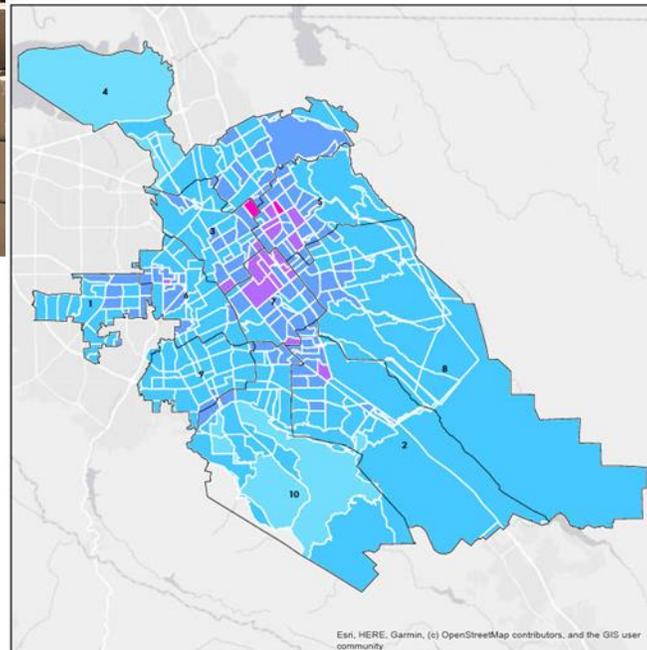
Food Distribution 11,000,000 Meals



Encampment Dumpster Pilots



Bridging Digital Divide with  
11,000 New Hotspots



Bridge Housing Construction



# Look Ahead: Next 6 Months

*“It is only going to get harder.”*  
*- Dr. Sara Cody*

# We will move together through recovery to resilience in the same way

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



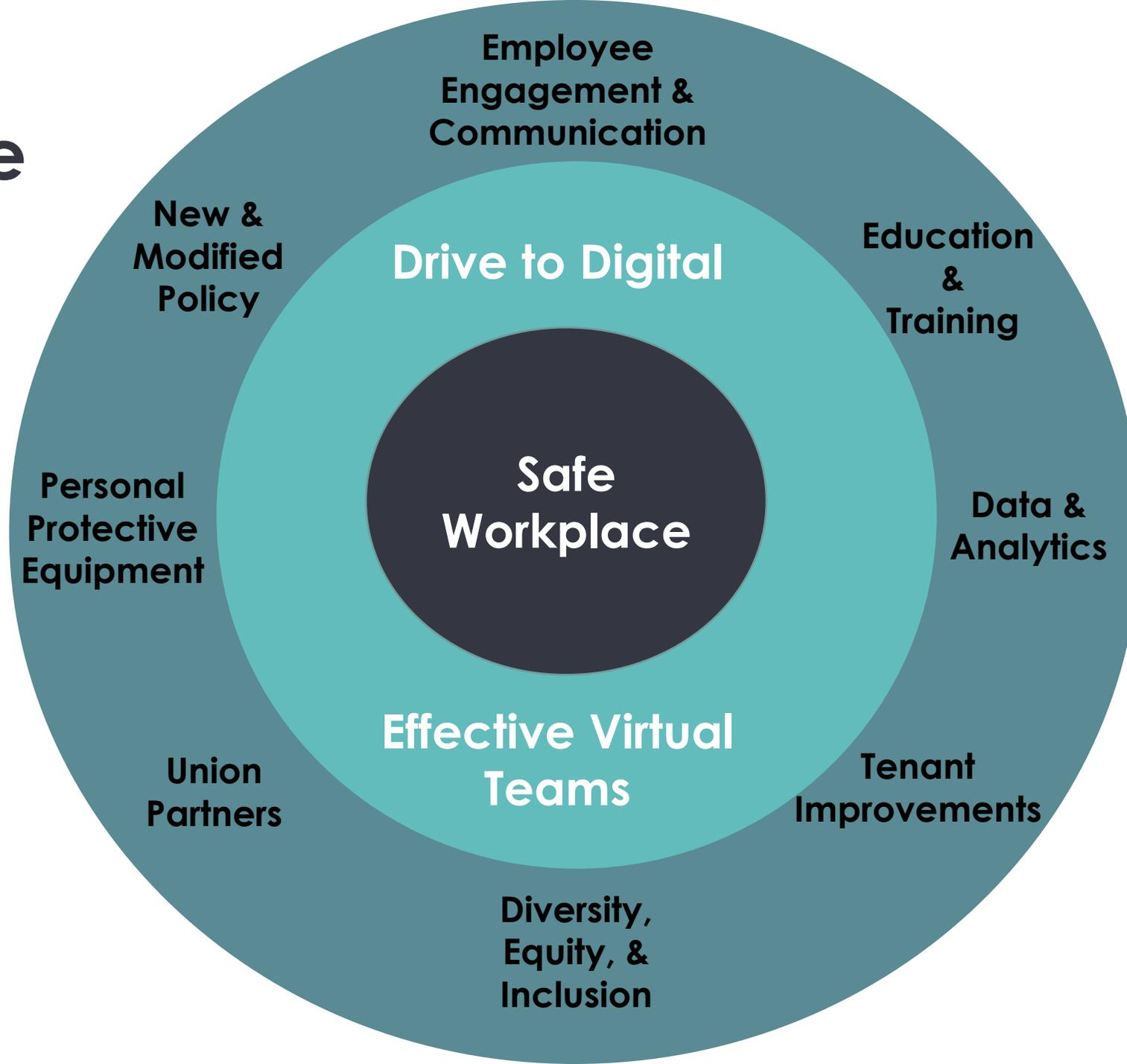
	Move back into work and life			Vaccine scaling	New normal, prepare for next pandemic
CITY OF SAN JOSE COVID-19 Response Stages	<b>Stage 6</b> Initial Reopening No Vaccine	<b>Stage 7</b> Expanded Reopening No Vaccine	<b>Stage 8</b> Near Full Reopening No Vaccine	<b>Stage 9</b> Full Reopening Vaccine Scaling	<b>Stage 10</b> New Normal - Prepare for Next
What happens in this Stage?	Shelter-in-place orders begin to ease, begin limited reopening of City services that were shut down	Shelter-in-place eased considerably, wide resumption of City services and facilities	Further easing of remaining restrictions, expansion of City services and facilities toward normal operations	City functions, City operations, businesses, and communities return to near complete normalcy	Iterative planning and preparation for the next pandemic

<b>Compliance with Public Health Order</b>		Public Communications in 3 Languages	Coordination for Supported Isolation	<b>EOC MAJOR EFFORTS AUGUST 2020</b>				
<b>Continuity of Essential City Services</b>		Police Dept Operations	Fire Dept Operations	Utilities Operations	Transportation Operations	Development Services and Capital Projects	Airport Operations	Parks Operations
<b>Support for At-Risk Communities and Populations</b>	<b>Food Distribution</b>	Senior Nutrition Programs & Meals on Wheels	School Sites	Homeless Placements	Great Plates Delivered	Conservation Corps Support for Second Harvest	Contracts, Funding, and Invoicing	Public Communications
	<b>Homeless Support and Services</b>	Temporary Beds at Hotels/Motels	Temporary Shelters	Rue Ferrari Bridge Housing Site	Evans Lane Bridge Housing Site	Bernal Bridge Housing Site	Waste Pickup and Dumpster Pilots	Encampment Support Pilots
	<b>Local Assistance</b>	Virtual Local Assistance Center	Resident Assistance	Business Assistance	Al Fresco Dining	Nonprofit Assistance	Community Engagement	
	<b>Digital Inclusion</b>	Access Eastside	AT&T Hotspot Partnership	Digital Inclusion Fund & School Partnerships				
	<b>Child Care and Summer Recreation</b>	Summer Camp SJ Strong (Ages 5-12)	Childcare for Ages 0-5					
<b>Powered by People</b>	<b>Safety of City Staff</b>	Job Hazard Analysis	Citywide Education and Training	Response to Positive Cases in Workforce	Personal Protective Equipment			
	<b>Redeployment of Personnel</b>	Identify and Track Employees Eligible for EOC	Field Incoming EOC Requests for Staff	Administrative Leave Policies				
	<b>Powered by People 2.0</b>	Safe Workplace	Employee Health and Wellness	Drive to Digital	Effective Virtual Teams			
								<b>Slow and reduce the spread of COVID-19, and support our most at-risk people</b>

# Powered by People 2.0

Kelli Parmley, Assistant Director Human Resources, Powered by People 2.0 Lead

# Powered By People 2.0



# Powered by People 2.0: Objectives



## Safe Workplace

Enabling employee and customer safety through modified facilities, practices, and deployed resources.



## Employee Health & Wellness

Provide resources and develop practices that facilitate employees to be physically healthy, mentally well, and financially supported



## Drive to Digital

Replace face-to-face, paper, and manual transactions with automated processes and digital self-service that enables safety, creates efficiencies and delivers a high quality user experience



## Effective Virtual Teams

Deliver tools and resources to support development of effective virtual, hybrid, and on site teams

# Powered by People 2.0: Roadmap

Objectives	Initiatives						
 <p><b>Safe Workplace</b></p>	<p>Departmental Assessments on Readiness to Return to Work Needed</p>	<p>Create COSPs and Modify Policies to Ensure Safe Workplace</p>	<p>Symptom screenings, PPE, sanitization and social distancing measures for Employees</p>	<p>Education and training on safe work behaviors to reduce transmission of COVID-19</p>	<p>Symptom screenings for customers</p>	<p>Physical distancing requirements for customers</p>	<p>Input on aspects/ measures for operations plan for potential disruptions from COVID 19</p>
 <p><b>Employee Health &amp; Wellness</b></p>	<p>Assess employee health and wellness to understand needs and gaps</p>	<p>Curate health education resources for overall employee wellness</p>	<p>Create a communications strategy to increase employee access to health and wellness resources</p>	<p>Provide education and training to drive behavior change and improve wellness</p>			
 <p><b>Drive to Digital</b></p>	<p>Implement cybersecurity tools to protect the City's information and systems</p>	<p>Ease remote employee access to resources &amp; team collaboration tools</p>	<p>Re-engineer and shift to electronic routing, storage, and approval workflows</p>	<p>Support electronic signage and appointment scheduling tools</p>	<p>Build online employee onboarding and equipment provisioning</p>		
 <p><b>Effective Virtual Teams</b></p>	<p>Identification of what is missing for employees in "new normal"</p>	<p>Implement technology tools and train employees and teams to work more productively</p>	<p>Enable organization culture shift through training, onboarding, and professional development</p>	<p>Facilitate a reimagination of teams and work processes</p>			

High



Priority



Low

# Powered by People 2.0 : OKRs (Jul.-Sept. 2020)

Objectives

## Safe Workplace

## Employee Health + Wellness

## Drive to Digital

## Effective Virtual Teams

Key Results

- ❑ Establish process and protocol for approving safe return to a City facility [Eric / Walter]
- ❑ Published schedule for which services will return to a physical space during Stage 6 [Joe]
- ❑ Implement all necessary facility modifications as required for approved City facilities [Walter]
- ❑ Proactive safety actions implemented for all opened City facilities (COSPs, symptom screenings, PPE, and sanitization) [Eric]
- ❑ All Employees at physical workplaces are trained on behavioral safety measures to reduce transmission of COVID-19 [Eric / Regina]

- ❑ Name and utilize a framework for health and wellness [Emily]
- ❑ Summarize results and identify key action items for employee health and wellness needs [Damiana]
- ❑ Inventory and assess resources for value and impact on employee sentiment and behavior [Juanita / Kirstin]
- ❑ Identify channels and measures for new methods of communication to reach virtual audiences [Kirstin]
- ❑ Develop health and wellness content for on employee on-boarding plan [Emily / Damiana / Juanita]

- ❑ Launch first iteration of Employee Portal [Swati]
- ❑ Deliver 5 automated workflows (Contract eSignatures, Overtime Authorization, Finance Audit Schedule Tracking, Benefits Enrollment Change, and City Council Memo) [Erica]
- ❑ Establish clear roles between process owners, technical owners and project owners [Erica]
- ❑ Implement proof of concept to enhance user experience for remote users [Marcelo]
- ❑ Implement technologies necessary for safe reopening of facilities (ex. wifi, check-in devices, digital signage, hands-free temperature sensors, and appointment scheduling) [Sudheer]

- ❑ Summarize results and identify key needs associated with employee sentiment of “new normal” [Manpreet]
- ❑ Identify and obtain key training resources and technology tools for organizational growth in “new normal” [Robert / Swati]
- ❑ Implement an employee portal for resources to increase team and operational efficiencies [Swati]
- ❑ Establish a forum to collaborate with teams looking to reinvent their work processes [Robert]
- ❑ Develop and execute an on-boarding plan for re-connecting employees to the City’s shared mission [Nick]

# Proposed Governance

## Scrum Teams (2 Week Sprint Cycle)

### Safe Workplaces

- Joe Gregory
- Eric Fortes
- Walter Lin
- Kevin Lee
- Richard Ramirez
- Sudheer Vangati
- Regina Maurantonio

### Employee Health + Wellness

- Emily Hendon
- Damiana Garcia
- Juanita Ortiz-Irwin
- Kirstin Belrose
- KC Moore*
- Alvin Galang*

### Drive to Digital

- Jerry Driessen
- Erica Garaffo
- Sudheer Vangati
- Swati Ganesh
- Marcelo Peredo*
- Krishna Mallina*

### Effective Virtual Teams

- Robert Hernandez
- Swati Ganesh
- Manpreet Sra
- Christi Salinas
- Keith Lewis
- Nick Hedrick
- Katherine Estrada*

## Scrum of Scrums

(Meets Weekly)

- Kelli Parmley (Product Owner)
- Eric Fortes
- Walter Lin
- Emily Hendon
- Jerry Driessen
- Robert Hernandez
- Trevor Gould
- Christi Salinas

## Executive Team

(Meets Monthly)

- Jennifer Maguire (CMO Executive Sponsor)
- Kip Harkness (EOC Director Sponsor)
- Jennifer Schembri
- Rob Lloyd
- Angel Rios
- Lee Wilcox
- Jim Shannon

# Powered by People 2.0

Objectives

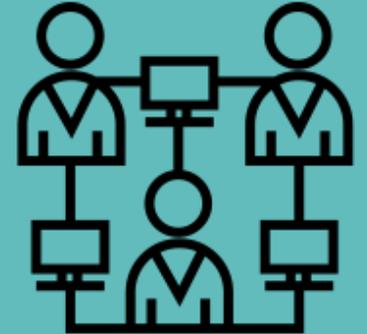
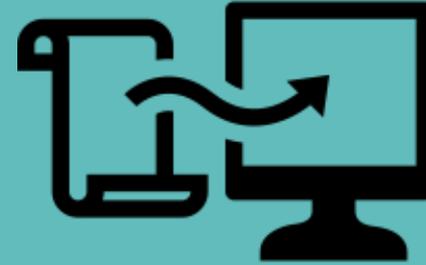
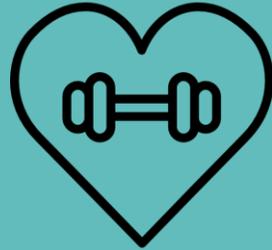
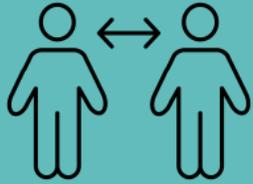
Safe  
Workplace

Employee Health &  
Wellness

Drive to  
Digital

Effective Virtual  
Teams

Initiatives



# Preview – Updates Later in August:

- Food Distribution
- Community and Economic Recovery
- Development Services
- Digital Inclusion
- Domestic Violence
- Homelessness and BeautifySJ
- Community Engagement
- Fiscal Recovery
- Federal and State Legislation
- Community and Business Safety and Compliance
- Planning for Future Emergencies

# COVID-19 Response & Recovery Principles



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in Action**



**Open, Candid,  
and Direct**



**One  
Team**

