



# Memorandum

**TO:** HONORABLE MAYOR  
AND CITY COUNCIL

**FROM:** Kip Harkness

**SUBJECT:** SEE BELOW

**DATE:** February 24, 2021

Approved

Date

**2/24/2021**

## REPLACEMENT

**SUBJECT: SPECIAL MEETING OF THE CITY COUNCIL ON THE CITY  
ROADMAP – FROM COVID TO RECOVERY**

## REASON FOR REPLACEMENT

The purpose of this replacement memorandum is to correct minor oversights in Appendix D, Appendix F, and Attachment B.

## RECOMMENDATION

- (a) Accept the report on the implementation of the Fiscal Year 2020-2021 City Roadmap to, among other things:
  - (1) Develop a common understanding of the City Roadmap as a prioritization framework for change initiatives; and
  - (2) Discuss why the City Roadmap is needed at this moment in time.
- (b) Provide feedback for initiatives on the Fiscal Year 2021-2022 City Roadmap to be considered as input for the budget process.

## OUTCOME

The Mayor and Councilmembers will develop a common understanding of the City Roadmap as the framework for prioritization of change initiatives. Staff will articulate why the City Roadmap is needed at this moment in time. In addition, the Mayor and Councilmembers will provide guidance for initiatives on the Fiscal Year (FY) 2021-2022 City Roadmap to be considered as input for the budget process.

## **EXECUTIVE SUMMARY**

Under the intersection and interaction of multiple disasters in 2020 and 2021, the City of San José (City) is at a crossroads, which requires an innovative, inclusive, and transparent approach to prioritizing scarce resources to move our community's recovery forward. The recommended actions in this memo will enable the City to prioritize its most critical change initiatives for FY 2021-2022. The following memorandum:

- Characterizes where the City is at with respect to COVID Response and Recovery;
- Outlines the City Roadmap as a tool for prioritizing change initiatives;
- Distinguishes change initiatives (City Roadmap) from business as usual (City Services);
- Provides an update on FY 2020-2021 City Roadmap initiatives;
- Describes the prioritization process through which the Mayor and Councilmembers will engage; and
- Proposes a path forward for implementation, performance, and accountability.

## **BACKGROUND**

A disaster is defined as a serious functional disturbance of a community involving widespread human, material, economic, and environmental losses that exceed the ability of the affected community to cope using its own resources. For the City of San José, the year 2020 was characterized by the intersection and interaction of multiple disasters any one of which would have been a challenge. 2020 saw us responding to a deadly pandemic, an economic crisis, structural racism, civil unrest, power shutoffs, flood threats, and widespread wildfires. The City responded to these waves of crisis with an early and large mobilization of the City's Emergency Operations Center (EOC) and standing-up a range of new services such as feeding, emergency housing, deployment of internet hotspots, creating safe learning pods, and providing relief to individuals and small businesses. This response has stretched an already lean City workforce beyond its own resources and ability to sustain service levels, continue to respond to community COVID-19 response needs, and address other priorities that will have impacts on our long-term future.

If 2020 was our 'Year of COVID Response,' then 2021 must be the beginning of our 'Year of Recovery.'

The City is at a crossroads, which requires an innovative, inclusive, and transparent approach to articulate and align on how to best deploy scarce resources to move our community's recovery forward. This moment is not one of establishing a balance between everything we know is important. This moment is not one of being holistic and trying to move everything forward at once. Instead, this moment is about trajectory. This moment is one of making difficult decisions so that we might set our community on the path towards healing. In order to be successful, we must set aside the myriad of interesting things we might do in order to prioritize the vital few

initiatives that must happen in the next year to move the City of San José toward our vision of long-term recovery.

Over the last year, the City has collectively taken crucial, small steps towards this level of prioritization and strategic planning.

On February 25, 2020, City Council held its 2020-2021 Council Policy Priority Setting session, adding and ranking new priority initiatives. The Council considered nominations to add to the 2020-2021 Council Policy Priority List. The outcome was a list of 22 policies prioritized for work during Fiscal Year (FY) 2020-2021.

On February 26, 2020, the Administration hosted a City Roadmap workshop with department directors to create the first prototype of an Enterprise Priorities Roadmap. The workshop took the top 100 change initiatives from departments, applied an Agile Methodology called “Weighted Shortest Job First” to prioritize initiatives based on four (4) attributes (defined in Appendix A): Community Value, Opportunity Enablement/Risk Mitigation, Time Criticality, and Job Duration/Effort. The outcome was a list of 68 highest priority initiatives mapped onto the City Manager’s Enterprise Priorities – our first draft of an internal Enterprise Priorities Roadmap.

On March 16, 2020, as part our COVID-19 pandemic emergency response, the Administration created the first EOC COVID-19 Response Roadmap focused on “Slowing and reducing the spread of COVID-19 and supporting our most at-risk communities.” This roadmap identified 13 highest priority initiatives under four (4) themes that have guided response work for the last year:

- Compliance with Public Health Orders;
- Continuity of Essential City Services;
- Support for At-Risk Communities and Populations; and
- Powered by People – Support our people so they can act.

All of the work of the EOC, representing at peak 750+ individuals and to date over \$307 million in dedicated funds, has been guided by this roadmap. The EOC COVID-19 Response Roadmap has been invaluable in focusing our work on the most important efforts and being able to say “not yet,” to other competing priorities.

In October 2020, Administration recognized the need to merge these three (3) sets of priorities into a unified framework. The goal was to paint a holistic picture of the City’s overarching priorities and to use it to focus leadership and guide decision-making and budgeting in a scarce resource environment. By leveraging the same Agile Methodology, the City Manager and Leadership team scored the 103 initiatives combined from i) Council Policy Priorities, ii) Enterprise Priorities Roadmap, and iii) EOC COVID-19 Response Roadmap across the same four (4) attributes of 1) Community Value, 2) Opportunity Enablement/Risk Mitigation, 3) Time Criticality, and 4) Job Duration/Effort. The outcome was a merged set of 45 priority initiatives – our prototype FY 2020-2021 City Roadmap.

On November 17, 2020, City Council received a presentation on the next iteration of the FY 2020-2021 City Roadmap. The Administration presented this roadmap as the priorities for the remaining Fiscal Year to focus on through June 30, 2021. The presentation also outlined the relationship between the City Roadmap (change initiatives) and the delivery of normal City Services (business as usual). The change initiatives that make up the City Roadmap are importantly distinct from normal City Services in that they represent significant new policies, strategies, or projects that are not traditionally or routinely delivered by the City.

On October 20, 2020, City Council received a presentation update on the impacts of COVID-19 on City Services. The presentation documented the status of City services from the March 17, 2020 shelter-in-place and the continuation, re-opening, expansion, or suspension of those services through October 2020. From the first half-year of our response the main takeaways for City Services were:

- 42% of the City's 265 services continued at 100%, uninterrupted, remotely, or in the field with increased protective measures;
- 24% of the City's 265 services were fully brought back to 100% operation;
- 21% of the City's 265 services were operating below 75% operation;
- 8% of the City's 265 services were suspended (due to risks involving in-person staff and public safety); and
- 5% of the City's 265 services were newly added for COVID-19 response, many for the first time.

The lessons learned for City Service Delivery from shelter-in-place through October 20, 2020 included:

- The vital importance of a continued focus on the safety of employees and the public;
- While no City services were formally eliminated, departments experienced resource constraints from budget reductions;
- Doing 'business as usual' was more complex and difficult;
- EOC response had engaged the City in delivering services we had never done before; and
- Departments had fewer people, especially leadership due to extensive and persistent deployments to the EOC.

At the time of this presentation on October 20, 2020, at least 381 City staff were deployed to the EOC, including 107 leadership staff and 274 support staff. In particular, this level of staff deployment to the EOC constrained leadership capacity back in departments, which were trying to deliver business as usual while also trying to move change initiatives forward. This leadership capacity constraint continues to this moment in time.

During the same time frame in addition to the added services directly related to response and the work of the EOC, the Office of Racial Equity was established and a police reform work plan initiated. These important initiatives and related items were also added to the City Roadmap.

On December 18, 2020, the City Manager distributed a ‘2021-2022 Operating Budget Development Planning’ memorandum, which provided direction to departments to develop budget proposal submittals considering 1) Equity (using the Budgeting for Equity Worksheet coordinated with the Office of Racial Equity) in combination with 2) Initiatives identified in the City Roadmap. Throughout the pandemic, the City has prioritized its response activities to assist those most vulnerable and those most impacted, both from a public health and economic perspective. This approach will continue. The Office of Racial Equity will use the Budgeting for Equity Worksheet responses for City Roadmap initiatives to understand and inform gaps and opportunities for the City to accomplish its equity goals. The Budget Office will consider the FY 2021-2022 City Roadmap resulting from this February 25, 2021 Special Meeting of the City Council to inform and prioritize resource allocation, as part of the 2021-2022 Proposed Budget to accomplish the critical initiatives on the City Roadmap.

All of these individual events and actions bring our community today to a crossroads. We are at a crossroads between a dangerous set of COVID-19 variants and the resilient hope of a vaccination rollout. We are between the devastating community impacts of a pandemic and the deeply felt need for community healing. We are between Response and Recovery.

This City Roadmap Special Meeting asks of ourselves:

*“How might we use the prioritization framework of a roadmap to better align our resources to tackle the most urgent and highest priority issues and opportunities facing our City as we move from Response to Recovery?”*

## **ANALYSIS**

The City Roadmap lays out the vital few change initiatives consisting of: Policies setting new direction, Strategies to guide implementation of new policies, and Projects that are the actual on-the-ground implementation and scaling of policies and strategies. These three types of change initiatives are organized into the eight (8) City Manager’s Enterprise Priorities of:

- Emergency Management and Preparedness;
- Creating Housing and Preventing Homelessness;
- Safe, Vibrant, and Inclusive Neighborhoods and Public Life;
- The Future of Downtown;
- Building the San José of Tomorrow: Private Development Services;
- Smart, Sustainable, and Reliable City: 21<sup>st</sup> Century Infrastructure;
- Strategic Fiscal Positioning and Resource Deployment; and
- Powered by People.

Taken together the City Roadmap represents the prioritized change initiatives that are the focus of City leadership and resources beyond business-as-usual service delivery. The City Roadmap is the list of changes to which the City says “Yes!”. By implication, change initiatives not on the roadmap must take a back seat and we may have to say “not yet.”

The principles behind the creation of the City Roadmap process include:

- Helping the City clarify its priorities;
- Designing a transparent arena for input and deliberation;
- Aligning with the budget process as a strategic planning mechanism; and
- Integrating an equity-based approach to decision-making.

***The FY 2020-2021 City Roadmap: Our COVID-19 Response Year***

The current, FY 2020-2021 City Roadmap merged together 22 Council Policy Priorities, 68 Enterprise Priorities (projects, strategies, and policies), and 13 Emergency Operations Center COVID-19 Response priorities. The resulting roadmap prioritized 45 initiatives to better align City resources to tackle the most urgent and highest priorities facing the City during the emergency period and its aftermath. The resulting roadmap also deprioritized the remaining initiatives for reconsideration as part of the Backlog in FY 2021-2022.

Of the initiatives currently on the FY 2020-2021 City Roadmap, 9 initiatives will be sufficiently completed by June 30, 2021 and do not need to be included on the City Roadmap in FY 2021-2022. These initiatives are:

- Affordable Housing Siting Policy;
- Bargaining Unit Contract Negotiations;
- Digital Privacy Policy;
- Diridon Station Area Plan;
- Electronic Billboard Policy;
- Envision 2040 General Plan Review;
- Eviction Prevention Advocacy;
- Smoke-Free Multi-Family Housing Policy; and
- Update Urban Design Guidelines Policy.

An initiative considered “complete” and recommended to be removed from the City Roadmap does not necessarily mean that the Administration’s work on the initiative is complete. Instead, it means that the work is sufficiently completed and the remaining work is able to be absorbed by the organization and that leadership capacity thus freed-up can be applied to other things.

Initiatives currently on the FY 2020-2021 City Roadmap that will not be sufficiently completed by June 30, 2021 are recommended by City staff to continue on to the FY 2021-22 City Roadmap. The workshop design for this Special Meeting allows City Council to affirm these

initiatives to continue on; it also allows City Council a mechanism to explicitly de-prioritize these continuing initiatives to the Backlog. The Backlog is made up of citywide initiatives to which the City was not able to prioritize in the past year as well as “yellow light” items referred to Policy and Priority Setting.

***The FY 2021-2022 City Roadmap: Our Recovery Year***

This Special Meeting is designed to provide a forum for Council discussion and feedback related to change initiatives that should be considered for inclusion on the FY 2021-2022 City Roadmap. This session will include a discussion of past and potential Council Policy Priorities and takes the place of the usual stand-alone meeting on that topic. The format of the Special Meeting will include a workshop design based on the principles of Agile Methodology and Participatory Budgeting – two approaches long used in the City of San José. Using Agile and Participatory Budgeting allows the City to be more innovative, inclusive, and transparent in how the City prioritizes its work and allocates its resources.

Given the enormous task of continued response and initiating a successful recovery and a challenging resource environment facing the City of San José, this prioritization process is more needed than ever. The workshop design utilized in this February 25, 2021 Special Meeting will guide the City Council through a process to help City Council, the Administration, and the Public understand and align on the path forward for Recovery.

The creation of the FY 2021-2022 City Roadmap is aligned with the budget process and budgeting for equity process to evaluate resource trade-offs and impacts. The resulting City Roadmap will be evaluated for opportunities and gaps to better accomplish the City’s equity goals in partnership with the Office of Racial Equity. The City Roadmap team and the Office of Racial Equity will partner to integrate an equity approach into the initiatives on the City Roadmap including understanding: “Who benefits?” and “Who is burdened?” Centering questions of race and equity in budgeting will help San José take a meaningful, intentional step towards improving the conditions of well-being for the people most impacted by structural racism, the pandemic, and the struggling economy.

It is important to note that the list of initiatives represents only the most complex and cross-departmental of all City project, strategy, and policy work. Individual City departments are involved with, and bring forward, initiatives to Council from several sources, including:

- Committee Work Plans;
- Committee Referrals;
- Council Agenda Actions;
- Rules Committee Actions;
- Legislative Action;
- Audit Recommendations;
- Budget Process;
- Regulatory Requirements;
- Department Work Plans;
- Department Roadmap; and
- Implementation of Best Practices/Industry Standard.

The inputs to the workshop consist of initiatives collected from City Council and Administration for consideration to add to the FY 2021-2022 City Roadmap, including:

- Draft FY 2021-2022 City Roadmap Initiatives (Table 1 in Appendix B);
- Remaining unfinished FY 2020-2021 Council Policy Priorities (Table 2 in Appendix C);
- New proposed FY 2021-2022 Council Policy Priorities (Table 3 in Appendix D);
- Referrals of potential new Policy items from FY 2020-2021 Rules Committee Reviews, Recommendations, and Approvals (Table 4 in Appendix E); and
- Backlog of deprioritized items not placed on the Roadmap FY 2020-2021 Enterprise Priorities (Table 5 in Appendix F).

Note: Columns labeled “Effort” will be used and defined in the “*Workshop Design and Instructions*” section below.

### ***Workshop Design and Instructions***

The workshop component of the City Roadmap Special Meeting will utilize a process rooted in Agile Methodology and Participatory Budgeting. The process is derived from approaches used in technology to drive product development and is adapted for the public sector and local government context. The Roadmap creation process allows for an innovative, inclusive, and transparent approach to priority setting.

The Mayor and Councilmembers will each be given 31 points representing the effort and leadership capacity that is available in the City to drive change initiatives. In a series of rounds, they will allocate these points to the initiatives which they would like to be “On the Roadmap.” Initiatives have different costs based on ‘Effort,’ which is defined as leadership capacity, complexity, and job duration for implementing the initiative in FY 2021-2022. The ‘Effort’ costs are labeled for each initiative in Table 1 (in Appendix B), Table 2 (in Appendix C), Table 3 (in Appendix D), Table 4 (in Appendix E), and Table 5 (in Appendix F). All initiatives that are fully “purchased” will be considered on the FY 2021-2022 City Roadmap. Initiatives that are “partially purchased” or have no points allocated to them will remain in the Backlog for FY 2021-2022. The workshop design will consist of two (2) Rounds:

- (1) Round 1: Validation of Recommended Roadmap Initiatives
  - a. Points Investment by Mayor and Council<sup>1</sup>
  - b. Tabulation<sup>2</sup>
  - c. Round 1 Results, Advocacy, and Rebalancing
- (2) Round 2: Bringing Initiatives Out of the Backlog/Proposed New Priorities
  - a. Points Investment by Mayor and Council
  - b. Round 2 Results, Advocacy, and Rebalancing

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<sup>1</sup> This will take place prior to the Special Meeting, see Appendix G

<sup>2</sup> This will take place prior to the Special Meeting, see Appendix G



The facilitated Rounds will allow for discussion and advocacy about both existing priorities and proposed new priorities. The detailed investment process is described in Appendix G.

## **CONCLUSION**

A roadmap is a prioritization framework to better align and focus limited resources – including limited leadership capacity – to tackle the most urgent and highest priority issues facing the City. Council discussion and guidance will inform the budget process and staff’s approach to implementation and resource allocation for these highest priority change initiatives.

## **EVALUATION AND FOLLOW-UP**

### ***Operationalizing the FY 2021-2022 City Roadmap***

Implementation of the projects, strategies, and policies on the City Roadmap will be driven by the budget process, the emerging Equity Strategy, the use of frameworks such as Objectives as measured by Key Results (OKRs), and other appropriate performance metrics. The initiatives will be aligned to Council Committee work plans, as appropriate. Quarterly City Roadmap status reports will be provided to City Council for the overall City Roadmap and major updates to the roadmap, aligned to the mid-year budget review and annual budgeting process. Initiative drivers will provide rotating “deep dive” formal updates on scope, schedule, and impact to the City Manager’s Office.

### ***Community Engagement on FY 2021-2022 City Roadmap***

Many initiatives on the FY 2020-2021 City Roadmap have their own approaches to seeking community engagement and input (i.e., Google Development, Diridon Station Area Plan, Police Reforms Work Plan). The Administration will seek additional community engagement and input on the FY 2021-2022 City Roadmap after this Special Meeting through the budget process. Community Budget Meetings will occur in May 2021 to seek community feedback after the release of the 2021-2022 Proposed Budget.

## **CLIMATE SMART SAN JOSE**

The recommendation in this memo aligns with one or more 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 Special Meeting to be held on February 25, 2021.

HONORABLE MAYOR AND CITY COUNCIL

February 24, 2021

**Subject: Special Meeting of the City Council on the City Roadmap**

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### **COORDINATION**

This memorandum, related documents, and resolutions were prepared in coordination with the City Manager's Office of Civic Innovation, Human Resources, the City Manager's Budget Office, and the City Attorney's Office.

### **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/  
KIP HARKNESS  
Deputy City Manager

For questions, please contact Dolan Beckel, Director of Civic Innovation, at [dolan.beckel@sanjoseca.gov](mailto:dolan.beckel@sanjoseca.gov) or (408) 745-9696.

**Attachment A:** Draft FY 2021-2022 City Roadmap Initiative Descriptions

**Attachment B:** FY 2021-2022 Backlog Initiatives and New Policy Descriptions

**Attachment C:** Draft FY 2021-2022 City Roadmap

**Attachment D:** FY 2020-2021 City Roadmap (current Roadmap being executed will not be revisited or revised in the City Roadmap Special Meeting)

## Appendix A

Agile Methodology “Weighted Shortest Job First” Attribute Definitions:

- **Community Value:** How equitable is the initiative? Who is being served? Who is providing the service? What zip codes? What is the relative value to the community and how does it contribute? What is the community impact of this project? What is the magnitude of impact/change, number of people impacted, and change to the efficiency or effectiveness of service?
- **Opportunity Enablement/Risk Mitigation:** Would failure open the community up to risk for human, material, economic, or environmental losses? Does this serve an at-risk population? What is the risk within certain zip codes in the City? How reimbursable is this? Does this bring in tax revenue? Does this initiative pave the way for others who need this to come first? How likely is not completing the initiative to cause litigation against the organization?
- **Time Criticality:** What is the current impact on the community if we do not complete the initiative? How important is it that this initiative gets done quickly? Is there a fixed deadline? How susceptible is the community to impacts? Does the initiative lose value over time? Will they wait for us or move to another solution? Is there another solution to move on to?
- **Job Duration/Effort:** How long will the initiative take to execute? How complex and how many unknowns does the initiative have? How many dependencies are outside of our control? How controversial is the initiative? How much leadership capacity and effort will this take?

## Appendix B

**Table 1. Draft FY 2021-2022 City Roadmap Initiatives\* (CR)**

No.	Initiative Name (in alphabetical order)	Type	Effort
CR1	Align Zoning with General Plan	Project	3
CR2	BART + High-Speed Rail Strategy	Strategy	21
CR3	Child Care Learning Pods (Community + Economic Recovery)	Project	8
CR4	Climate Smart American Cities Climate Challenge	Project	21
CR5	Development Services Transformation	Project	8
CR6	Digital Equity (Community + Economic Recovery)	Project	5
CR7	Electrical Service for Major Development	Project	13
CR8	Emergency Housing Construction + Operations	Project	13
CR9	Encampment Waste Pick-Up BeautifySJ	Project	13
CR10	Equity Strategy Development	Strategy	8
CR11	Food + Necessities Distribution (Community + Economic Recovery)	Project	13
CR12	Google Development	Project	13
CR13	Increase in San José Airport (SJC) Air Passenger Levels	Strategy	21
CR14	Lowering PG&E Above Market Costs for Clean Energy	Strategy	13
CR15	Major Real Estate Development Projects	Project	8
CR16	Neighborhood Services Access Strategy	Strategy	5
CR17	North San José Strategy	Strategy	21
CR18	Pavement, Fire, EOC, Transit Capital Improvements	Project	5
CR19	Police Reforms Work Plan	Project	21
CR20	Re-Employment + Workforce Development (Community + Economic Recovery)	Project	13
CR21	Regional Wastewater Facility Capital Improvements	Project	5
CR22	Rental Assistance (Community + Economic Recovery)	Project	13
CR23	San José 311 + Service Delivery	Project	8
CR24	Sheltering + Enhanced Encampment Services	Project	21
CR25	Small Business Recovery (Community + Economic Recovery)	Project	13
CR26	Soft-Story Building Earthquake Retrofit Policy	Policy	3
CR27	Vaccination Taskforce	Project	13
CR28	Vision Zero Traffic Safety	Project	8

\*Note that initiatives within the Foundation Enterprise Priorities (Strategic Fiscal Positioning + Resource Deployment; Powered by People) are not listed and will not be considered during the Special Meeting.

Note: Columns labeled “Effort” are used and defined in the “*Workshop Design and Instructions*” section.

## Appendix C

**Table 2. Remaining Unfinished FY 2020-2021 Council Policy Priorities (CP)**

No.	Initiative Name (in priority order from Feb 25, 2020 session)*	Effort
CP1	Local Hiring/Local Business/Apprentice Utilization Program	6
CP4	Downtown and/or Citywide Parks Operations and Maintenance Financing District	6
CP7	Review of Cannabis Land Use and Regulatory Provisions (Combined)	6
CP8	Universal Development Fee & Impact Fee Deferred Payment Program for Housing	6
CP9	Cannabis: Equity Applicant Program	6
CP11	Anti-Displacement Preference Ordinance	6
CP13	Update Council Policy 5-6, Traffic Calming Policy for Residential Neighborhoods	6
CP14	Citywide Transit First Policy Framework	6
CP15	Public Safety Power Shutoffs: Making San José Grid Resilient, Item 5b (bond financing)	6
CP16	Update the Council's Wage Theft Prevention Policy	6
CP17	Downtown Zoning Code Update	6
CP19	Explore Procurement of a Polypropylene Plastic Purification Plant	6
CP20	Private Percent for Art	6
CP22	Single-Use Plastic Ban	6

\*Note that numbering follows the sequence of prioritization set during February 25, 2020 Council Policy Priority Setting Session; this list excludes completed policies and policies already continuing onto the FY 2021-2022 City Roadmap which is why numbering is not necessarily sequential.

Note: Columns labeled “Effort” are used and defined in the “*Workshop Design and Instructions*” section.

## Appendix D

**Table 3. New Proposed FY 2021-22 Council Policy Priorities (NP)**

No.	Initiative Name (in alphabetical order)	Effort	Source
NP1	Advance the Airport - Diridon - Stevens Creek Connector	6	Mayor
NP2	Affordable Housing Construction Policy on City-Owned Land	6	D9
NP3	Al Fresco Forever Policy	6	D6
NP4	Analysis of Raising Minimum Wage	6	D5
NP5	Boost San José's Retail Sector	6	D1
NP6	Build Back Better Initiative	6	D2
NP7	Citywide Goals and Key Performance Indicator (KPI) Dashboard	6	D10
NP8	Convene a Citywide COVID-19 Recovery Task Force	6	D3
NP9	Creation of a San José Public Health Officer	6	D3
NP10	Encampment Management Strategy	6	D10
NP11	Energy Efficiency Through Retrofitting	6	D4
NP12	Longevity + Health Equity Policy	6	D6
NP13	Modernizing Traffic Signals City-Wide	6	D4
NP14	Police Staffing	6	D7
NP15	Resilience Corps	6	Mayor
NP16	San José Surveillance Ordinance	6	D2
NP17	Sexual Assault Bill of Rights	6	D8
NP18	Staffing Analysis	6	D7
NP19	Strategic Alignment of Youth Development Programs	6	D8
NP20	Unhoused Resident Safe Relocation Policy	6	D9
NP21	Universal Preschool Policy	6	D5

Note: Columns labeled “Effort” are used and defined in the “*Workshop Design and Instructions*” section.

## Appendix E

**Table 4. Referrals of Potential New Policy FY 2020-21 Rules Committee Reviews, Recommendations, and Approvals (RR)**

No.	Initiative Name (in alphabetical order)	Effort
RR1	Cut the Commute Pledge	6
RR2	Existing Homeless Shelter Expansion in Industrial Zones	6
RR3	Medical Marijuana Business Tax Exemption	6
RR4	Offering Wage Advances and Micro Loans to City Employees Through FinTech Services	6
RR5	Urban Greening Implementation Plan (items 1, 2, 3)	6

Note: Columns labeled “Effort” are used and defined in the “*Workshop Design and Instructions*” section.

## Appendix F

**Table 5. Backlog of Deprioritized Items not Placed on the Roadmap FY 2020-21 Enterprise Priorities (EP)**

No.	Initiative Name (in alphabetical order)	Effort
EP1	Airport Pre-Cursor Projects	6
EP2	Digital Privacy Policy Implementation	6
EP3	Moderate Income Housing Plan	6
EP4	Monterey Corridor Working Group <sup>3</sup>	6
EP5	Property Transfer Tax Policy	6
EP6	Remove, Redistribute Food from Solid Waste / Improve Recycling	6
EP7	Update Ellis Act Ordinance	6

Note: Columns labeled “Effort” are used and defined in the “*Workshop Design and Instructions*” section.

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<sup>3</sup> Monterey Corridor Working Group to resume when health orders are lifted



## Appendix G

### Detailed Investment Process

#### (1) Round 1: Continuing Current City Roadmap Initiatives

- a. Mayor and Councilmember Point Investment (this step will take place individually prior to the Special Meeting)
  - The Mayor and Councilmembers will be provided a form where they can allocate points to current City Roadmap initiatives (Table 1)
  - The Mayor and Councilmembers will each have 31 points to allocate towards initiatives currently on the City Roadmap
  - The Mayor and Councilmembers may reserve any number of points for Round 2
- b. Tabulation (this step will take place prior to the Special Meeting)
  - Points will be aggregated, and the resulting investments displayed
- c. Round 1 Results, Advocacy, and Rebalancing (this step will take place during the Special Meeting)
  - Initiatives receiving full points will be considered “purchased” and “On the Roadmap”
  - Initiatives receiving more than full points will be considered “purchased” and “On the Roadmap” and the extra points will be returned evenly to the Mayor and Councilmembers who allocated points to that initiative; Councilmember may advocate for initiatives with remaining balances (not fully purchased) and Councilmembers may allocate points for these initiatives until they are fully purchased
  - Any initiatives with remaining balances that no Councilmember wishes to allocate more point towards will be moved in the Backlog” with any points being returned to the Councilmember who allocated the points

#### (2) Round 2: Bringing Initiatives Out of the Backlog /Proposed New Priorities

- a. Mayor and Councilmember Points Investment (this step will take place during the Special Meeting)
  - Starting with the Mayor or Councilmember with the most remaining points, the Mayor and Councilmembers will allocate points to Backlog initiatives (Table 2, Table 3, Table 4, and Table 5)
  - The Mayor or Councilmembers may advocate to others to fully purchase Backlog initiatives
  - Initiatives fully purchased in Round 2 will be considered “On the Roadmap”
  - Initiatives not fully purchased in Round 2 will remain in the Backlog
  - All Backlog initiatives are six (6) points and require one (1) point each from six (6) individuals in order to be fully purchased
- b. Round 2 Results, Advocacy, and Rebalancing (this step will take place during the Special Meeting)
  - Initiatives receiving full points will be considered purchased and “On the Roadmap”
  - The Mayor and Councilmember may advocate for initiatives with remaining balances (not fully purchased) and Councilmembers may allocate points for these initiatives until they are fully purchased

- Any initiatives with remaining balances that neither the Mayor nor Councilmembers wish to allocate more point towards will be moved into the “Backlog”
- Any points allocated to initiatives that are not fully purchased will be forfeit