

# Memorandum

**TO:** HONORABLE MAYOR  
AND CITY COUNCIL

**FROM:** Kip Harkness

**SUBJECT:** SEE BELOW

**DATE:** February 23, 2021

Approved



Date

**2/23/2021**

## SUPPLEMENTAL

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

## REASON FOR SUPPLEMENTAL

The purpose of this supplemental memorandum is to:

1. Provide full descriptions for new Council Policy Priorities submitted by the Mayor and Councilmembers for consideration during the February 25, 2021 Special Meeting; and
2. Provide a status update on FY 2020-2021 Policy Priorities, in particular, Council Policy Priority #12 “Flavored Tobacco and E-Cigarettes, Items 1, 2, and 3/ Protecting Our Youth from the E-Cigarette Epidemic” which will be sufficiently completed by the end of FY 2020-2021, and therefore does not need to appear on the Draft Roadmap for FY 2021-2022.

## ANALYSIS

### *Full Descriptions on New FY 2021-2022 Council Policy Priorities*

The Mayor and Councilmembers were allowed the opportunity to submit two (2) new Council Policy Priorities to be considered during the February 25, 2021 Special Meeting. These proposed policies and the full descriptions can be found in Appendix A. As a correction, the Mayor’s proposed Resilience Corps is focused on creating opportunities for young adults aged 18-24, not youth below 18 as the original summary language implied.

*Status Update on FY 2020-2021 Council Policy Priorities*

The 22 total policy priorities adopted on February 25, 2020 to the FY 2020-2021 Council Policy Priorities have been substantially impacted by the City's COVID-19 response efforts. As such, a brief status update regarding these policy priorities can be found in Appendix B. The February 25, 2021 City Roadmap Special Meeting involves guidance for Fiscal Year (FY) 2021-2022 City Roadmap initiatives. It does not include the opportunity to revisit or revise the current FY 2020-2021 City Roadmap priorities, among which Council Policy Priority #12, Flavored Tobacco and E-Cigarettes policy, is included. The ordinance/policy work will be taken to Council by June 2021, and thus will be determined to be sufficiently completed. Therefore, it does not need to appear on the Draft Roadmap for FY 2021-2022. If the Council adopts the policy and directs staff to proceed with implementation, then that work can continue as part of departmental work plans without it needing to be included on the City Roadmap.

**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. The City Roadmap is an emerging prioritization process within the City of San José to deploy scarce resources to move our community's vision for long-term recovery forward.

/s/

KIP HARKNESS

Deputy City Manager

For questions on Full Descriptions of New FY 2021-2022 Council Policy Priorities, please contact Dolan Beckel, Director of Civic Innovation, at [dolan.beckel@sanjoseca.gov](mailto:dolan.beckel@sanjoseca.gov) or (408) 745-9696.

For questions on Council Policy Priority #12, please contact Rosalynn Hughey, Director of Planning, Building and Code Enforcement, at [Rosalynn.Hughey@sanjoseca.gov](mailto:Rosalynn.Hughey@sanjoseca.gov).

## **Appendix A**

### **NP1. Advance the Airport – Diridon – Steven Creek Connector**

#### **Proposer: Mayor**

Advance the Airport - Diridon - Stevens Creek Connector to link key infrastructure assets (SJC and Diridon) in San Jose, and neighboring communities. Allocate staff resources -- and if needed consultant support -- for preliminary project work, such as required staff work to assess private, P3 or public option; project scoping and review; possible RFP development, and necessary project approvals.

### **NP2. Affordable Housing Construction Policy on City-Owned Land**

#### **Proposer: D9**

Finding ideal land to build affordable housing is one of the greatest bottlenecks preventing our city from building an adequate amount of affordable housing. The city can and should allow and incentivize affordable housing to be placed on city owned land. This action could potentially help foster the building of affordable housing on top of or nearby, but not limited to our parking lots/garages, libraries, community centers, fire and/or police stations.

### **NP3. Alfresco Forever**

#### **Proposer: D6**

Make the Al Fresco ordinance permanent in the City of San Jose. The road to economic recovery for retail and restaurants will be long; allowing patrons to enjoy our great outdoor weather while shopping and dining, along with expanded capacity for these establishments, will help attract customers and hasten our city's financial recovery.

### **NP4. Analysis of Raising Minimum Wage**

#### **Proposer: D5**

If Biden's administration follows through with raising the federal minimum wage to \$15, the City of San Jose should reconvene our regional task force addressing wages and engage in conversations to follow neighboring cities that have already raised their minimum wage beyond \$15 an hour.

### **NP5. Boost San José's Retail Sector**

#### **Proposer: D1**

Enhance support for new and existing small retailers to help keep San Jose's retail corridors occupied and backfill vacancies. Create an internal response team as small businesses look to open focused on streamlining occupancy that includes resources from PBCE, OED, Finance and representatives from Neighborhood Business Districts. Develop a robust Shop San Jose Initiative to promote the spending of consumer dollars at SJ businesses, including local, small, and minority-owned businesses.

**NP6. Build Back Better Initiative****Proposer: D2**

Throughout the pandemic the City of San Jose has been forced to adopt new policies, programs and regulations in order to continue service operations, support residents and protect employees. We have shown innovation and flexibility in accommodating for virtual meetings, creating the Al'Fresco program, drive through food distribution, access to hot spots and tech devices, proactive parking enforcement, hygiene support at encampments, support for small businesses etc... As we hopefully near the end of this pandemic each department should evaluate these policies and programs to determine which have benefits that should be continued indefinitely post-pandemic.

**NP7. Citywide Goals and Key Performance Indicator (KPI) Dashboard****Proposer: D10**

Include, as a priority nomination for the 2021-2022 City Roadmap, the development of a publicly accessible dashboard that reflects the City Manager's top citywide goals ("Enterprise Priorities") and associated key performance indicators (KPIs), updated at least monthly and reported to City Council on a quarterly basis, thereby enabling:

1. San José residents to easily understand their city government's top goals, which should reflect our collective values and agreed upon equitable allocation of limited resources, and the City's performance relative to achieving the outcomes we have agreed matter most to our community.
2. The City to adopt a culture of focused and continual performance management: setting measurable, attainable goals based on community need and peer city benchmarks; consistent measurement of performance and analysis of gaps; ongoing iteration, experimentation and learning that represents our best current understanding of how to achieve our goals.

**NP8. Convene a Citywide COVID-19 Recovery Task Force****Proposer: D3**

Utilizing the Greater Downtown San José Economic Recovery Task Force and the Health & Racial Equity Task Force as models, create and staff a citywide, cross-sector, community-based Task Force that would provide recommendations to the City Council on matters of COVID-19 economic and social recovery. The Task Force should be convened for no more than a year.

**NP9. Creation of a San José Public Health Officer****Proposer: D3**

The administration would study and put forth recommendations to legally create the position of a San José Public Health Officer, independent from all other jurisdictions. The Officer would inclusively and equitably preserve and protect the City's public health. The cities of Pasadena, Long Beach, Berkeley and Vernon have their own City Public Health Officer and can be considered as examples.

## **NP10. Encampment Management Strategy**

### **Proposer: D10**

Include, as a priority nomination for the 2021-2022 City Roadmap, dedicated staff resources for the exploration of a comprehensive encampment management strategy – following examination of other municipalities such as Oakland, which have recently adopted such plans– to be brought back to Council in the form of a report with recommendations for potential implementation after CDC guidelines related to encampment abatements are lifted, thereby initiating:

1. Greater protection of sensitive public spaces and community institutions, including creeks, schools, and daycare centers, while being sensitive to the voices and lived experience of unhoused residents and without criminalizing homelessness.
2. Greater investment in support services for our unhoused residents, including but not limited to basic hygienic services, trash removal, and social services.

## **NP11. Energy Efficiency Through Retrofitting**

### **Proposer: D4**

Put people to work and reduce our city's carbon footprint by retrofitting existing buildings to be more energy efficient. This may include both public and private buildings and be funded through grants, public/private partnerships, or other incentives.

## **NP12. Longevity + Health Equity**

### **Proposer: D6**

As we recover from the COVID-19 pandemic, we need to do our part as a City to improve health and longevity for all our residents by measuring city programs and actions through a lens of increasing health, health equity, and longevity. Build partnerships with local nonprofits and internally with cross-departmental communication and coordination to transform our built environments, create educational outreach to the community, and increase economic vitality to drive physical, mental, social, and professional well-being throughout our city, especially in the areas of the city that were hardest hit by COVID-19.

## **NP13. Modernizing Traffic Signals City-Wide**

### **Proposer: D4**

Modernize and standardize traffic signals to ensure traffic management functionalities can be controlled in a centralized fashion. This modernization would reduce emissions, improve the flow of traffic and potentially positively impact the response times of first responders.

## **NP14. Police Staffing**

### **Proposer: D7**

With only 954 Full Duty Sworn Officers as of June 30, 2020 ("Full Duty" refers to those officers who are "street ready" and able to perform all peace officer duties), the San Jose Police Department remains one of the most thinly staffed police forces for a major city. As we reimagine policing in our city, we need to look above and beyond patrols, and ensure that we have officers available for renewed community policing efforts, including walking beats, the Citizen's Police Academy, and Junior Crime Busters program.

While increasing the number of Police Academies to three per year has driven a net increase in officers, we face several challenges resulting in high attrition rates that undercut our efforts. The Department loses approximately 32% of its hired recruits before they successfully complete their Field Training. The rate of resignations has increased from 22 in 2016 to 55 in 2019. Additionally, over the next three years, the City estimates that 166 officers will retire, and the

past several years' data suggests that officers are now retiring slightly earlier than projected. Current staffing is budgeted for 1157 Sworn Officers, with 126 vacancies as of June 30, 2020. Hiring more will not address the whole problem. The total time required for a recruit to complete the academy and Field Training necessary to become street ready is between 12-14 months. The data informs us that it is not possible to solve our staffing shortage through hiring alone--we need to do more to retain our experienced officers.

Firstly, the City should gather formal data around why officers are leaving the Department to better identify and develop potential incentives.

In order to retain experienced officers, the city should explore a number of potential incentives including:

- An annual retention bonus that officers can earn for remaining on the Department for an additional year. This can be an ongoing incentive.
- Longevity pay. This can be a percentage of base pay, graduated up to incentivize officers to remain with the Department. Most agencies graduate this pay so that an officer receives a percentage increase at given intervals. With the surge of new officers, staff may consider beginning this at Year 5, then add steps at five year intervals in order to retain more experienced officers.
- Housing Assistance/Homebuyer Program. Housing affordability remains a significant recruitment barrier and retention obstacle, particularly for those officers or prospective officers looking to start families.
- Maintain/increase competitive compensation. Nationally we are in a hiring market for police officers, and departments around the country are offering significant pay bonuses for new recruits and laterals. Some lateral bonuses in the area are as high as \$30,000. We must remain competitive in order to prevent resignations.

As residents from Almaden Valley to Alviso are asking for more police service, our call response times for both Priority 1 and Priority 2 Calls for Service remain dismally below our 70% target.

Retaining more of our experienced officers will not only increase overall staffing for the Department, but will also ensure that we have a healthy mix of experience levels in our Police force as we build our force to the levels needed for a city of one million residents. A fully staffed and experienced police force will allow us to reimagine policing in our City while ensuring our law enforcement abilities, provide the levels of service to our residents that they should be able to expect of their Police Department, and allow us to look above and beyond patrols, enabling officers to be available for renewed community policing efforts, such as walking beats, the Citizen's Police Academy, and Junior Crime Busters program.

While the above recommendations all have associated costs, we must acknowledge that having an understaffed Police Department results in myriad long term costs to our City, whether sexual assaults, traffic enforcement, damage to property, or other harm from violent crime. When our law enforcement is spread too thin, both the City and our residents pay the price.

**NP15. Resilience Corps****Proposer: Mayor**

Leverage state and federal funding to create a 1-year jobs program for young adults, aged 18-24 residing in high-poverty, high-crime, and high-unemployment census tracts. Jobs would focus on immediate, labor-intensive work to improve community resilience by mitigating the impacts of two urgent crises, climate change and the pandemic.

**NP16. San José Surveillance Ordinance****Proposer: D2**

Create a surveillance technology vetting framework and civilian privacy advisory commission by incorporating the existing Privacy Advisory Task Force to serve as an advisory body and make recommendations to the City Council on matters of policy, acquisition and use of surveillance technology and data use, and best practices designed to ensure that any potential negative impacts from the use of ever more powerful technologies are mitigated to the extent possible, while allowing for the benefits from use of the technology.

**NP17. Sexual Assault Bill of Rights****Proposer: D8**

Review the City of San Jose's sexual assault policies and evaluate the City's implementation of the Survivors Bill of Rights (AB 1312, 2017) in partnership with community advocates for continued process improvements to meet the growing needs of survivors since the law passed.

**NP18. Staffing Analysis****Proposer: D7**

The City of San Jose is known for being one of the most thinly staffed major cities in the United States. According to the fiscal year 19-20 annual report on city services, San Jose budgets for 6.3 full time equivalent staff for every 1,000 residents- a lower per capita rate than any other major city in California. Every staff position included in our city's budget reflects our leadership's attempts to meet the service needs of our residents, and our city is already a lean operation in which every staff position counts. Despite our best efforts to increase staffing over pre-recession levels, today over 650 budgeted positions are vacant due to failure to recruit and retain employees. These vacancies have a profound impact on our ability to adequately provide resident-facing services such as Code Enforcement and Recreational workers. In addition, they have severe impacts on construction, thus on our ability to meet housing and job creation opportunities our residents need. For example, as of last year we had seven vacancies in Fire Inspection, and fourteen vacant recreation supervisor positions. With the impact of COVID, these vacancies have a direct impact on the health and safety of our residents, and our ability to prioritize our economic recovery. Current staff are stretched to their limit, filling multiple roles and facing burnout. Vacancies have been driven by large numbers of retirements, difficulties in recruitment once a vacancy is created, and turnover as qualified staff leave for employment in other cities. Our staffing shortage paradoxically impacts our ability to hire. Departments that handle recruitment and hiring are also struggling with staffing vacancies, creating further difficulties with filling city jobs. In a 2015 audit of hiring practices and retirement projections, the city found that 60% of staff would be retirement eligible by 2024, meaning this problem has the potential to grow in the coming years without preemptive action and effective planning to ensure that San Jose offers a competitive employment package for hard to fill positions.

In order to improve staffing levels, the city should perform market equity analyses of pay and benefits packages, to look at adjusting pay as necessary according to those findings, for classifications that fall into the following categories:

- An annual turnover rate exceeding 10%
- Repeat or continuous recruitments for the classification in the past two years
- A vacancy rate in excess of 10% in the classification citywide
- 25% or more of incumbents in the classification are currently retirement eligible

Reducing the staff churn by ensuring that salaries and benefits for hard-to-staff positions are competitive gives departments greater ability to follow through on the commitments to service delivery included in the adopted budget.

The initial market analyses can be performed either by existing staff or an outside contractor and implementation of the analyses may have a budget impact depending on results.

### **NP19. Strategic Alignment of Youth Development Programs**

#### **Proposer: D8**

Strategically align youth programs to shift systemic oppressive policies and programs to support youth as resources. Create an equitable shift of programs throughout departments, along with budget realignment, to produce coordinated social, career ready and educational outcomes for youth: This includes programs such as after school, MGTF funded programs, to SJWorks.

### **NP20. Unhoused Resident Safe Relocation Policy**

#### **Proposer: D9**

This policy would seek to map where it is safer for unhoused people to reside, relocate them from environmentally sensitive locations, and provide them with services necessary to improve their quality of life. It would bring together strategic decision makers to enforce this policy and provide adequate resources for those in need.

### **NP21. Universal Preschool Policy**

#### **Proposer: D5**

Instruct the City Manager to analyze feasibility in implementing Universal Preschool to help our families recover from COVID. Women, especially women of color, were among the hardest hit as a result of having to care for children at home on a full time basis. We need to support and assist women as they re-enter the workforce and support our youngest residents before they enter primary school.



# 2020-2021 Council Policy Priorities | Adopted February 25, 2020

Appendix B

No.	Policy/Ordinance Name	FY2020-2021 Status	Lead Department(s)
1	Local Hiring/Local Business/Apprentice Utilization Program	Backlog	Public Works
2	Mobile Home Conversions	Completed	PBCE
3	Electronic Billboards Policy	Completed	OED
4	Downtown and/or Citywide Parks Operations and Maintenance Financing District	Backlog	PRNS
5	Development of a Soft-Story Retrofit Program	Continuing	PBCE/OEM
6	Commercial Linkage Fee for Affordable Housing	Completed	CMO/OED/ Housing
7	Review of Cannabis Land Use and Regulatory Provisions (Combined)	Backlog	PBCE
8	Universal Development Fee & Impact Fee Deferred Payment Program for Housing	Backlog	OED/PBCE
9	Cannabis: Equity Applicant Program	Backlog	OED
10	Childcare & Early Education (modified for COVID-19 response)	Continuing	Library/PRNS
11	Anti-Displacement Preference Ordinance	Backlog	Housing
12	Flavored Tobacco and E-Cigarettes, Items 1, 2, and 3/ Protecting Our Youth from the E-Cigarette Epidemic	Completed	PBCE/Police
13	Update Council Policy 5-6, Traffic Calming Policy for Residential Neighborhoods	Backlog	Transportation
14	Citywide Transit First Policy Framework	Backlog	Transportation
15	Public Safety Power Shutoffs: Making San José Grid Resilient, Item 5b (bond financing)	Backlog	Finance/Community Energy
16	Update the Council's Wage Theft Prevention Policy	Backlog	Public Works
17	Downtown Zoning Code Update	Backlog	PBCE
18	Smoke-Free Multi-Family Housing Policy	Completed	PBCE
19	Explore Procurement of a Polypropylene Plastic Purification Plant	Backlog	ESD/OED
20	Private Percent for Art	Backlog	OED (OCA)
21	Update Urban Design Guidelines	Completed	PBCE
22	Single-Use Plastic Ban	Backlog	ESD



Policy items which will be sufficiently completed by July 1, 2021



Policy items which will continue into FY2021-22



Policy items not currently being prioritized for work