



# City of Santa Clara

## Meeting Agenda

### Council Priority Setting Session

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Tuesday, February 8, 2022

2:30 PM

Virtual Meeting

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Pursuant to California Government Code Section 54953(e) and City of Santa Clara Resolution 22-9042, the City Council meeting will be held by teleconference only. No physical location will be available for this meeting; however, the City of Santa Clara continues to have methods for the public to participate remotely:

• Via Zoom:

o <https://santaclaraca.zoom.us/j/99706759306>

Meeting ID: 997-0675-9306 or

o Phone: 1(669) 900-6833

- Via the City's eComment (now available during the meeting)
- Via email to [PublicComment@santaclaraca.gov](mailto:PublicComment@santaclaraca.gov)

As always, the public may view the meetings on [SantaClaraCA.gov](http://SantaClaraCA.gov), Santa Clara City Television (Comcast cable channel 15 or AT&T U-verse channel 99), or the livestream on the City's YouTube channel or Facebook page.

#### **2:30 PM COUNCIL PRIORITY SETTING SESSION**

*[PUBLIC COMMENT will be afforded to any member of the public wishing to speak on an AGENDA ITEM and will be allotted 2-minutes following EACH agenda item presented.]*

#### **Call To Order**

#### **Pledge of Allegiance**

#### **Roll Call**

#### **CONSENT CALENDAR**

*[Items listed on the CONSENT CALENDAR are considered routine and will be adopted by one motion. There will be no separate discussion of the items on the CONSENT CALENDAR unless discussion is requested by a member of the Council, staff, or public. If so requested, that item will be removed from the CONSENT CALENDAR and considered under CONSENT ITEMS PULLED FOR DISCUSSION.]*

**22-140** [Action on a Resolution Extending AB 361 Implementation to Allow City Legislative Bodies to Hold Public Meetings Solely by Teleconference or Otherwise Electronically During the Governor's Proclaimed COVID State of Emergency](#)

**Recommendation:** Adopt a Resolution finding the continued existence of the need to extend AB 361 implementation to allow the City's legislative bodies to hold public meetings solely by teleconference or otherwise electronically pursuant to AB 361.

**Purpose of Priority Setting Session**

- ✓ Check-in on Council meeting protocol and governance norms
- ✓ Receive and discuss updates on budget staffing resources
- ✓ Review workload and accomplishments
- ✓ Review and assess the Council Priorities in light of budget and staffing resources

**1. WELCOME- Where We Are**

**A. 22-1665 [2022 City Council Priority Setting Session](#)**

**2. PUBLIC PRESENTATIONS**

*[This item is reserved for persons to address the Council or authorities on any matter not on the agenda that is within the subject matter jurisdiction of the City or Authorities. The law does not permit action on, or extended discussion of, any item not on the agenda except under special circumstances. The governing body, or staff, may briefly respond to statements made or questions posed, and appropriate body may request staff to report back at a subsequent meeting. Although not required, please submit to the City Clerk your name and subject matter on the speaker card available in the Council Chambers.]*

**3. BUDGET UPDATE & 10-YEAR FINANCIAL FORECAST**

PUBLIC COMMENT

**4. ACCOMPLISHMENTS ON COUNCIL PRIORITIES & STATE OF THE ORGANIZATION**

PUBLIC COMMENT

**5. GOVERNANCE CHECK-IN WITH COUNCIL**

PUBLIC COMMENT

**6. 2022 COUNCIL PRIORITIES STRATEGY -- (030)**

**(A) 2022 Critical Priorities**

**(B) Additional Items Referred to Priority Session:**

1. Sanitary Sewer Laterals (referred by 030, heard at 2/23/2021 Council)
2. Elected Police Chief & City Clerk Ballot Measure for November 2022
3. Election Reform/Campaign Contribution Cap
4. Internet Equity and Wifi
5. Ballot Measure for Infrastructure Bond or Tax (referred by 030)
6. Discussion of New City Hall in New Santa Clara Downtown Plan (referred by 030)
7. Proposal of New City Film Commission (referred by 030)
8. Construction of Lawn Bowl Facility for Consideration (referred by 030)
9. Installation of Rainbow Crosswalk(s) Painting in Santa Clara (referred by 030)
10. Installation of Rectangular Rapid Flashing Beacon Crosswalk at Kiely/Mauricia (referred by 030)
11. Establish Stadium Neighborhood Relations Committee (referred by 030)
12. Feasibility Study for Constructing a roadway undercrossing at the RR tracks separating Benton Street and Brokaw Road near the Santa Clara Caltrain Station and Future BART Station (Referred from 1/5/2022 Study Session)
13. Approve the review of the Senior Advisory Commission Transportation Interest Letter and refer the issue of a transportation needs analysis
14. Swim Club Presentation on the remedial condition of the facility
15. Consideration of current janitorial services contract renewal based on public comment experiences with the vendor

**(C) New Written Council Request Submitted by Vice Mayor Jain dated February 1, 2022**

1. Requesting a Discussion on Dissolving Parking Maintenance District No.122 - Franklin Square and Possibly Negotiating a New Agreement to be Agendized to a Future Meeting

PUBLIC COMMENT

**7. RECOMMENDATIONS:**

- (A) Adopt a resolution for Procedural practices for the conduct of business at meetings of the City Council and its authorities to improve meeting efficiency
- (B) Note and File the Budget Update and 10-Year General Fund Forecast

- (C) Adopt FY 2022-2023 Budget Principles
- (D) Approve decisions to move forward with potential ballot measures
- (E) Validate 2022 Priorities and approve any amendments
- (F) Action on a Council Written Request (Council Policy 030) Number 37 Submitted by Vice Mayor Jain)

**8. WRAP UP & COUNCIL QUESTIONS/COMMENTS**

**22-236** [Tentative Meeting Agenda Calendar \(TMAC\)](#)

**9. ADJOURNMENT**

The next regular scheduled meeting is on Tuesday, February 22, 2022.

**MEETING DISCLOSURES**

The time limit within which to commence any lawsuit or legal challenge to any quasi-adjudicative decision made by the City is governed by Section 1094.6 of the Code of Civil Procedure, unless a shorter limitation period is specified by any other provision. Under Section 1094.6, any lawsuit or legal challenge to any quasi-adjudicative decision made by the City must be filed no later than the 90th day following the date on which such decision becomes final. Any lawsuit or legal challenge, which is not filed within that 90-day period, will be barred. If a person wishes to challenge the nature of the above section in court, they may be limited to raising only those issues they or someone else raised at the meeting described in this notice, or in written correspondence delivered to the City of Santa Clara, at or prior to the meeting. In addition, judicial challenge may be limited or barred where the interested party has not sought and exhausted all available administrative remedies.

AB23 ANNOUNCEMENT: Members of the Santa Clara Stadium Authority, Sports and Open Space Authority and Housing Authority are entitled to receive \$30 for each attended meeting.

Note: The City Council and its associated Authorities meet as separate agencies but in a concurrent manner. Actions taken should be considered actions of only the identified policy body.

LEGEND: City Council (CC); Stadium Authority (SA); Sports and Open Space Authority (SOSA); Housing Authority (HA); Successor Agency to the City of Santa Clara Redevelopment Agency (SARDA); Bayshore North Project Enhancement Authority (BNPEA); Public Facilities Financing Corporation (PFFC)

Public contact was made by posting the Council agenda on the City's official-notice bulletin board outside City Hall Council Chambers. A complete agenda packet is available on the City's website and in the City Clerk's Office at least 72 hours prior to a Regular Meeting and 24 hours prior to a Special Meeting. A hard copy of any agenda report may be requested by contacting the City Clerk's Office at (408) 615-2220, email [clerk@santaclaraca.gov](mailto:clerk@santaclaraca.gov) <<mailto:clerk@santaclaraca.gov>> or at the public information desk at any City of Santa Clara public library.

If a member of the public submits a speaker card for any agenda items, their name will appear in the Minutes. If no speaker card is submitted, the Minutes will reflect "Public Speaker."

In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 ("ADA"), the City of Santa Clara will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities, and will ensure that all existing facilities will be made accessible to the maximum extent feasible. The City of Santa Clara will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities including those with speech, hearing, or vision impairments so they can participate equally in the City's programs, services, and activities. The City of Santa Clara will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all of its programs, services, and activities.

Agendas and other written materials distributed during a public meeting that are public record will be made available by the City in an appropriate alternative format. Contact the City Clerk's Office at 1 408-615-2220 with your request for an alternative format copy of the agenda or other written materials.

Individuals who require an auxiliary aid or service for effective communication, or any other disability-related modification of policies or procedures, or other accommodation, in order to participate in a program, service, or activity of the City of Santa Clara, should contact the City's ADA Coordinator at 408-615-3000 as soon as possible but no later than 48 hours before the scheduled event.



## Agenda Report

22-140

Agenda Date: 2/8/2022

### REPORT TO COUNCIL

#### SUBJECT

Action on a Resolution Extending AB 361 Implementation to Allow City Legislative Bodies to Hold Public Meetings Solely by Teleconference or Otherwise Electronically During the Governor's Proclaimed COVID State of Emergency

#### COUNCIL PILLAR

Enhance Community Engagement and Transparency

#### BACKGROUND

On March 17, 2020, Governor Gavin Newsom issued Executive Order N-29-20 which suspended the Brown Act teleconferencing requirements so that legislative bodies could hold public meetings solely by teleconference, or otherwise electronically, without listing the teleconference locations and without any physical location, as long legislative bodies followed a set of requirements for noticing the meeting agenda and public participation, among other things. Subsequently on June 11, 2021, Governor Newsom issued Executive Order N-08-21, which sunset the Brown Act provisions of Executive Order N-29-20 on September 30, 2021.

On September 16, Governor Newsom signed AB 361 into law which allows local agencies to use teleconferencing without complying with specific Brown Act restrictions in certain state emergencies until January 1, 2024, at which point they are to be repealed, and the standard Brown Act teleconference requirements become effective again. The bill was an urgency measure, and it went into effect immediately.

On October 19, 2021, November 16, 2021, December 14, 2021 and January 11, 2021 the City Council approved Resolutions Nos. 21-9013, 21-9023, 21-9038 and 22-9042, respectively, to allow City Legislative bodies to hold public meetings solely by teleconference or otherwise electronically pursuant to AB 361.

#### DISCUSSION

AB 361 amended Government Code Section 54943 to allow a local agency to use teleconferencing for public meetings without requiring the teleconference location to be accessible to the public or a quorum of the members of the legislative body of the agency to participate from locations within the boundaries of the agency's jurisdiction during a Governor-proclaimed state of emergency in certain circumstances.

In order for a local agency to utilize AB 361's exemption to the Brown Act, there must be certain emergency conditions present. These include:

- There being a state-proclaimed state of emergency, and state or local officials have imposed

or recommended measures to promote social distancing.

- The Council is meeting during a proclaimed state of emergency for the purpose of determining, by majority vote, that meeting in person would present imminent risks to the health and safety of attendees; or
- The Council is meeting during a proclaimed state of emergency and has determined, by majority vote, that in-person meetings would pose health and safety risks to attendees.

In order for the City's legislative bodies to continue meeting remotely with the exemptions to the Brown Act provided for under AB 361, the Council is required to take certain actions, most of which the City is already implementing:

- The City must continue providing notice of meetings and continue to post agendas as the Brown Act requires to the agency's website,
- The City must continue allowing for public access to the meeting, while allowing for a public comment period to directly address the legislative body pursuant to Brown Act's other teleconferencing provisions,
- The City must continue giving notice for how the public can access the meeting and provide public comment, including a call-in or internet-based service option (no physical location required),
- The City must continue providing the public with the opportunity to comment in real time (with the option of additionally allowing comments to be submitted in advance, if the agency desires),
- The City must stop the meeting until public access is restored in the event of a service disruption, and
- No later than 30 days after the first teleconferencing meeting and every 30 days thereafter, the Council will have to reconsider the circumstances of the state of emergency to determine if remote meeting procedures need to remain in place.

The legislative body must make certain findings by majority vote every 30 days to continue using the AB 361 Brown Act teleconferencing requirements. Because the City Council approved Resolution No. 9042 on January 11, 2022, the next Council meeting to extend the resolution is February 8, 2022. Failure to approve this extension would result in City Council, boards, and commissions meeting being unable to meet fully virtual without exposing the locations of each member's location on the posted agendas.

Beginning on March 11, 2020 and continuing every 60 days thereafter, the City Council has continued its proclamation of local emergency based on substantial evidence that the public interest and necessity require the continuance of the proclamation of local emergency related to COVID-19. On September 21, 2021, the Santa Clara County Public Health Officer recommended that public bodies continue to meet remotely to the extent possible due to the continued threat of COVID-19 to the community, the unique characteristics of public governmental meetings, and the continued increased safety protection that social distancing provides as one means by which to reduce the risk of COVID-19 transmission. On November 2, 2021, emergency use of the Pfizer COVID vaccine was authorized for children ages 5-11. On that same day, Santa Clara county moved back into the substantial (orange) COVID-19 transmission tier. On November 22, 2021, Santa Clara county moved to the moderate (yellow) COVID-19 transmission tier. On November 25, 2021, scientists identified the latest COVID-19 variant, Omicron, which has prompted concern among scientists and public health officials because of an unusually high number of mutations that have the potential to make the

virus more transmissible and less susceptible to existing vaccines. On December 13, 2021, the California Department of Public Health reinstated its statewide mask mandate, requiring all individuals, regardless of their vaccination status, to wear face coverings in indoor public settings from December 15, 2021 through January 15, 2022 due to a 47% increase in the statewide seven-day average case rate and 14% increase in hospitalizations since Thanksgiving. In light of the rapid surge in cases due to the Omicron variant, on December 28, 2021, the County of Santa Clara Health Officer issued a health order requiring up-to-date COVID-19 vaccination for workers in certain higher-risk settings. The new order builds on recent changes in the State Health Officer's vaccination requirements by mandating up-to-date vaccination by workers in certain healthcare and long-term care settings. As of February 3, 2021, new daily Covid-19 cases are on the decline since the surge from the Omicron variant. However, California Covid-19 deaths continue to rise and hospitalizations remain elevated. These associated emergency conditions are on-going and there is a need to continue teleconferencing for public meetings without posting the teleconferencing locations on the agenda and without requiring the teleconference locations to be accessible to the public during the current Governor-proclaimed COVID-19 state of emergency. The state of emergency continues to directly impact the ability of the City's legislative bodies to meet safely in person, and City officials continue to impose or recommend public health safety measures.

It is recommended that the Council adopt a resolution to make requisite findings to allow the City's legislative bodies to continue to hold public meetings solely by teleconference or otherwise electronically so long as the state of emergency and social distancing measures continue. The Council will have to take action on a monthly basis to reassess and reaffirm such findings to continue meeting remotely.

The proposed Resolution is attached.

### **ENVIRONMENTAL REVIEW**

The action being considered does not constitute a "project" within the meaning of the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines section 15378(b)(5) in that it is a governmental organizational or administrative activity that will not result in direct or indirect changes in the environment.

### **FISCAL IMPACT**

There is no fiscal impact other than administrative time and expense.

### **COORDINATION**

This report has been coordinated with the City Attorney's Office and City Clerk's Office.

### **PUBLIC CONTACT**

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### **RECOMMENDATION**

Adopt a Resolution finding the continued existence of the need to extend AB 361 implementation to allow the City's legislative bodies to hold public meetings solely by teleconference or otherwise



electronically pursuant to AB 361.

Reviewed by: Nadine Nader, Assistant City Manager

Approved by: Deanna J. Santana, City Manager

**ATTACHMENTS**

1. Resolution

**RESOLUTION NO. \_\_\_\_\_**

**A RESOLUTION OF THE CITY OF SANTA CLARA, CALIFORNIA  
FINDING THE CONTINUED EXISTENCE OF THE NEED TO  
EXTEND AB 361 IMPLEMENTATION TO ALLOW CITY  
LEGISLATIVE BODIES TO HOLD PUBLIC MEETINGS SOLELY  
BY TELECONFERENCE OR OTHERWISE ELECTRONICALLY  
PURSUANT TO AB 361**

**BE IT RESOLVED BY THE CITY OF SANTA CLARA AS FOLLOWS:**

**WHEREAS**, the City of Santa Clara is committed to preserving and nurturing public access and participation in meetings of the City's City Council, Council Committees, City Decision-Making Bodies (including Santa Clara Stadium Authority Board, Sports and Open Space Authority, Housing Authority, Successor Agency to the City of Santa Clara Redevelopment Agency, Bayshore North Project Enhancement Authority, and Public Facilities Financing Corporation), City Boards, Committees and Commissions, Taskforces, and Other City Advisory Entities;

**WHEREAS**, all meetings of City of Santa Clara's legislative bodies are open and public, as required by the Ralph M. Brown Act (California Government Code Sections 54950, et seq., hereinafter referred to as the "Brown Act"), so that any member of the public may attend, participate, and watch the City's legislative bodies conduct their business;

**WHEREAS**, the Brown Act allows a local legislative body to hold public meetings by teleconference and to make public meetings accessible telephonically or otherwise electronically to all members of the public seeking to attend and to address the local legislative body, as long as the following requirements are met: (1) each teleconference location from which a member is participating is noticed on the agenda; (2) each teleconference location is accessible to the public; (3) members of the public must be able to address the body at each teleconference location; (4) at least one member of the legislative body must be physically present at the location specified in the meeting agenda; and (5) during teleconference meetings, at least a quorum of the members of the local body must participate from locations within the local body's territorial jurisdiction;

**WHEREAS**, on March 17, 2020, Governor Gavin Newsom issued Executive Order N-29-20

which suspended the Brown Act teleconferencing requirements so that legislative bodies can hold public meetings solely by teleconference, or otherwise electronically, without listing the teleconference locations and without any physical location, as long as the agenda that is posted 72 hours in advance indicates that the members of the legislative body will be participating by teleconference, provides the teleconference or webinar access information by which the public may participate electronically, and lists the procedure for individuals with disabilities to request reasonable accommodations;

**WHEREAS**, on June 11, 2021, Governor Newsom issued Executive Order N-08-21, which sunsets the Brown Act provisions of Executive Order N-29-20 on September 30, 2021;

**WHEREAS**, on September 16, 2021, Governor Newsom signed urgency ordinance AB 361 which allows a local agency to use teleconferencing for public meetings without posting the teleconferencing locations on the agenda and without requiring the teleconference locations to be accessible to the public during a Governor-proclaimed state of emergency pursuant to California Government Code Section 8625 et seq, if the state of emergency continues to directly impact the ability of the members of its legislative bodies to meet safely in person or state or local officials continue to impose or recommend measures to promote social distancing;

**WHEREAS**, in light of the continued state of emergency related to COVID-19, the Santa Clara County Public Health Officer continues to recommend that public bodies meet remotely to the extent possible, specifically including use of newly enacted AB 361 to maintain remote meetings under the Ralph M. Brown Act and similar laws, as outlined in their “Recommendation Regarding Continued Remote Public Meetings of Governmental Entities” issued on September 21, 2021;

**WHEREAS**, on October 19, 2021, November 16, 2021, December 14, 2021 and January 11, 2021 the City Council approved Resolutions Nos. 21-9013, 21-9023, 21-9038 and 22-9042, respectively, to allow City Legislative bodies to hold public meetings solely by teleconference or otherwise electronically pursuant to AB 361;

**WHEREAS**, on November 2, 2021, federal, state and local health officials authorized emergency use of the Pfizer COVID vaccine for children ages 5-11, and may consider emergency authorization of the COVID vaccine for children under age 5 within the next few months;

**WHEREAS**, on November 22, 2021, Santa Clara County moved into the moderate (orange) COVID-19 transmission tier;

**WHEREAS**, on November 25, 2021, scientists identified the latest COVID-19 variant, Omicron, which has prompted concern among scientists and public health officials because of an unusually high number of mutations that have the potential to make the virus more transmissible and less susceptible to existing vaccines;

**WHEREAS**, on November 2, 2021, Santa Clara County moved back into the substantial (orange) COVID-19 transmission tier;

**WHEREAS**, on November 22, 2021, Santa Clara county moved to the moderate (yellow) COVID-19 transmission tier;

**WHEREAS**, on November 25, 2021, scientists identified the latest COVID-19 variant, Omicron, which has prompted concern among scientists and public health officials because of an unusually high number of mutations that have the potential to make the virus more transmissible and less susceptible to existing vaccines;

**WHEREAS**, on December 13, 2021, the California Department of Public Health reinstated its statewide mask mandate, requiring all individuals, regardless of their vaccination status, to wear face coverings in indoor public settings from December 15, 2021 through January 15, 2022 due to a 47% increase in the statewide seven-day average case rate and 14% increase in hospitalizations since Thanksgiving;

**WHEREAS**, in light of the rapid surge in cases due to the Omicron variant, on December 28, 2021, the County of Santa Clara Health Officer issued a health order requiring up-to-date COVID-19 vaccination for workers in certain higher-risk settings. The new order builds on

recent changes in the State Health Officer's vaccination requirements by mandating up-to-date vaccination by workers in certain healthcare and long-term care settings;

**WHEREAS**, as of February 3, 2021, new daily Covid-19 cases are on the decline since the surge from the Omicron variant. However, California Covid-19 deaths continue to rise and hospitalizations remain elevated;

**WHEREAS**, Government Code Section 54953(e)(3) requires that the City Council review the need and make findings for continuing the teleconferencing without complying with the agenda posting and public comment requirements at least once every thirty (30) days until Governor terminates the state of emergency; and,

**WHEREAS**, the associated emergency conditions are on-going and there is a need to continue teleconferencing for public meetings without posting the teleconferencing locations on the agenda and without requiring the teleconference locations to be accessible to the public during the current Governor-proclaimed COVID-19 state of emergency and if approved, will be in effect for 30 days and will expire on March 10, 2022 unless staff returns to City Council on or before March 8, 2022 to request to continue the need for teleconferencing.

**NOW THEREFORE, BE IT FURTHER RESOLVED BY THE CITY OF SANTA CLARA AS FOLLOWS:**

1. That the City Council hereby finds that the state of emergency conditions related to COVID-19, as set forth in Resolution No. 22-9042 adopted on January 11, 2022 and incorporated herein by reference, are on-going.
2. That the City Council finds that there is a need to continue teleconferencing for public meetings without posting the teleconferencing locations on the agenda and without requiring the teleconference locations to be accessible to the public during the current Governor-proclaimed COVID-19 state of emergency.
3. That the City Council finds that the state of emergency continues to directly impact the ability of members of the City's City Council, Council Committees, City Decision-Making Bodies

(including Santa Clara Stadium Authority, Sports and Open Space Authority, Housing Authority, Successor Agency to the City of Santa Clara Redevelopment Agency, Bayshore North Project Enhancement Authority, and Public Facilities Financing Corporation), City Boards, Committees and Commissions, Taskforces, and Other City Advisory Entities to meet safely in person.

4. That City officials continue to impose or recommend measures to promote social distancing in City facilities.

5. That members of the City Council, Council Committees, City Decision-Making Bodies, City Boards (including Santa Clara Stadium Authority Board, Sports and Open Space Authority, Housing Authority, Successor Agency to the City of Santa Clara Redevelopment Agency, Bayshore North Project Enhancement Authority, and Public Facilities Financing Corporation), Committees and Commissions, Taskforces, and Other City Advisory Entities are authorized to use teleconferencing, or other electronic means, to hold its public meetings without noticing the teleconferenced locations on the agenda, without making teleconferenced or physical locations accessible to the public, without posting agendas at teleconferenced locations, without requiring members of the legislative bodies to be physically present at the meeting, and without requiring a quorum of the members of the legislative body to participate from locations with the City's jurisdiction, as long as the agenda that is posted at least 72 hours in advance indicates that members of the legislative body may be participating electronically, provides the teleconference or webinar access information by which the public may participate electronically, and lists the procedure for individuals with disabilities to request reasonable accommodations, in compliance with AB 361, Government Code Section 54953(e).

6. That the Assistant City Clerk is hereby directed to report to the City Council within thirty (30) days on the need to further continue teleconferencing for public meetings without posting the teleconferencing locations on the agenda and without requiring the teleconference locations to be accessible to the public during the current Governor-proclaimed COVID-19 state of emergency.

7. Effective Date. This resolution shall become effective immediately.

I HEREBY CERTIFY THE FOREGOING TO BE A TRUE COPY OF A RESOLUTION PASSED AND ADOPTED BY THE CITY OF SANTA CLARA, CALIFORNIA, AT A REGULAR MEETING THEREOF HELD ON THE \_\_\_ DAY OF \_\_\_\_\_, 2022, BY THE FOLLOWING VOTE:

AYES: COUNCILORS:

NOES: COUNCILORS:

ABSENT: COUNCILORS:

ABSTAINED: COUNCILORS:

ATTEST: \_\_\_\_\_  
NORA PIMENTEL, MMC  
ASSISTANT CITY CLERK  
CITY OF SANTA CLARA

Attachments incorporated by reference: None



## Agenda Report

22-1665

Agenda Date: 2/8/2022

### REPORT TO COUNCIL

#### SUBJECT

2022 City Council Priority Setting Session

#### BACKGROUND AND DISCUSSION

In 2021, the City Council held its annual Priority Setting Session (Session) on February 1 and 2, 2021 and a Priority Check-in on August 17, 2021. On February 8, 2022 the City Council will meet for the annual 2022 Priority Setting Session, this Session builds on the Council's past efforts. Specifically, the 2022 Priority Setting Session will include the following sections:

1. Welcome - Where We Are
2. Budget Update and 10-Year Financial Forecast
3. Accomplishments on Council Priorities and State of the Organization
4. Governance Check-In with Council
5. 2022 Council Priorities Strategy--Unfunded Council Initiatives (030) & 2022 Critical Priorities

Attached to this report is a matrix (Attachment 1) that summarizes various referrals and policy priorities and their status. It is important to note that there will be several opportunities for public comment and to receive input from the community. Following the review of the City's fiscal position and organizational capacity and a governance check-in, the City Manager and session facilitator will lead the Council in a discussion of critical priorities and how to balance future priorities against the City's current resources and condition.

It is important to note early on that this is not a "business as usual" Session. The City is entering its:

- Third year of working through COVID uncertainty and its impacts to the City's General Fund fiscal health, City services, and workforce,
- Six-months without a permanent City Attorney and the significant impact to the entire City organization for lack of adequate legal support needs, and
- Window of opportunity to course correct by reaching agreement on a critical path and critical priorities.

Our organization is not the same organization that it was in February 2021, when this Council first met in this format with the hope of the recently developed vaccines that allowed for us to plan to "reopen" the economy and restore our pre-COVID strategies. Unfortunately, two COVID-19 variants further impacted our strategic plans and, as a result, we are a very different organization with significantly less capacity, less General Fund revenue and a larger workload that continues to grow.



If we look at the next nine months (February - November 2022), there is an opportunity to collectively lead toward favorable ballot measure and budget balancing outcomes that stabilize the organization and maximize preserving services. If we miss this opportunity and continue a “business as usual” approach, we guarantee that the organization will continue down a path of more service and fiscal uncertainty. Indeed, we are on a critical path to address a critical priority with nine months to change the trajectory. In short:

- We need successful revenue ballot measures that stabilize the General Fund, both by measures that maintain the status quo and invest in operational revenue to preserve current services levels and invest in infrastructure (current measures will not bring new revenue for new services, at best they preserve service levels and may allow for some investment in recently reduced service resulting from COVID,
- By November 2022, the following five months (November 2022 to May 1, 2023) we will either be:
  - A) Reducing/eliminating more staff/services to balance the estimated \$19.6+ million deficit (See Budget Update and 10-Year Financial Forecast) and any other adverse impacts that come from failed voter approved ballot measures (with potential loss of \$25-30 million eliminated from the General Fund)

**OR,**

- B) Evaluating revenue from voter-approved ballot measures that allow for us to preserve current service levels and potentially unfreeze positions.
- This critical path requires us to think strategically and critically about how we spend the next nine months and use our extremely limited staff capacity to prevent further destabilization of our organization
- COVID impacts and Fiscal and Operations Sustainability require our full attention
- If we stabilize our fiscal foundation, from a stable fiscal condition and healthy community and workforce, all things are possible!

It is not all bad news. Allow for me to end this section of this report with some good news: ***We have been here before and we can do this again!***

***We know what we need to do and how to get this work done.*** If you will recall, in 2017 the City had a projected \$116 million deficit and, by 2020, we were able to get the projected deficit down to as low as \$3.3 million and build up the City’s General Fund Budget Stabilization Reserve’s to unprecedented levels never experienced by the City. It is this work that has allowed for the City to prevent further service loss from COVID induced impacts.

***How did we do it?*** It took Council and staff discipline to stay focused on what we need, (not what would be nice to have), create workforce capacity for City staff to complete this priority work by removing non-urgent/non-priority work from our workload, and by minimizing distractions that pulled

us away from our critical path and critical priority. That is what we need again, this is not hard to do but requires focus.

If we anchor to an aligned goal, ***we can do this!***

### **SESSION FACILITATOR**

This Session will be facilitated by Dr. Shawn Spano, who has led the City over the past years through this annual process and is familiar with the City's and Council's work. Dr. Spano has over 25 years of experience working with city government and public organizations. He is a specialist in designing and facilitating public forums, meetings, training workshops and off-site retreats with elected officials, executive staff, middle managers, commissions and boards, and residents. He also facilitated the Council's Session in February and August 2021 and is familiar with their previous discussions.

### **BUDGET UPDATE AND 10-YEAR FINANCIAL FORECAST**

As one of the City's major fiscal management and strategic planning tools, staff revised the 10-Year General Fund Forecast (Forecast) that will serve as a foundation for evaluating the long-term financial condition of the City. The Forecast provides a starting point for evaluating priorities, identifying risk factors and vulnerabilities, understanding trade-offs moving forward, and developing potential mitigation actions. In the short-term, the 10-Year Forecast also provides a revised value for projected deficit or surplus: in this case, the Forecast indicates the efforts needed now to address the deficit with actual, known risk.

At the Session, staff will present the updated Forecast and discuss the implications to the City's strategic planning and action. The proposed FY 2022/23 Budget Principles will also be presented for approval (Attachment 2). The Budget Principles provide a general framework and approach for developing the City's budget in a fiscally prudent manner. The proposed Principles have been revised to acknowledge the drop of the Budget Stabilization Reserve to 15% of expenditures in FY 2022/23.

The Forecast reflects the latest information on the City's projected revenues and costs. It will show a substantial **General Fund ongoing shortfall of \$19.6 million in FY 2023/24 to be addressed in the next biennial operating budget**. This is a largely a result of COVID-19 induced impacts on City revenues, with improvement in the remaining years of the Forecast.

As has been noted in the past two years, the City's General Fund has been significantly impacted by the COVID-19 global pandemic, with declines starting at the end of FY 2019/20. As an example of our response, staff immediately implemented cost control measures in FY 2019/20, such as a hiring freeze and limiting as-needed staffing and non-personnel expenditures, to help offset the loss in revenue. These efforts have assisted by not adding to the deficit. Budget balancing actions were also necessary in FY 2020/21, as well as in the FY 2021/22 and FY 2022/23 Biennial Operating Budget that was approved in June 2021. The City used federal stimulus funding and other one-time reserves as a major budget balancing component to help bridge the gap and allow more time for economic recovery. While the use of these one-time funds has enabled the City to preserve many services through the FY 2021/22 and FY 2022/23 Biennial Budget period, an ongoing shortfall is projected to remain after that point, and those reserves or federal allocations no longer exist to extend services.

Staff will also present a potential budget balancing strategy that relies on a combination of increased and stabilized revenues, expenditure reductions and the use of our limited remaining reserves. Actions that increase revenues include improving the cost recovery of fees, tax measures, and

ensuring other funds are paying their fair share of costs.

The Session will also include discussion on potential ballot measures for the June and November 2022 elections (See 2022 Ballot Measure Strategy Development section). Staff will also bring forward a fee study in April 2022. Other balancing actions include reducing expenditures and the use of limited reserves, such as depleting the Land Sale Reserve. The Session will also include an overview of the significant unfunded capital infrastructure needs as the City staff is developing the FY 2022/23 and FY 2023/24 Capital Budget. A funding strategy, beyond the current *pay as you go* long practice, is also needed to address the City's increasingly aging infrastructure.

Timing is a critical factor in the budget balancing process. With the planned draw down of reserves already factored into the budget balancing strategy, along with already implemented expenditures reductions, there are fewer options available to address this deficit. The revenue strategies that require voter approval, which are a key component to addressing the General Fund deficit as well as the significant unmet infrastructure needs, have a short timeline for voter consideration along with the City's ability to provide education and information for voters to be informed about the measures. The outcome of these ballot measure efforts will impact the level of cost reductions necessary to balance the budget. The development of cost reduction proposals will begin later this calendar year (e.g., November/December 2022) for the FY 2023/24 and FY 2024/25 Biennial Operating Budget process, after the results of any June 2022 and November 2022 ballot measures are known. This will be extremely challenging for the organization that has already been impacted by reductions and has many service and infrastructure needs, with considerably less reserves than we had pre-COVID.

It is important to note that often the first step an organization takes to reduce a projected deficit is eliminate vacant positions before it eliminates filled positions. The existing General Funded vacant positions do not even make up in value half of the projected \$19.6 million deficit. This demonstrates the magnitude of additional service/position eliminations that would be required to balance the FY 2023/24 Operating budget. This also demonstrates that any new or stabilized revenue sources are needed to maintain current services, which are already understaffed, and the likeness that there will not be available new resources to invest in new services.

### **ACCOMPLISHMENTS ON COUNCIL PRIORITIES AND STATE OF THE ORGANIZATION**

In 2021, the City provided a 2021 Mid-Year Summary of Accomplishments and Year-End Summary of Accomplishments on Council Priorities (Attachment 3). These Citywide accomplishments provide transparency for the community of all of the efforts underway and advancement of Council policy priorities: they also demonstrate the high-performing teamwork that is award-winning and how we have pivoted to respond to our community's needs during COVID while concurrently advancing Council priorities. At the 2021 Priority sessions, the Council categorized priorities using the following levels:

- Urgent/Top Priority
- Important
- Already in Progress/Ongoing
- To Be Considered for 2022

During this section of the Session, an update on the ongoing and 2021 City Council Priorities will be presented. A full detailed list of the 2021 Council Priority Items is attached to this report (Attachment

1), but you can see this process working by having advanced the Council's "Urgent/Top Priority and Important" priorities, amongst other accomplishments, over the past year.

At the August 2021 Check-in, the Council unanimously agreed that **COVID-19 Relief/Recovery** remains an "**Urgent/Top Priority**" category and continues to be the primary focus. The Council also identified three items as "Important," which included the items below already underway:

- Levi's Stadium Curfew and Violation Fee** - Revisiting the Stadium curfew and fee which is going to be schedule for the Board in October.

**Status: Completed**, staff presented a report in November 2020 and the Council took action on this matter.

- Modernization of Business Employee Tax** - Pursuing a business employee tax which is already before the Council. Council approved agreement with consultant to provide voter research, strategic consulting, and community outreach services.

**Status: Underway**, staff has presented twice on the development of a business employee tax and will be presented with more information following community engagement work completed in January 2022. Staff is prepared to proceed with the appropriate work that must be completed to successfully place a measure on the November ballot and provide information/educational information, but capacity must be made available to successfully complete the wide range of work effort.

- Affordable Housing Opportunities** - Affordable and, particularly, low-income housing, which has also been inclusive of homeless housing opportunities remain a priority.

**Status: Completed**, staff supported two policy discussions on affordable housing, including temporary services and transitional housing for the homeless. Council continues to approve affordable housing developments, approved a Home Key transitional housing for homeless, along with the development of short-term personal/hygiene services and a Task Force for any further work deemed needed.

The City continues to focus on COVID-19 recovery and continued service delivery to the community: however, with the Omicron variant, City services have been impacted demonstrating how shallow some of our service delivery resources are by the need to suspend services until healthy staff could return to work. In fact, at the time of writing this report, the entire region is still experiencing the Omicron variant surge of COVID-19 cases, which results in some element of uncertainty for fiscal and workplace changes. For 2022, COVID-19 Relief/Recovery, and all fiscal and workplace impacts, remains our major priority.

Coincidentally, MissionSquare Research Institute, a public sector leading research institute that produces studies on national public sector trends, recently released a report on the public sector workforce in the context of the nation's Great Resignation trend (Attachment 4). The national study supports many of the local observations that our organization has seen in recent workforce trends: it also underscores that we are not unique and that our problems are shared by other public agencies that we compete with for attracting staff. In short, the study found that the public sector is experiencing a workforce fatigued by COVID, 52% of public sector staff are considering leaving their

jobs, and that the public sector is challenged with retaining/recruiting employees. More information will be shared during this section of the Session.

The State of the Organization Section presents the current organizational capacity, including assessment of workload and ongoing external and internal factors impacting resources. It is important to first consider the current state of the workforce, e.g. multi-year pressures of “essential” work during COVID while concurrently sustaining day-to-day operations, concern for their own COVID safety while working and altered methods of delivering service, significant staff reductions and vacancies (some that are hard to fill or that have been frozen), no comparable reduction in services causing for staff to have to absorb more work, stressor of trying to complete work with considerable delays due to lack of permanent City Attorney, inability to take time off or work a regular work week because of work demands/reduced staffing vacancies, some bargaining units taking two years of zero COLAs and zero merit increases, and the pressures of absorbing more workload within the context of budget deficits. It should not be surprising to hear that staff feels burned-out, overwhelmed, and anxious over how to sustain day-to-day operations, while keeping themselves safe, and offer COVID support while absorbing unprecedented numbers of new Council referrals with a City Attorney’s Office that is woefully under-resourced and leaderless. This is what I hear from staff and it is important for the Council to know how staff are feeling. Our staff are very concerned about the trend of more Council Policy 030s, without consideration of the conditions below.

Below are some bulleted points that inform decision-making on how to consider additional workload in the context of our critical path, critical priority work:

- 1) COVID impairs full-functionality and has impacted the City’s fiscal and capacity conditions (e.g., workplace, staffing, and services).
- 2) COVID has revealed how shallow our work “bench” is staffed for sustaining services;
- 3) Prolonged City Attorney vacancy has altered and shifted the increased workload of existing City Attorney’s Office staff AND significantly consumed much capacity of non-CAO staff- important work is delayed, adds workplace stress, and routine work requires longer time to get completed;
- 4) Over 2021, City reduced staff capacity significantly and has not reduced proportionately City services--26% reduced capacity did not mean 26% reduced services, with non-public safety departments sharing larger reductions;
- 5) Capacity has also decreased with as-needed staff (by about 50%), leaving less flexibility with scheduling services;
- 6) Citywide vacancy rate is 17% (post-COVID) vs. 11-14% in early 2020 (pre-COVID) and, acknowledging that General Funded positions would likely be proposed for elimination in November 2022 to balance the \$19.6+ million projected deficit, will remain vacant until the outcome of revenue generating opportunities is better known in November;
- 7) Public Records Act requests impact all City departments and have increased 42% year-to-year (in addition to a record high year in 2020-- with 16,373 total PRA sub-requests in 2020 to 23,240 total PRA sub-requests for 2021) with significant vacancies causing for work to be reprioritized to existing staff to maintain compliance with State laws;
- 8) Recruitment and Retention Challenges: Staff departures and reduced ability to recruit because of known comparable higher workload, lesser staff impacts to working conditions/demands, and Council dynamics/treatment of staff (some recruitments have to be conducted more than once to get to being able to hire, which consumes limited recruiting resources): exit interviews support a trend of the purpose of departures are: workload, lack of work/life balance because

- of workload, and Council dynamics/Council's treatment toward staff;
- 9) Multiple external initiatives continue to require assigned capacity in the best interest of the City (e.g., statewide climate related impacts, regional initiatives (BART, affordable housing, COVID programs, etc.), constituent demand for services, etc.); and,
  - 10) Over 200 new bills were signed into law taking effect in 2022, with a number of key legislation that City staff must review and provide legal support for implementation of these new laws in Santa Clara (e.g. SB9 Housing development Approvals, AB 215, Planning and Zoning Law. Housing Element. Violations, SB 278 Public Employee Retirement System, SB 619 Organic Waste and Reduction Regulations, SB2 Peace Officers. Certification. Civil Rights, SB16 Peace Officers. Release of Records).

Last, it is common for organizations to reserve funds and workforce capacity for unanticipated events/initiatives: this is because in a dynamic environment like Santa Clara/Silicon Valley, naturally issues come up that must be addressed with resources. Our organization does not have such reserve either in our operational budget or workforce capacity. New priorities come with the assumption that a funding appropriation is required and/or that current staff will need to work beyond their regular heavy workload to absorb the work. This year, investment in the new initiatives would require reducing reserves that are generally programmed for balancing the budget as reflected in the potential budget balancing proposal. To be clearer, for example, decisions need to be made in the context of any dollars invested in initiatives is the equivalent lesser dollars available to preserve staffing levels for day-to-day services.

## GOVERNANCE

The facilitator will conduct a governance check-in during the 2022 City Council Priority Setting session, dividing the segment into procedures to improve meeting efficiency and norms to enhance civility and collegiality.

During this section of the Session, the facilitator will assess the current meeting protocol with the Council that was developed at the August 2021 session, and review any changes or revisions. Next, the facilitator will introduce a segment on governance norms. He will review governance norms to address civility and collegiality and selected excerpts from the City's Code of Ethics and Values and Behavioral Standards (Attachment 5) and his reflections on observing recent Council meetings, as well as some areas for improvement. These standards were developed and approved by Council in 2008 as part of the City's Ethics and Values program. The facilitator will invite the Council to discuss the following:

- How is Council doing in adhering and following these norms and behavioral standards?

The facilitator will conclude the section on meeting efficiency by asking Council to affirm the meeting protocol by vote to adopt a Resolution (Attachment 6) reflecting the procedures adopted in August and recommending any additional procedures to improve meeting efficiency. The facilitator will conclude the civility and collegiality norms segment by asking Council if there any norms and behavioral standards they want to single out to adopt and affirm. As a reference, included in this packet is an article titled "Breaking the Cycle: Steps for reducing negative discourse and incivility in public meetings from Western City, the news Institute for Local Government (Attachment 7).

## 2022 COUNCIL PRIORITIES STRATEGY - UNFUNDED COUNCIL INITIATIVES (030) & RECAP

## ON 2022 CRITICAL PRIORITIES

During this section of the Session, the facilitator and City staff will discuss the critical path and critical priorities facing the organization against the context of various new referrals. The Facilitator and City staff will review the progress of the 2021 City Council Priorities, as approved by the Council in February 2021. These priorities were included as part of the FY 2021/22 and FY 2022/23 Biennial Operating Budget.

Following the discussion of the unfunded and un-resourced initiatives, Dr. Spano will lead the Council in a discussion of critical priorities and how to balance any additional future priorities against the City's current organizational resources and capacity.

In addition to the 2021 City Council Priorities, the following **15 items** were referred to this session:

### ***To Be Considered / Continued from August 2021 Priority Check-in***

1. Elected Police Chief & City Clerk Ballot Measure for November 2022
2. Election Reform / Campaign Contribution Cap
3. Internet Equity and WiFi

### ***Additional Items (030) referred to 2022 Priority Session:***

4. Ballot Measure for Infrastructure Bond or Tax (referred by 030)
5. Sanitary Sewer Laterals (referred by 030, heard at Feb. 23, 2021 Council) **and Referred to this Session for presentation and potential action**
6. Discussion of New City Hall in New Santa Clara Downtown Plan (referred by 030)
7. Proposal of New City Film Commission (referred by 030)
8. Construction of Lawn Bowl Facility for Consideration (referred by 030)
9. Installation of Rainbow Crosswalk(s) Painting in Santa Clara (referred by 030)
10. Installation of Rectangular Rapid Flashing Beacon Crosswalk at Kiely/Mauricia
11. Establish Stadium Neighborhood Relations Committee (referred by 030)
12. Feasibility study for constructing a roadway undercrossing at the RR tracks separating Benton Street and Brokaw Road near the Santa Clara Caltrain Station and Future BART Station (Referred from Jan. 5 Study Session)
13. Approve the review of the Senior Advisory Commission Transportation Interest Letter and refer the issue of a transportation needs analysis (referred from Jan. 25, 2022 Council meeting)
14. Swim Club presentation on the remedial condition of the facility (referred from Jan. 25, 2022 Council meeting)
15. Consider current janitorial services contract renewal based on public comment experiences with vendor (referred from Jan. 25, 2022 Council meeting)

In addition to the **15 referred items for consideration at this Priority Session**, since December 2020, City staff have also been addressing additional directives and initiatives submitted by Council Policy 030. The list below outlines the **37 additional (030) items** underway, completed, dropped, or no action made by Council, with **an additional item recently submitted**.

### **Additional Council Policy 0-30 Items Referred to Staff**

1. (12/8/20) Action on Written Petition submitted by Councilmember Chahal Requesting a Discussion on the CVRA Appeal Case **(Completed)**

2. (12/16/20) Action on a Written Petition submitted by Sam Liu Requesting a Discussion and Reconsideration of a 10' CMU Wall with the Project at 3200 Scott Blvd. (**Underway**)  
City provided a response to written petition on January 26, 2021, referred to staff
3. (1/26/21) Action on a Written Petition Submitted by Councilmember Jain Requesting a Discussion on the Vote on the Sale of the Loyaltan Ranch Property (**Underway**)
4. (1/6/21) Action on a Written Petition Submitted by Councilmember Jain Requesting a Discussion and Vote of Revising the Terms of Franklin Mall Maintenance District Number 122 (**Completed**, Note and Filed on Jan. 25, 2022)
5. (2/23/21) Action on a Written Petition submitted by Aryeh Korthamar Requesting a Discussion and Consideration of Encroachment of APN 290-35-048, staff contacted property owner for next steps. The City has not yet received a permit application related to this item (**Underway**)
6. (2/23/21) Action on a Written Petition Submitted by Councilmember Becker Requesting a Discussion on Amending of Section 18.102.010 ("Commercial Marijuana Activity Prohibited") of Chapter 18.102 ("Regulation of Marijuana") of Title 18 ("Zoning") of "The Code of the City of Santa Clara, California" on removing the ban on all Commercial Cannabis Activity (**No Action / Motion Failed**)
7. (3/10/21) Action on a Written Petition Submitted by Councilmember Becker Requesting a Consideration on Adjusting the Start Times for Council, Stadium Authority, and Closed Session Meetings (**Completed**)
8. (4/20/21) Action on a Written Petition submitted by Kirk Vartan Requesting Elected City Councilmembers be Required to Turn on Video during Virtual Council Meetings (**No Action / Motion Failed**)
9. (5/4/21) Action on a Written Petition (Council Policy 030) Submitted by Councilmember Hardy Requesting a Discussion on Council Policy 047 (Admonition and Censure) (**Completed**)
10. (5/4/21) Action on a Written Petition (Council Policy 030) submitted by Gabriela Gupta Requesting the Censure of Councilmember Watanabe and Admonishment of Mayor Gillmor - Council Policy 047 (**Completed**)
11. (6/8/21) Action on a Written Petition Submitted by Councilmember Becker Requesting a Public Apology to the Residents of Santa Clara for the CVRA Lawsuit (item continued to 6/10/21) ad Hoc Committee established to address item (**Underway**)
12. (6/22/21) Action on a Written Petition submitted by Robert Mezzetti, II Requesting to Discuss Amendment No. 3 to the Exclusive Negotiation Agreement by and between the City, VTA and Republic Metropolitan an LLC for the proposed project located at 500 S. Benton Street (APN 230-08-061 and 230-08-078) (**No Action**)
13. (6/22/21) Action on a Written Petition (Council Policy 030) submitted by Gabriela Landaveri Requesting the City of Santa Clara Adopt a "Vision Zero" Policy (deferred to 7/6/21) (**Underway**)
14. (6/22/21) Action on a Written Petition Submitted by Councilmember Jain Requesting to Place an Agenda Item at a Future Meeting to have a Policy Discussion on Data Centers (deferred to 7/6/21) (**Underway**)
15. (7/6/21) Action on a Written Petition (Council Policy 030) submitted by Ana Vargas-Smith on June 28, 2021 to add an agenda item to consider financial and in-kind support for the Santa Clara Parade of Champions Plan A (Live Parade) or Plan B (Virtual Parade) (**Completed**)
16. (7/6/21) Action on a Written Petition (Council Policy 030) Submitted by Councilmember Watanabe Requesting to Place an Agenda Item at a Future Meeting to Discuss Preparation of a Letter from Mayor and Council to the California Citizens Redistricting Commission (**Completed**)
17. (7/13/21) Action on a Written Petition (Council Petition 030) Submitted by Councilmember Jain



- Requesting to Place an Agenda Item at a Future Meeting to Discuss Creating a Special Ad Hoc Committee Consisting of Residents and Representatives of Housing Advocacy Groups to Discuss only the issues Concerning the Unhoused Population **(Underway)**
18. (7/13/21) Action on a Written Petition (Council Petition 030) Submitted by Councilmember Jain Requesting to Place an Agenda Item at the August 17, 2021 Goal Setting Meeting to Consider Topics Such as Staffing and Resources, Consultants, Budget, Council Direction on Densities, Car Parking Strategy, Coordination with VTA and San Jose, and Timeline for Implementing a Station Area Plan **(Underway)**
  19. (8/17/21) Action on a Written Petition (Council Policy 030) submitted by Leonne (Lee) Broughman on July 12, 2021 to add an agenda item to a future date about Censure/Admonishment of Councilmember Park (Con't to 8/24/21) **(No Action)**
  20. (9/7/21) Action on a Written Petition (Council Policy 030) submitted by David Donaldson on August 14, 2021 to add an Agenda Item to a future Council Agenda to Consider Placing a Ballot Measure on the 2022 Ballot for Charter Amendments calling for the voters to consider (1) Establishing Mayor and City Council positions as full-time and with an annual salary of \$96,000 and \$80,000, respectively, plus commensurate benefits and COLA adjustments and (2) Campaign Reform actions relative to donations from Santa Clara businesses and residents, City matching funds for donations, funding caps, and disclosures of funding raising activities. **(Underway)** To be agendized at a future meeting to discuss considering Council/Mayor as full-time positions without salary component and return with comps with other cities and #2 was referred to elected City Clerk
  21. (9/28/21) Action on a Written Petition (Council Petition 030) Submitted by Councilmember Jain Requesting to Place an Agenda Item at a Future Meeting to Discuss the Rules for who can serve on Boards and Commissions, and Committees **(Completed)**
  22. (9/28/21) Action on a Written Petition (Council Petition 030) Submitted by Councilmember Jain Requesting to Place an Agenda Item at a Future Meeting to Consider Hiring an Ethics Consultant for Upcoming Elections (Underway) Referred to Governance and Ethics Committee/City Clerk
  23. (9/28/21) Action on a Written Petition (Council Petition 030) Submitted by Councilmember Jain Requesting to Place an Agenda Item at a Future Meeting to Discuss the use of Written Petition (Policy 030) by Members of the Public **(Underway)** Referred to Governance and Ethics Committee
  24. (9/28/21) Action on a Written Petition (Council Petition 030) Submitted by Councilmember Jain Requesting to Place an Agenda Item at a Future Meeting to Consider a Quarterly Report to Council of Legal Expenses to Outside Law Firms and any Settlement Costs (that can be disclosed) Once Cases are Settled **(Underway)** Referred to Governance and Ethics Committee
  25. (10/19/21) Action on a Written Petition (Council Policy 030) submitted by Morteza Shafiei, as representative of HOAs on October 7, 2021 to add an Agenda Item to a future Council Agenda to Consider the Purchase of lot at 1601 Civic Center Drive **(Underway/Ongoing)** Target scheduled to be heard Spring 2022
  26. (10/19/21) Action on a Written Petition (Council Petition 030) Submitted by Councilmember Jain Requesting to Place an Agenda Item at a Future Meeting to Discuss the Debt Acquisition Company of America Applying for a Conditional Use Permit to Build and Operate a 320 Acre Sand and Gravel Quarry at Sargent Ranch **(Complete)** Adopted resolution recognizing and supporting the Amah Mutsun Tribal Band in protecting tribal sacred lands of Juristac from development
  27. (10/19/21) Action on Written Petition (Council Petition 030) Submitted by Councilmember

Becker Requesting to Place an Agenda Item at a Future Council Meeting for Discussion to Propose a stricter and more Regulated Ordinance for AirBNB Properties/Operations  
**(Dropped)**

28. (10/19/21) Action on Written Petition (Council Petition 030) Submitted by Councilmember Becker Requesting to Place an Agenda Item at a Future Council Meeting for Discussion to Change the Name of the City of Santa Clara Observed Holiday from Columbus Day to Indigenous People's Day **(Dropped)** Councilmember Becker dropped item since the Task Force on DEI and the City already were completing this item
29. (10/19/21) Action on Written Petition (Council Petition 030) Submitted by Councilmember Becker Requesting to Place an Agenda Item at a Future Council Meeting for Discussion to Propose an Ordinance to make it a Crime to Promote or Encourage Sideshows on Social Media **(Dropped)** Councilmember Becker dropped item since it has been completed
30. (11/9/21) Action on a Written Petition (Council Policy 030) Submitted by Brian Doyle Requesting to Place an Agenda Item at a Future Council Meeting to Discuss FIFA Negotiations (deferred to 11/16/21) **(Petition was denied)**
31. (11/16/21) Action on a Council Written Petition (Council Policy 030) Submitted by Councilmember Hardy to Place an Item on a Future Council Meeting to Consider a Resolution to Support the Bid to FIFA for the 2026 World Cup and Related Events **(Underway)** Agendized tentatively for 3/8/22
32. (12/7/21) Action on a Written Petition (Council Policy 030) Submitted by Jared Peters Requesting to Place an Agenda Item at a Future Council Meeting to Consider making a Policy Decision Regarding the City Assuming Responsibility of an Unstable and Dangerous Sound Wall in the Laurel Park East Neighborhood **(Underway)**
33. (12/7/21) Action on a Written Petition (Council Policy 030) Submitted by Travis L. Flora Requesting to Place an Agenda Item at a Future Council Meeting to Consider Admonition or Censure of Councilmember Becker for his Retaliation Against a Member of the Public on at Least Two Separate Occasions During the Council and Authorities Concurrent Meeting on Nov. 16, 2021 **(Underway)** Councilmembers Becker and Hardy met with Mr. Flora and will report back to Council
34. (1/11/22) Action on a Council Written Request (Council Policy 030) Submitted by Councilmember Jain Requesting to Place an Agenda Item at a Future Council Meeting to Discuss making the Youth Soccer Park Parking Lot available when there are no events at the Youth Soccer Park (soccer gets absolute priority) in order to Generate Revenue for the City **(To be Agendized at Future Meeting)**
35. (1/11/22) Action on a Written Petition (Council Policy 030) Submitted by Keith Stattenfield Requesting to Place an Agenda Item at a Future Council Meeting to Discuss requirements from the Office of the City Attorney on Approving an Update to the CC&R's of the Casa del Rey Homeowner's Association Bylaws **(Underway/Ongoing)**
36. (1/22/22) Youth Soccer Park expansion of scope to be discussed (refer to item 34) to explore: Under Measure R, identify if the City could contract annually to the Santa Clara Youth Soccer League (SCYSL) to manage parking lot and charge for parking during no soccer activity, consider SCYSL to do own scheduling, Parks & Recreation prioritize a scheduler for YSL, City acquire scheduling software to make process more efficient, report of staffing and budget needed to support soccer at SCYSL and Reed & Grant **(To be Agendized at Future Meeting)**

**Additional (030) Submitted Petition - Council to consider adding to a future agenda:**

37. (1/31/22) Discussions with Franklin Mall Parking Maintenance District No. 122 - Franklin Mall

(PMD 122). Under the current contract for the PMD122, the City has no say in what the assessment will be. The property owners have all the decision power. Suggest to agendize a discussion of dissolving PMD122 and possibly negotiating a new agreement (Attachment 9)

By review of the above, it is easy to determine that with our limited capacity coupled with our critical need to focus on our fiscal health, not everything will get done this year and are not as time sensitive when compared to the work that MUST be completed over the nine months. It also shows that there is work to be done by this organization on truly prioritizing and leading the organization strategically with where our focus and resources are invested.

For the Administration, the 2022 priorities are self-evident that is, preserve even the status quo of our already reduced services and completely focus on the success of revenue ballot measures that work toward stabilizing our services and our already-reduced workforce. We have a proven record of having changed the organization's trajectory, and while it will be a bigger challenge this time, we can make every effort to do it again! But it cannot be done while concurrently supporting multiple changing priorities that can easily be delayed to focus on the true priority of our organization: **our fiscal and workforce health**, the foundation/backbone of our organization from which, if stable, all things are possible!

### **2022 Ballot Measure Strategy Development**

In addition to the discussion of the current policy priorities, the City's ballot measure consultants will present their community research on voter sentiment for the conceptual topics that the Council has discussed over the past year: business tax, Charter language change to confirm the existing General Fund transfer, and infrastructure bond measure. Over the past weeks, City staff and consultants have been focused on supporting the Council with developing a ballot measure strategy that focuses on the City's service preservation.

Consultants will provide the results of their community engagement with statistically significant data and preliminary work of qualitative research completed. This work in standard for the development of a ballot measure strategy and, particularly, informs decision-making for the June and November 2022 elections. As it stands currently, based on law that allows for measures on a General and Special Election ballot the following items are more or less baked into the schedule, with an opportunity to add another:

June:

1. CVRA Settlement Agreement measure to establish Council Districts (Ballot Measure Language set and Council Approved)
2. To be Determined

November

1. Charter Language Amendment to Maintain Utility General Fund Transfer (Final Council Approval Pending)
2. Business License Tax (if Council approves)

### **PUBLIC CONTACT**

Public contact was made by posting the Council agenda on the City's official-notice bulletin board outside City Hall Council Chambers. A complete agenda packet is available on the City's website and in the City Clerk's Office at least 72 hours prior to a Regular Meeting and 24 hours prior to a

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Special Meeting. A hard copy of any agenda report may be requested by contacting the City Clerk's Office at (408) 615-2220, email [clerk@santaclaraca.gov](mailto:clerk@santaclaraca.gov) <<mailto:clerk@santaclaraca.gov>>.

### **RECOMMENDATION**

- A. Adopt the proposed Resolution establishing meeting procedures
- B. Note and File the Budget Update and 10-Year General Fund Forecast
- C. Adopt FY 2022-2023 Budget Principles
- D. Provide direction and approval of decisions to move forward with potential ballot measures
- E. Validate 2022 Priorities and approve any amendments
- F. Action on a Council Written Request (Council Policy 030) Number 37 Submitted by Councilmember Jain

Approved by: Deanna J. Santana, City Manager


### **ATTACHMENTS**


- 1. Council Priorities Matrix
- 2. FY 2022/23 Budget Principles
- 3. 2021 City of Santa Clara Annual Report of Accomplishments
- 4. MissionSquare Research Workforce Trends Report
- 5. Code of Ethics/Behavioral Standards for Councilmembers
- 6. Proposed Resolution Establishing Meeting Procedures
- 7. Western City Article: *Breaking the cycle: Steps for reducing negative discourse and incivility in public meetings*
- 8. Additional Background Information for (030) Items
- 9. Written Petition (030)



## City Council Priorities FY 2021/22 and 2022/23



At the February 2021 Council Priority Setting Session, the City Council identified COVID-19 Assistance and Relief as an urgent top priority. During the mid-year August 2021 Priority Check-in, COVID-19 response and recovery remains a top priority. The Council discussed additional priorities at the following levels:





- **Urgent/Top Priority:** Items critical in the near-term, needing immediate focus and attention.
- **Important:** Important items that will be included in staff's work plans but not at the urgent/top priority level.
- **Already in Progress/Ongoing:** Items that have already been initiated and will continue.
- **To Be Considered:** Items for Council to consider at 2022 Priority Setting Session.

	Pillar	Council Priorities	Outcomes
<b>URGENT / TOP PRIORITY</b>			
1		COVID-19 Recovery & Plan for Re-Opening, post COVID-19	<p>The City of Santa Clara continues to navigate through the pandemic and has shifted towards COVID-19 recovery. As the City provides City services and resources with the current workforce capacity and fiscal outlook, the City continues to emphasize the importance of COVID-19 vaccinations among employees. On Oct. 4, 2021, the City expanded hours, in-person services by appointment and walk-in at Santa Clara City Hall. The City continues to pivot during COVID impacts to deliver City services while keeping employees and the public health a priority.</p> <p>The City implemented COVID-19 relief programs for those impacted by COVID-19 including: Food for Families, Meals to Go Senior Nutrition Program, Emergency Rental Assistance Program, Energy Efficiency Grants for Businesses, Small Business Assistance Grants, Help Your Neighbor, Utility Bill Assistance</p>





	Pillar	Council Priorities	Outcomes
<b>IMPORTANT</b>			
2		Levi Stadium Curfew and Violation Fee	The City Council voted on Nov. 16, 2021 to direct the City Manager to provide exemptions under Conditions of Approval P22(c) for up to five weeknight concerts per year at Levi's Stadium, including pyrotechnics ending no later than 11 p.m. on Sunday through Thursday. If there are other additional requests beyond the five requested per year, the City Manager will bring to Council for discussion. The program will need to be consistent with the Stadium Permit.






	Pillar	Council Priorities	Outcomes
<b>IMPORTANT</b>			
3		Modernization of Business Employee Tax	Pursuing a business employee tax which is already before the Council. A Study Session was held on Oct. 26, 2021 to discuss updating the City Business Tax as a potential revenue generating measure. Consultant Matrix Consulting is currently on contract and working on gathering data to assist with tax scenarios. On Dec. 7, 2021, the Council approved an agreement with Lew Edwards Group to provide voter research, strategic consulting, and community outreach services, with maximum compensation not-to-exceed \$217,700. The focus group and voter research results will be presented at the February Priority Setting session.
4		Affordable Housing Opportunities	<p>Affordable and, particularly, low-income housing, inclusive of homeless housing opportunities remain a priority. Council has acted on various affordable housing projects and supports a variety of homelessness services (short and long-term). The City's Affordable Housing Ordinance will produce nearly 1,000 additional affordable inclusionary units over the coming years and generate dedicated funds through non-residential impact fees to help meet the critical need for more affordable housing. In 2021, Council approved a Loan Agreement with Allied Housing, Inc. for a Loan of up to \$4,000,000 to Support the Construction of 80 Affordable Housing Units at 3333-3337 Kifer Road (Kifer Senior Housing); Completed construction and began marketing and lease up at 2904 Corvin Drive (Calabazas Apts) to provide 145 Affordable Housing Units; and closed financing and started construction on the Agrihood Project with Core Affordable Housing that will bring 361 new residential units to Santa Clara. For 2022, the State issued its preliminary bond allocation recommendation list on Dec. 8, 2021. Two Santa Clara projects were recommended for funding including: Kifer Senior Housing (\$28M), 100% affordable rental development and Monroe Street Apartments (\$22M), a 65-unit building with 25% of units set aside for adults with disabilities.</p> <p>On Nov. 2, 2021, the County Board of Supervisors unanimously approved the acquisition of The Bella Vista Inn located at 3550 El Camino Real in Santa Clara. The developer, Resources for Community Development (RCD), will repurpose the property as Clara Gardens. An application for Project HomeKey funds has been made to the State and was awarded \$22 million of HomeKey Round 2 funds. Staff will return to Council in 2022 with a Phase 2 Development proposal for permanent housing. The City Council also directed staff to work with LifeMoves to explore a potential Project HomeKey site at a different location from the original proposal at White Oak Lane.</p>


	Pillar	Council Priorities	Outcomes
<b>ALREADY IN PROGRESS / ONGOING</b>			
5		Homelessness <b>PARTIALLY FUNDED</b>	<p>During 2021, Staff facilitated three City Council study sessions focused on homelessness and approved the formation of a City Homelessness Taskforce. On Dec. 7, the Council voted to add the City's Housing Commission and establish the powers, functions, and duties of the commission with the Commission to begin activity after conclusion of the Ad hoc Homelessness Task Force. Members of the Ad hoc Homelessness Task Force are targeted to be appointed in January 2022 and the City Housing Commission is targeted to be established in 2023.</p> <p>On Dec. 14, 2021 as part of the FY 2020/21 Budget Year-End Report, the City appropriated \$75,000 to support City implementation activities aligned with the Ad hoc Homelessness Task Force including facilitation of monthly Homelessness Taskforce meetings, preparation of meeting agendas, community education and engagement, and preparation of a Draft City Plan to End Homelessness. Ultimately, the Draft City Plan to End Homelessness may result in additional programmatic recommendations to Council for services that may require additional funding.</p> <p>Staff also issued an RFP for mobile hygiene services to the City's unhoused populations, which include bathrooms, showers, laundry, and comprehensive case management support to address a variety of individual challenges including job loss, illness, and food insecurity.</p>
6		Adopt Vision Zero Policy <b>UNFUNDED</b>	<p>The City held a Study Session on a Potential Quiet Zone and Vision Zero Policy at the Nov. 16, 2021 City Council meeting. Council voted to move this item to be discussed at the February Priority Setting Session and directed staff to return to the Council with a funding source in the amount of \$315,000 prior to the Priority Setting Session. On Dec. 14, 2021, City staff presented the FY 2020/21 Budget Year-End Report that included \$400,000 for City Council initiatives, which could include the Vision Zero Policy. Of this amount, \$75,000 was allocated to support homelessness and the remaining balance of \$325,000 is available. Council has not appropriated the remainder of fund balance for this purpose.</p>



	Pillar	Council Priorities	Outcomes
<b>ALREADY IN PROGRESS / ONGOING</b>			
7		Facilitate Economic Recovery <b>PARTIALLY FUNDED/STAFFED</b>	<p>The City has planned and implemented numerous COVID-related programs to facilitate economic recovery including: Grant programs for small businesses; temporary modification of City land use regulations; delivery service caps to protect restaurants; emergency rental assistance program; continuous communication regarding potential resources via eNews and City website; Worker Retention and Recall ordinances; and others. In addition, despite diminished resources, staff has worked to maintain the processing of development applications/permits that facilitate economic growth and recovery. The City has also continued its efforts with the Tourism Improvement District (TID) and DMO to support hotel and convention center sales activity. On Oct. 19, 2021, the City Council adopted the Ordinance No. 2033 to reflect the increase in the Transient Occupancy Tax rate to 11.5%.</p> <p>The City has never had dedicated staff to economic development, nor an Economic Development Division. It is important to note that the City's two staff members, that served as subject matter experts while holding other duties, have departed the City. Current work is only partially being completed and some has been suspended (for lack of capacity).</p>
8		Transportation "Quiet Zone" <b>UNRESOURCED/UNFUNDED</b>	City Council voted at Nov. 16, 2021 City Council to discuss the Transportation Quiet Zone at February Priority Setting Session and City staff will research any potential funding sources, such as the infrastructure bill or grant programs, before the meeting. Staff could not identify any grant opportunities for this work and also checked in with the City's Legislative Advocacy Consultant, Townsend Public Affairs, and they were not aware of any opportunities either. <b>The estimated cost for the "Quiet Zone" study is \$300,000.</b>
9		Transportation Demand Management Study <b>UNFUNDED</b>	Staff is working on Request for Proposals (RFP) to get a third-party consultant as well as inclusion of a fee to fund work to include developing a TDM template and requirements for developers. At the Jan. 11, 2022 City Council meeting, the Council voted to note and file for the RFP to include support for online reporting of TDM reports.
10		Station Area Plan (staffing and resources, consultants, density, parking, timeline and coordination with VTA and San Jose) <b>PARTIALLY FUNDED</b>	On Dec. 7, 2021 City Council <b>approved the \$400,000 in grant funding</b> from the MTC for the preparation of the Santa Clara Area Plan. The City will also have access to up to \$500,000 of consultant services funded by the Valley Transportation Authority. <b>The typical cost for preparation of a Specific Plan, including CEQA review, totals \$1-1.5M</b> , so additional funding will be necessary to complete and adopt the Specific Plan. Work on the Specific Plan is scheduled to begin in the summer of 2022 and extend through 2025. The grants will not fund analyzing an extension of Brokaw (or any other connection) south of the train tracks.








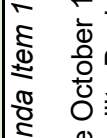
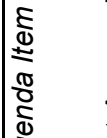
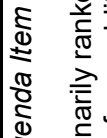
	Pillar	Council Priorities	Outcomes
<b>ALREADY IN PROGRESS / ONGOING</b>			
11		Elections/Redistricting for 2022	The Independent Redistricting Commission was selected in August 2021. The Commission will adopt a new City Council District map no later than April 17, 2022 based on Census 2020 data and is currently conducting a community engagement process by hosting a series of public hearings as part of the Redistricting process. Upcoming meetings are scheduled for Feb. 10, and Feb. 28. The Independent Redistricting Commission will present to the City Council with the adopted Council map and Council will adopt an ordinance amending the current District Map with the newly adopted map in March 2022. The adopted Council map will be implemented starting with the November 2022 election.
12		Provide Core Services, including Public Safety	The City continues to provide services in compliance with County, State and Federal safety guidelines. As approved by the City Council as part of the June 22, 2021 adoption of the FY 2021/22 and FY 2022/23 Operating Budget, \$1.7 million was added to the Police Department operating budget to restore selected positions eliminated as part of the Phase 1 and Phase 2 budget reductions. The Police Department recommendation included the restoration of two sworn and eight non-sworn personnel.
13		Downtown Task Force / Precise Plan for Downtown	The City continues to support the revitalization of our Downtown by developing a Precise Plan that will provide guidance through policies, guidelines, and illustrations that implement the community vision and objectives for a vibrant, pedestrian-oriented destination Downtown. Staff works with the Council-appointed Downtown Community Task Force (DCTF) to develop a plan that best represents the desires of the community. The DCTF makes periodic reports to Council on their progress. The schedule anticipates that the City Council will consider adoption of the Precise Plan in Fall 2022/Winter 2023. The Downtown Community Task Force requested a scope and cost to analyze relocating City Hall downtown. The study conceptually analyzes moving City Hall downtown, including conceptual building form/ space programming and an economic and financial analysis. <b>The estimated cost for conceptual land use and economic analysis is \$400,000, which is not currently funded.</b>
14		Pilot Program for e-Bikes and Scooters (Shared Mobility Program)	The Shared Mobility Program was heard at City Council on Dec. 7, 2021 and Jan. 11, 2022. Council approved the Ordinance for the Regulation of Shared Mobility Devices (Bicycles and Motorized Scooters) and Adopted a Resolution to Establish Shared Mobility Permit and Impound Fees.





	Pillar	Council Priorities	Outcomes
<b>ALREADY IN PROGRESS / ONGOING</b>			
15		Procurement Reform Recommendations	City Council approved the proposed reforms and direct City staff to return to a future Council meeting with draft code amendments to be approved with City Attorney. Target Spring 2022 to bring to future City Council meeting.
16		Policy Discussion on Data Centers	The proposal is for new data centers is to achieve carbon neutrality. Consideration to make this a requirement as part of all new Data Centers and optional for all other land uses. This project will require significant customer outreach and will be considered as part of the Climate Action Plan update targeted to go to the City Council in April / May 2022. City staff is also convening a Data Center working group to address data center issues and for the potential Business License Tax.
17		Economic Support from Large Businesses (voluntary)  <b>UNRESOURCED/UNFUNDED</b>	The City does not actively seek donations in order to ensure staff remains in compliance with City Code and FPPC regulations as well as adheres to the highest ethical standards. While the City does not actively seek donations, Policy 051 provides the methods in which the City may accept donations. During the height of the COVID pandemic, the City worked with two non-profit organizations to accept donations that the nonprofits collected for certain City programs such as the Small Business Assistance Grant and the Healthy Meals program.
18		Expand Councilmember District Communication Options	City Manager provided an update on how staff proposes to address this priority with a digital newsletter for district-based monthly newsletter, provided to each City Councilmember to distribute to district constituencies. This effort began in February 2022.
19		Task Force on Diversity, Equity & Inclusion	The Task Force on Diversity, Equity & Inclusion continues to meet and move forward with their charge of identifying key issues facing the City involving historically disenfranchised communities and making recommendations to policies that help the City achieve racial equity. The Task Force provides quarterly reports on their work efforts to the Council.  Important to note that all staff that once supported this Task Force have departed the City and, to the extent possible, the staff person also assigned to ballot measures is absorbing this work (although it remains insufficient at this time and, accordingly, staff will be working on development of a workplan to focus this work).


ALREADY IN PROGRESS / ONGOING			
Outcomes	Council Priorities	Pillar	
<p>City staff conducts a review of City Council and Authorities meeting agendas when published for addresses and properties listed in agenda items. The addresses are searched in the City GIS system that contains a database of Councilmember-owned property. If the address is located within a radius (1,000 feet or less than 500 feet) of the Councilmember's property, staff distributes an email outlining the agenda item(s) and provides this information. When there are instances that the address comes up in the search, staff defers to the City Attorney's Office to make the determination of conflict of interest. For all other matters, the City Council appropriately self-reports on any potential conflicts of interest.</p>	Councilmember Conflict of Interest		20

ADDITIONAL ITEMS REFERRED TO FEBRUARY PRIORITY SESSION (030 AND OTHER)			
Outcomes	Item	Pillar	
<p>Origin: 2021 Priority Check-in</p>	<p>Elected Police Chief and City Clerk Ballot Measure for November 2022  <b>UNRESOURCED/UNFUNDED</b></p>		1
<p>Origin: Written Petition Policy 030</p> <p>Agendize Written Petition submitted by David Donaldson to a future Council Agenda to Consider Placing a Ballot Measure on the 2022 Ballot for Charter Amendments calling for the voters to consider Campaign Reform actions relative to donations from Santa Clara businesses and residents, City matching funds for donations, funding caps, and disclosures of funding raising activities. The component regarding Mayor and Council salaries will be removed. Directed staff to return with a comparison of what other cities do.</p>	<p>Election Reform/Campaign Contribution Cap  <b>UNRESOURCED/UNFUNDED</b></p>		2

	Pillar	Item	Outcomes
<b>ADDITIONAL ITEMS REFERRED TO FEBRUARY PRIORITY SESSION (030 AND OTHER)</b>			
3		Internet Equity and WiFi <b>UNRESOURCED/UNFUNDED</b>	<i>Origin: August 2021 Priority Check-in</i>  The City does not have a franchise agreement for WiFi internet services. Silicon Valley Power offers <a href="#">free outdoor WiFi</a> service provided by Silicon Valley Power Meter Connect. Santa Clara City Library offers free hotspots for checking out, laptops and Chromebooks. We are starting to develop plans for Smart Parks to offer free WiFi in City parks. The Emergency Broadband Benefit is an <a href="#">FCC program</a> to help families and households struggling to afford internet service during the COVID-19 pandemic.
4		Discussion to add a Ballot Measure in 2022 Election for an Infrastructure Bond or Tax <b>PARTIALLY FUNDED/STAFFED</b>	<i>Origin: Written Petition (Becker) 10/19/21 12H. 21-1491</i>  A ballot measure to upgrade aging infrastructure including Santa Clara's public pools and the International Swim Center. On Nov. 1, 2021, staff provided Council per request at the October 19, 2021 Council meeting, to background information on the Infrastructure Bond.
5		Sanitary Sewer Laterals <b>UNRESOURCED/UNFUNDED</b>	<i>Origin: Written petition by Joseph Ducato 2/23/21</i>  Staff will return with a cost analysis on City's undertaking of responsibility of sewer laterals on and options for potential grant program and/or insurance policies. Water & Sewer Utilities Director Gary Welling will present this at the February Priority Setting session, including the resources needed to implement (which currently do not exist within the budget or capacity).
6		Discussion of New City Hall into New Santa Clara Downtown Plan <b>UNRESOURCED/UNFUNDED</b>	<i>Origin: Council Policy 030 Written petition (Becker) 10/11/21 - Agenda Item 12C (10/19/21) Council</i>  On Nov. 1, 2021, staff provided Council per request at the October 19, 2021 Council meeting, additional background information on the Civic Center Master Plan. The Downtown Community Task Force requested a scope and cost to analyze relocating City Hall downtown. <b>The estimated cost for conceptual land use and economic analysis is \$400,000, which is not currently funded.</b>
7		Proposal of a New City Film Commission <b>UNRESOURCED/UNFUNDED</b>	<i>Origin: Council Policy 030 Written petition (Becker) 10/11/21 Agenda Item 12E (10/19/21)</i>  No updates

Pillar	Item	Outcomes
<b>ADDITIONAL ITEMS REFERRED TO FEBRUARY PRIORITY SESSION (030 AND OTHER)</b>		
8	 <p>Discussion of Construction of Lawn Bowl Facility for consideration <b>UNRESOURCED/PARTIALLY FUNDED</b></p>	<p><i>Origin: Council Policy 030 Written petition (Becker) 10/11/21 Agenda Item 12G (10/19/21)</i></p> <p>On Nov. 1, 2021, staff provided Council links to per request at the October 19, 2021 Council meeting, to background information on the Lawn Bowl Facility Background Information. The City currently has allocated \$175,000 for the repair and maintenance of the Lawn Bowl facility (clubhouse). There has been no subsequent action to re-allocate or redirect that amount to the design and construction of the new Lawn Bowls facility. Given the current balance in the 3001 General Capital Park Maintenance account, Council would need to reprioritize and reallocate up to \$175,000 for the required design and engineering of a new facility. There is no funding allocated for construction.</p>
9	 <p>Discussion of Installation of Rainbow Crosswalk(s) Painting in Santa Clara <b>UNRESOURCED/UNFUNDED</b></p>	<p><i>Origin: Council Policy 030 Written petition (Becker) 10/11/21 - Agenda Item 12K (10/19/21)</i></p> <p>This item requires a Council Policy and Program, as well as an Art Approval Process (similar to the City Utility Art Box Program through the Cultural Commission). Depending on the program developed, this may require additional capital and maintenance funding in the budget.</p>
10	 <p>Discussion of Installation of Rectangular Rapid Flashing Beacon Crosswalk at Kiely/Mauricia <b>UNFUNDED</b></p>	<p><i>Origin: Council Policy 030 Written petition (Becker) 10/11/21 - Agenda Item 12J (10/19/21)</i></p> <p>The City has over 200 uncontrolled crosswalks. Staff has preliminarily ranked these for review based on traffic/speed to establish a priority ranking to perform additional studies. Staff is currently working on finalizing an agreement with a consultant to study and analyze approximately the first 30 on the list. The crosswalk at Kiely/Mauricia is on the initial list. The study and analysis will indicate if improvements such as flashing beacons, hawks or other improvements are needed or not. There is an unfunded project in the budget for additional work at uncontrolled crosswalks citywide estimated at about \$7M over 5 years. Staff is seeking grant opportunities like OBAG to obtain additional funding. Uncontrolled crosswalks were covered in the Safe Streets Unfunded Priorities that were presented to the public last year while ballot measures were being considered.</p>

	Pillar	Item	Outcomes
<b>ADDITIONAL ITEMS REFERRED TO FEBRUARY PRIORITY SESSION (030 AND OTHER)</b>			
11		Establish Stadium Neighborhood Relations Committee  <b>UNRESOURCED/UNFUNDED</b>	<i>Origin: Council Policy 030 Written petition (Jain) 12/7/21</i>  Action on a Council Written Request (Council Policy 030) Submitted by Councilmember Jain Requesting to Place an Agenda Item at a Future Council Meeting to Consider a Neighborhood Stadium Relations Committee. More staff resources would be required to support this Committee, due to staff reductions and departures.
12		Feasibility Study for constructing a roadway undercrossing at the railroad tracks separating Benton Street and Brokaw Road near the Santa Clara Caltrain Station and future Santa Clara BART Station  <b>UNRESOURCED/UNFUNDED</b>	<i>Origin: Referred from Jan. 5, 2022 Study Session</i>  At the Jan. 5, 2022 Study Session for the BART Project, Council expressed interest in potentially studying connecting Benton Street and Brokaw Road with a roadway undercrossing under the railroad tracks. <b>This is a new item that Staff has not previously explored, however it is estimated that a complex study like this could cost up to \$500,000.</b>
13		Approve the review of the Senior Advisory Commission Transportation Interest Letter and refer the issue of a transportation needs analysis  <b>UNRESOURCED/UNFUNDED</b>	<i>Referred from Jan. 25, 2022 City Council meeting</i>
14		Discuss the remedial condition of the International Swim Center facility  <b>PARTIALLY RESOURCED/UNFUNDED</b>	<i>Referred from Jan. 25, 2022 City Council meeting</i>  Public presentation from the Santa Clara Swim Club

	Pillar	Item	Outcomes
<b>ADDITIONAL ITEMS REFERRED TO FEBRUARY PRIORITY SESSION (030 AND OTHER)</b>			
15		Consideration of current janitorial services contract renewal	<p><i>Referred from Jan. 25, 2022 City Council meeting</i></p> <p>Consider current janitorial services contract renewal based on public comment experiences with vendor. Staff will initiate an RFP process for janitorial services in Q2 of 2022 and report to the Council for services commencing in 2023. The current contract has one more year option, allowing staff to engage in an RFP process and ensure workplace safety (during COVID) for our facilities.</p>

# **CITY OF SANTA CLARA**

## **PROPOSED BUDGET PRINCIPLES FOR FY 2022/23**

1. Make decisions within the context of the City's Code of Ethics and Values, especially being Fiscally Responsible, Communicative, and Service-Oriented.
2. Consider budget decisions with long-term implications taking into account data from the Ten-Year Financial Forecast.
3. To the extent possible, align ongoing expenditures with ongoing revenues to avoid negative impacts on future budgets and maintain the City's high financial management standards.
4. When addressing General Fund shortfalls, use a combination of ongoing and one-time solutions to balance the competing goals of aligning ongoing revenues and expenditures and minimizing the service delivery impacts to the community.
5. Continue cost control measures until the ongoing General Fund revenues and expenditures are in alignment.
6. Approve an exception to the Council Policy that dictates setting the General Fund Budget Stabilization Reserve at or above 25% of adopted budget expenditures; set the Reserve level at a minimum of 15% of expenditures and address any remaining FY 2022/23 shortfall with the use of the Land Sale Reserve.
7. Focus on projects and services that benefit the community as a whole.
8. Pursue economic development objectives and strategies to foster new public and private investment within Santa Clara, and to create employment opportunities.
9. Balance between compensation adjustments to retain and attract employees and funding for positions.
10. Use one-time unrestricted revenues (e.g., annual General Fund surplus) for one-time uses such as increasing reserves, funding capital or Information Technology projects, paying off debt, and/or paying off unfunded pension or other post-employment benefits liabilities.
11. Inform and communicate clearly and broadly to residents, businesses and employees regarding the City's fiscal position and budget; schedule hearings to promote active participation in the City Council's budget deliberations.
12. With limited exceptions, establish fees based on full cost recovery where individuals/businesses rather than the community at-large are benefitting from City services. This preserves limited unrestricted resources for providing services that benefit the community as a whole.
13. Focus on business process redesign in order to improve employee productivity and the quality, flexibility, and cost-effectiveness of service delivery (e.g., streamlining, simplifying, reorganizing functions, and reallocating resources).
14. Explore expanding existing revenue sources and/or adding new revenue sources.
15. Engage employees to contribute new and innovative ideas during the department budget development process.
16. Use the General Plan as a primary long-term fiscal planning tool and link ability to provide City services to development policy decisions.



# CITY OF SANTA CLARA

## PROPOSED BUDGET PRINCIPLES FOR FY 2022/23

1. Make decisions within the context of the City's Code of Ethics and Values, especially being Fiscally Responsible, Communicative, and Service-Oriented.
2. Consider budget decisions with long-term implications taking into account data from the Ten-Year Financial Forecast.
3. To the extent possible, align ongoing expenditures with ongoing revenues to avoid negative impacts on future budgets and maintain the City's high financial management standards.
4. ~~To address the projected General Fund shortfall~~ **When addressing General Fund shortfalls**, use a combination of ongoing and one-time solutions to balance the competing goals of aligning ongoing revenues and expenditures and minimizing the service delivery impacts to the community.
5. Continue cost control measures until the ongoing General Fund revenues and expenditures are in alignment.
6. ~~If an exception to the Council Policy to set the General Fund Budget Stabilization Reserve at or above 25% of adopted budget expenditures is considered, maintain the Reserve level at a minimum of 15% of expenditures.~~ **Approve an exception to the Council Policy that dictates setting the General Fund Budget Stabilization Reserve at or above 25% of adopted budget expenditures; set the Reserve level at a minimum of 15% of expenditures and address any remaining FY 2022/23 shortfall with the use of the Land Sale Reserve.**
7. Focus on projects and services that benefit the community as a whole.
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**City of  
Santa Clara**  
The Center of What's Possible

# 2021

**CITY COUNCIL GOALS & PRIORITIES**

## **City of Santa Clara Summary of Accomplishments**

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## Greetings Santa Clara Community,

I am excited to share some of the highlights and **many accomplishments we have experienced** since the previous year's report. The accomplishments illustrate our **remarkable achievements over the last year** to support the City Council's priorities while helping address the COVID-19 pandemic and maintaining the necessary services the community counts on.



**The City remains committed to improving the quality of life in Santa Clara.** Throughout the pandemic, the City continues to shine and get recognized for its leadership and public service quality. In addition to the strategic financial management of nearly \$5 billion and the City Council's solid leadership, **our work is distinguished by these awards and recognitions.**

Together, the community and City workforce has shown their resilience and commitment to making Santa Clara "The Center of What's Possible."

It's an honor to serve as Santa Clara's City Manager. **I am proud of the work my team and I do every day** to support and implement the City Council's goals and priorities and deliver a broad range of services to keep the community thriving.



**Throughout the pandemic, the City continues to shine and get recognized for its leadership and public service quality.**

Thank you for the opportunity to serve as Santa Clara's City Manager!

In community spirit,

Deanna J. Santana  
City Manager



# SANTA CLARA RESPONDED DURING THE PANDEMIC

We quickly pivoted to provide City services in-person while enhancing online digital services during the pandemic

**Healthy Meals Santa Clara**  
**150,000** free meals to youth and children in partnership with Santa Clara Unified School District to supplement meals.

**City Council prioritized COVID-19 response** during Priority Setting Sessions!

**Emergency Rental Assistance**  
Assisted low-income households in Santa Clara with rental assistance for past due rent due to the COVID-19 crisis.

**169 households**  
**\$734,000 in funding**

**Small Business Assistance Grant Program**  
**248** businesses supported  
**\$1,745,000 in grants**

**Food for Families**  
In partnership with the Salvation Army and Second Harvest Food Bank, distributed free essential food items to those impacted by the COVID-19 pandemic.

**16,809** boxes of food  
**5,603** households

**Senior Meal Program**  
We transitioned our daily Senior Nutrition Program to maintain the health and safety of the senior community.

**103,000** free meals

**Santa Clara City Library COVID-19 Free Testing**

**22** days of testing  
**10,986** tests provided

# 2021

## CITY AWARDS AND RECOGNITION



Ranked First Place for 3CMA 2021 Savvy Award in Digital Interactive Overall Website for City website redesign



Ranked First Place CMUA Resource Efficiency & Community Service Award for Silicon Valley Power innovative Energy Efficiency Grant Program for Small Businesses



2021 American Public Works Association Project of the Year Reed & Grant Sports Park Project



Clean Water Environment Association Sewer Collection System of the Year



Capital Budget Excellence Award for Fiscal Year 2020/21 from the California Society of Municipal Finance Officers



Certificate of Achievement in Excellence in Financial Reporting for Comprehensive Annual Financial Report ending FY June 2020



Mission Branch Library LEED Silver Certification through the U.S. Green Building Council



Silicon Valley Power recognized for Smart Energy Provider designation from the American Public Power Association



Award for Excellence in Information Technology Practices from Municipal Information Systems Association of CA



California Emergency Services Association Coastal Chapter Exceptional Award for LISTOS program for Emergency Management



Award of Excellence from the American Planning Association for Tasman East Specific Plan



2021 Achievement of Excellence in Procurement Award for excellence in public procurement



American Public Power Association's Safety Award of Excellence for Silicon Valley Power



Award of Merit from California American Planning Association for Reclaiming Our Downtown, Santa Clara Parade of Champions, and Old Quad Residents for Rebuilding Downtown Santa Clara

# 2021

## CITY COUNCIL POLICY PRIORITIES

1. **DELIVER & ENHANCE HIGH-QUALITY EFFICIENT SERVICES & INFRASTRUCTURE** — Pg 8-9
2. **MANAGE STRATEGICALLY OUR WORKFORCE CAPACITY & RESOURCES** — Pg 10-11
3. **PROMOTE & ENHANCE ECONOMIC, HOUSING & TRANSPORTATION DEVELOPMENT** — Pg 12-13
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The City Managers's Office has an amazing team ready to serve with integrity and humility.

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*“I’m proud of the services and dedication our City employees provide the community, working tirelessly, every day, all year long, rain or shine.”*

*Deanna J. Santana*

# DELIVER & ENHANCE HIGH-QUALITY EFFICIENT SERVICES & INFRASTRUCTURE

*We were busy in 2021 delivering the critical services the community expects and going above and beyond when the community needs us.*



## Key accomplishments of the **Deliver and Enhance High-Quality Efficient Services and Infrastructure** City Council Pillar:

### City of Santa Clara Continually Improving Infrastructure

- **Awarded** the CMUA Resource Efficiency & Community Service Award for outstanding projects advancing best practices and innovative ideas in the water and power industry
- **Awarded** the Santa Clara Valley Section of the Clean Water Environment Association's (CWEA) Sewer Collection System of the Year - Medium Size
- **Completed** construction of speed humps requested by residents as a traffic-calming measure on Briarwood Drive between Cabrillo Avenue and Warburton Avenue
- **Took top honors** in the 2021 CMUA Resource Efficiency & Community Service Awards for SVP's outstanding projects advancing best practices and innovative ideas in the water and power industry
- **Completed** flashing beacons for pedestrian crossings at Halford Avenue at Burnley Way and The Alameda between Mission and Belomy Streets; and a High-Intensity Activated Crosswalk (HAWK) at Kiely Boulevard at Malabar Avenue

- **Completed** design work for approximately 20 capital improvement program projects
- **Completed** the in-house design, construction, and installation of approximately 4,000 linear feet of water main
- **Increased** public-facing access to City services at Santa Clara City Hall and additional locations on Oct. 4, 2021
- **Received** a Safe, Clean Water Mini Grant in the amount of \$5,000 from the Santa Clara Valley Water District

### City Santa Clara Delivers High-Quality Services & Enhances Technology

- **Effectively navigated** the impact of changing public health orders to maintain access to core Library services by launching contactless pick-up services and implemented appointment concierge services as well as "grab and go" curated bundles of materials
- **Declared a local drought emergency** for the City of Santa Clara and developed a water conservation and drought awareness campaign
- **Accelerated** the adoption of Lexipol public safety policy manual intended to provide comprehensive, defensible Department policies written by legal and public safety professionals based on current government legislation and case decisions

- **Added** over 50,000 digital titles to the library collection
- **Awarded** \$90,000 in grant funding for the education, prevention, and enforcement of impaired driving laws
- **Expanded** the Santa Clara Police Department Community Response Team to include two Crisis Intervention Specialists to provide consultation and field support to Patrol, in the areas of mental/behavioral health and service referrals
- **Purchased** a state-of-the-art use of force simulator to provide a realistic, yet safe environment, for law enforcement to practice responding to various stimuli and as a community engagement tool
- **Implemented** a third-party vendor for the management of the City's residential and business alarm
- **Implemented** a new email subscription service, GovDelivery, to improve communications by providing enhanced updates on news and topics that interest residents
- **Received** the 2020 Achievement of Excellence in Procurement® Award from the National Procurement Institute
- **Received** the Government Finance Officers Association (GFOA) award for excellence in financial reporting for Fiscal Year 2019/20 for the 29th year

- **Earned** the American Public Power Association's Safety Award of Excellence (APPA) for Silicon Valley Power's safe operating practices in 2020
- **Enhanced** productivity, collaboration, and security via the roll-out and support of Microsoft Teams and 365 SharePoint Online as the collaboration platform across City
- **Awarded** the 2021 Award for Excellence in Information Technology Practices from the Municipal Information Systems Association of California (MISAC)

### City of Santa Clara Provides Services Supporting the Community

- **Partnered** with Second Harvest Food Bank and the Santa Clara Unified School District to create the award-winning Lunch at the Library free summer meal program for local families
- **Partnered** with The Salvation Army and Second Harvest Food Bank to launch a new program called Food for Families, which will offer weekly essential food items for all Santa Clara residents
- **Provided** the Annual Cleanup Campaign while adhering to COVID-19 safety guidelines
- **Received** recognition by American Public Works Association Silicon Valley Chapter 2020 Honor Award for the City's Santa Clara Safe Routes to Schools Pedestrian Improvement Project

# MANAGE STRATEGICALLY OUR WORKFORCE CAPACITY & RESOURCES

*We invest in our staff to ensure they continue to provide the best possible service while remaining fiscally responsible and focused on strategic goals.*



Key accomplishments of the **Manage Strategically Our Workforce Capacity and Resources** City Council Pillar:

## City of Santa Clara Continues to Strengthen Workforce

- **Appointed** a new City Librarian after a nationwide search
- **Added** \$1.7 million to restore Police services impacted by budget reductions in the biennial operating budget
- **Established** a list of eligible Firefighter candidates after implementing a new recruitment campaign with the objective of diversifying the applicant pool
- **Added** fee-supported positions and third-party plan check and inspection funding to support building development services in the biennial operating budget
- **Transitioned** two employees from the Finance Department to the City Auditor's Office as placements from Phase 1 Budget Rebalancing proposals
- **Facilitated** the onboarding and orientation of three new City Councilmembers

## City of Santa Clara Enhances Workforce Resources

- **Coordinated** complex plan check processes between many City divisions, departments, and outside agencies while working remote
- **Achieved** Type II Urban Search and Rescue (USAR) certification from the California Office of Emergency Services (CalOES)
- **Acquired** Law Enforcement Field Training Application (LEFTA) software to review and track training records, vehicle damage, vehicle pursuits, use of force reports, and professional standards
- **Awarded** a new banking services contract to JP Morgan generating cost savings and enhancing customer service and technology efficiencies
- **Completed** approximately 1,270 legal service requests while maintaining full City Attorney operations during the Covid-19 pandemic under reduced FTE, budget and increased workload due to the departure of the City Attorney.
- **Completed** significant large generation projects at Don Von Raesfeld (DVR) power plant to replace obsolete equipment, improve functionality, and ensure reliability
- **Implemented** new case management system, Advologix, to accurately manage and track transactional and litigation matters
- **Launched** a mobile inventory (barcode) system to improve inventory management efficiency and accuracy at the City's central warehouse



- **Selected** a vendor for a new Records Management System and the housing of legacy data; anticipated "go live" timeframe of fall 2021
- **Launched** a new website to attract quality sworn and civilian professional candidates, aide applicants in the recruiting process and help differentiate the City of Santa Clara from fellow agencies
- **Completed** the upgrade of City's phone system to Mitel

## City of Santa Clara Strategically Manages Productivity

- **Facilitated** critical service delivery with an increase in workload and decreased resources, including the loss of approximately 450 as-needed employees (equivalent to 450,000 hours), 26% reduction of full-time staffing, and a 17% staff vacancy rate, as of July 2021.
- **Developed** Revenue Strategies to plan for the City's future needs and engaged a third-party consultant to poll for potential revenue strategies/tax measures
- **Updated** structure for annual two-day Council Priority Setting Session to highlight budget and fiscal needs and COVID-19 efforts
- **Reached** successor Memoranda of Understanding agreements with five of the City's bargaining units
- **Increased** Lobbyist Fees for full cost recovery of the program



- **Executed** an agreement with the Salvation Army Silicon Valley for on-going use of City employees as Disaster Service Workers for weekly food distribution program
- **Developed and implemented** various programs and policies including the COVID-19 leave policy as well as leaves mandated by State and federal laws
- **Pre-refunded** multiple bonds through direct placement which will achieve \$20 Million Net Present Value savings over the next 12 years
- **Reviewed** FEMA requirements and accounted for citywide COVID-19 expenditures to maximize federal funding
- **Developed** reserve policy that will enable SVP to remain solvent, handle emergency financial needs, and levelized future rate increases
- **Strategically distributed** \$1.59 million in CARES Act funding that supported the City's food assistance program, Small Business Assistance Grant Program and other COVID-19 related expenditures
- **Transitioned** investment services to a professional financial advisor to maximize the City's investment returns
- **Continued** the maturity of the City's cybersecurity posture, safeguarding resident and city sensitive data
- **Deployed** mutual aid resources to numerous wildfires and USAR responses

The City has had to address a **42M** fiscal deficit due to the COVID-19 pandemic. City Council and staff worked hard to balance a two-year budget; however, a 17.6M ongoing fiscal deficit remains.

# PROMOTE & ENHANCE ECONOMIC, HOUSING & TRANSPORTATION DEVELOPMENT

*We will continue to look for opportunities to provide additional housing and transportation and partner with other agencies to make progress in these areas.*



Key accomplishments of the **Promote and Enhance Economic, Housing and Transportation Development** City Council Pillar:

## City of Santa Clara Committed to Housing & Transportation Development

- **Invested** over \$0.8 million in the City's Neighborhood Conservation and Improvement Program (NCIP) and \$1 million in the City's Tenant Based Rental Assistance Programs
- **Celebrated** the start of construction of Agrihood, an affordable housing development at 90 North Winchester Blvd
- **Broke ground** on a new 100% affordable-housing community developed by St. Anton Communities at 2233 Calle Del Mundo in the city of Santa Clara Received an Award of Excellence in the category of Comprehensive Plan-Large Jurisdiction for the Tasman East Specific Plan
- **Assisted** two families in purchasing Below Market Purchase (BMP) homes, 5,000 residents through public service programs and 20 homeless or at-risk Santa Clara residents through the County Supportive Housing Partnership

- **Completed** the El Camino Real Specific Plan which will implement the City's General Plan goals and policies for the El Camino Real corridor by providing more detailed guidance for future land uses and urban design elements
- **Executed** an extension to the Exclusive Negotiating Agreement (ENA) and License agreement with Habitat for Humanity, De La Cruz Project
- **Managed, maintained, and provided** Sanitary Sewer Hydraulic Modeling support services for approximately 20 Land Development Projects
- **Awarded** American Planning Association Award of Excellence in the category of Grassroots Initiative for grassroots efforts for Rebuilding Downtown Santa Clara, American Planning Association Award of Excellence in the category of Comprehensive Plan-Large Jurisdiction for the Tasman East Specific Plan

## City of Santa Clara Promotes Economic Development Supporting Businesses

- **Named** one of the 2021 Top 25 Best Places to Live in America by Niche
- **Ranked 2nd** among the top 30 economically dynamic cities by Heartland Forward (San Jose-Sunnyvale-Santa Clara Metro Area)

- **Launched** the Worker Cooperative Initiative to help retain businesses in Santa Clara
- **Hosted** eight educational webinars on the Worker Cooperative business model with over 122 attendees
- **Amended** the City's Worker Retention Ordinance to permanently add hotel workers as a covered employee group
- **Enacted** an emergency ordinance to add worker recall protections for Santa Clara workers
- **Launched** marketing for the sale of Successor Agency property located at 5201 Great America Parkway
- **Established** a temporary ordinance that caps fees that a third-party delivery service can charge Santa Clara restaurants for their services during the COVID-19 pandemic
- **Lead** efforts in the successful formation of the new Destination Marketing Organization (DMO) including the development of Articles of Incorporation and Bylaws; appointment of a Board of Directors; hiring of new CEO; and development of a funding model
- **Implemented** a cap on third-party food delivery fee
- **Upgraded** the Business Tax License system





# ENHANCE COMMUNITY SPORTS, RECREATIONAL & ARTS ASSETS

*We will continue to provide public amenities, programs and services that provide opportunities to stay active and engaged. We are also continuing to maintain and improve our parks and facilities that best align with the community's needs.*



Key accomplishments of the **Enhance Community Sports, Recreational and Arts Assets** City Council Pillar:

## City of Santa Clara Parks Make Life Better!

- **Awarded** Project of the Year Award for the Environment/Parks (>\$25M) Category for Reed & Grant Sports Park Project
- **Opened** community facilities at the Lawrence Station Area development
- **Created** an interdepartmental "Smart Parks" planning team to collaborate on technology in parks (electronic locks, wi-fi, EV charging stations, etc.)
- **Hosted** the 110th Annual Holiday Tree Lighting Ceremony virtually from Central Park
- **Partnered** with the Magical Bridge Foundation to bring an all-inclusive playground providing play features for children and adults of all abilities and ages to Central Park
- **Recognized** as #18 on BarBend's 2020 list of California's Top Cities for Fit Lifestyles
- **Initiated** a Cemetery Census to confirm and/or update contact information for the interred at Mission City Memorial Park

## Community Projects Completed

- **Reed & Grant Sports Park**  
Opened the 9.75-acre Reed & Grant Sports Park located at 750 Reed St. It has five lighted sports fields, four synthetic turf fields and one natural grass field, that can be set up in multiple regulation size configurations, a 3,500 square foot multipurpose building for recreation and activities, concession stand, restrooms, on-site parking and playground
- **Raymond G. Gamma Dog Park**  
Rehabilitated the Raymond G. Gamma Dog Park located at 888 Reed St. It includes area for small and large dogs, ample lighting, new paved parking lot, EV charging stations and restrooms
- **Homeridge Park**  
Celebrated the completion and opening of the rehabilitated playground located at 2985 Stevenson St. The project includes a nature themed playground with great features and accessible, developmentally appropriate play elements
- **Santa Clara Senior Center**  
Senior Center fitness center floor was redone, and new fitness equipment was added, located at 1303 Fremont St.
- **Nuevo Community Public Park**  
Celebrated the completion and opening of a new playground, small grass field and BBQ area, located at 3505 Kifer Rd.
- **Creekside Park**  
Celebrated the completion and opening of the park located at 3225 Scott Blvd. This park is along the Redwood Creek Trail in Santa Clara Square and features a lit pathway, picnic tables with BBQs and seating area
- **Bowers Park**  
Completed rehabilitation of playground located at 2582 Cabrillo Ave. The new playground is inclusive for all ages and abilities
- **Machado Park**  
Completed rehabilitation of playground, located at 3360 Cabrillo Ave. Features two separate playgrounds for 2-5 and 6-11
- **Agnew Park**  
Completed rehabilitation of the playground, located at 2150 Agnew Rd. The new playground is great for those who like to swing, slide and climb
- **Fuller Street Park**  
Completed rehabilitation of Fuller Street sports court and added new fitness equipment, located at 61 Fuller St..

# ENSURE COMPLIANCE WITH MEASURE J & MANAGE LEVI'S STADIUM

*We are committed to managing Levi's Stadium with integrity, protecting public funding and complying with Measure J.*



## Key accomplishments of the **Ensure Compliance with Measure J and Manage Levi's Stadium** City Council Pillar:

- **Rebalanced** Stadium Authority budget due to COVID-19 impacts
- **Adopted** Stadium Authority Budget reflective of Board's priorities and the protection of public funds
- **Completed** review of Non-NFL Events for first three years of Stadium operations by forensic accountant to improve Management Company's accounting processes, procedures, and practices
- **Continued** efforts to provide procurement oversight and coordinate with Management Company to obtain Stadium Authority Board approval to execute conflict-free agreements for Non-NFL marketing, capital projects, and stadium maintenance and repairs
- **Initiated** a collaborative implementation of shared financial management services with the Management Company to ensure greater financial transparency and efficiency
- **Procured and awarded** multi-year agreement to auditor for annual financial audit
- **Implemented** Statement of Qualifications (SOQ) to procure a third-party marketing consultant to assess the Management Company's Non-NFL Events Marketing Plan to maximize revenue for Non-NFL events
- **City Council directed** the City Manager on Nov 16, 2021 to provide exemptions under conditions of approval for up to 5 weeknight concerts per year including pyrotechnics ending no later than 11:00 p.m.
- **Continued** efforts to collaborate with Management Company to mitigate event impacts for surrounding neighborhoods
- **Continued** working with Stadium Authority Counsel's Office on several litigation and arbitration actions filed by the Management Company, along with the issuance of Notices of Breach and Default related to the Stadium Manager's non-compliance with the Management Agreement
- **Continued** oversight with Stadium Authority Counsel's Office of ADA compliance with improvements to Main Lot
- **Continued** efforts to ensure transparency from Management Company and sharing of public records (Stadium Builder Licenses, financial information, and Non-NFL event agreements)
- **Continued** efforts to maintain and engage the Stadium Authority Board on improving the Noise Monitoring Program and related reporting



# ENHANCE COMMUNITY ENGAGEMENT AND TRANSPARENCY

*We continue our long-standing tradition of being a transparent and inclusive City that provides many opportunities to get involved and connect with us.*

Key accomplishments of the **Enhance Community Engagement and Transparency** City Council Pillar:

## City of Santa Clara Celebrates Community

- **Hosted** “Celebrate Santa Clara” event at Central Park that drew 3,000 attendees
- **Developed** a series of videos from the City Council on cultural & holiday events including Eid al-Fitr, Kwanzaa, 4th of July, Black History Month, Diwali and more
- **Hosted** the first Girl’s Fire Camp, introducing 60 high-school-aged girls to the firefighting profession
- **Hosted** National Night Out lead by Santa Clara Police Department
- **Promoted** Community Building with Citywide Chalk Art Contest, Halloween Decorating and Holiday Home Decorating Contests
- **Brought together** over 1,500 residents at four outdoor Sunset Cinema movie nights at City parks
- **Hosted** Children’s SpooktaClara Halloween Party at the Youth Activity Center, Halloween events at the Santa Clara City Library

## City of Santa Clara Promotes Community Engagement

- **Kicked off** the 2020/21 Redistricting effort by selecting a 7-member Independent Redistricting Commission
- **Launched** the Pruneridge Avenue Complete Streets Plan

- **Coordinated** informational campaign about City infrastructure needs with virtual community meetings and behind-the-scenes tours on Facebook Live garnering thousands of views
- **Continued** implementation of the City’s Smoking and Tobacco regulations by adopting Ordinance No. 2029 repealing Section 8.35.130 (“Possession of Tobacco by Persons Under 21 Years of Age”)
- **Approved** a settlement and release agreement to end the lawsuit brought against the City of Santa Clara under the California Voting Rights Act (CVRA)
- **Launched** the Commit to Action webpage on ways the Santa Clara Police Department can ensure it meets community expectations
- **Established** the Task Force on Diversity, Equity and Inclusion
- **Successfully oversaw** the City’s first district-based election in FY 2020/21 which encompassed four council seats
- **Supported** an extended outreach campaign for 2020 Census to ensure all Santa Clarans were counted, resulting in a higher self-response rate than 2010 Census
- **Provided** fire and life safety education to K-6th grade students via the outcome-based education program called Firefighters in Safety Education (FISE)
- **Provided** additional bilingual story times and sensory programming for children on the autism spectrum

## City of Santa Clara Prioritizes Transparency and Communication

- **Received** the National Association of Government Web Professionals (NAGW) 2020 Pinnacle Award (City/County Medium High Population Group) for the City website
- **Launched** a new redesign for the City Manager’s biweekly report as “City Hall News” to provide an improved user experience to disseminate pertinent information to the community
- **Received** 1st place honors in the 2020 Excellence in Public Information and Communications, or EPIC, awards, held by the California Association of Public Information Officials (CAPIO)
- **Awarded** the 3CMA 2021 Savvy Award in Digital Interactive - Overall website (population 44,000 and up) for the City website redesign
- **Received** the 2020 Northwest Public Power Association (NWPPA) Excellence in Communications Awards for Silicon Valley Power

The City’s Public Records Requests have increased year to year by more than **60%**



City staff at a booth getting feedback from the community



Mayor and City Council present Santa Clara University 2020 NCAA Division 1 Champions with keys to the City



Inside Santa Clara newsletter is produced three times a year in the fall, winter/spring and summer. It is also available at [SantaClaraCA.gov/InsideSantaClara](http://SantaClaraCA.gov/InsideSantaClara) with an improved digital experience.

# PROMOTE SUSTAINABILITY & ENVIRONMENTAL PROTECTION

*The City of Santa Clara is dedicated to environmental sustainability and climate action through community programs, projects, partnerships and policy development.*

Here's a list of accomplishments for the Promote Sustainability and Environmental Protection City Council Pillar:

## Silicon Valley Power Leads the City of Santa Clara in Green Power Excellence

- **Ranked** second place in the nation for SVP's Green Power Excellence from the U.S. Department of Energy
- **Activated** a 40-Megawatt Central 40 Solar Project - Enough to Power more than 16k Average Santa Clara Homes
- **Deployed** two new solar-powered electric vehicle (EV) charging stations with three charging ports at each station
- **Offered** a \$1,000 rebate when you upgrade your electric panel to accommodate additional load from converting natural gas to electric appliances and adding a Level 2 (Electric Vehicle) charger to your home
- **Approved** a 30-year extension agreement of a federally owned hydropower project with the United States Department of Energy's power market administrator, Western Area Power Administration, to continue to provide clean cost-effective hydropower through December 31, 2054
- **Received recognition** for Silicon Valley Power's Santa Clara Green Power program as one of the top green power programs for the 14th year in a row by the National Renewable Energy Laboratory (NREL)

Ranked second place in the nation for SVP's Green Power Excellence from the U.S. Department of Energy



- **Entered** into a three-year contract with CIM Group's Aquamarine Westside Project to purchase approximately 500,000 Megawatt Hours (MWh) of renewable energy
- **Received** recognition for Silicon Valley Power's Santa Clara Green Power program as one of the top green power programs for the 14th year in a row by the National Renewable Energy Laboratory (NREL)
- **Awarded** the American Public Power Association's Safety Award of Excellence (APPA) for safe operating practices in 2020
- **Awarded** by U.S. Environmental Protection Agency for Responsible Appliance Disposal Program for ensuring the proper disposal of refrigerant-containing appliances by using best environmental practices that go beyond what is required by federal law, including recovering appliance insulation foam, encouraging the recycling of all durable goods, and promoting the permanent retirement of old, inefficient appliances to save energy

## City of Santa Clara Promotes Sustainability to Protect Our Environment

- **Developed strategy** for establishing new City Sustainability Program as a roadmap to launch the new City Council Sustainability Pillar
- **Began implementation** of mixed-waste processing for organics collection in collaboration with Public Works Department
- **Created a pilot** residential e-bike rebate program to encourage the adoption of electric bicycles for commuting to work, shopping, going to school, visiting friends, etc. instead of commuting by car
- **Developed** new City Climate Friendly Sustainable Purchasing Policy
- **Established** nine new Sustainability Program priorities under three category areas (innovation, integration, collaboration) approved by City Council
- **Installed** a photovoltaic (PV) system on the roof of Northside Branch Library as part of a community-supported and funded program administered by the SVP
- **Installed** twelve new electric vehicle (EV) charging stations available to the public at four locations throughout Santa Clara
- **Launched** the California Electric Vehicle Incentive Project (CALeVIP) to provide Electric Vehicle Infrastructure incentives to commercial and multi-family utility customers
- **Launched** two low-income programs directed at energy efficiency (1) Solar Grant Program in FY 2020/21 that aims to provide enough energy through solar installations to offset nearly the entire annual energy consumption for qualified customers and (2) electric vehicle rebate program
- **Offered** a rebate of 10% off the purchase price, up to \$300 of new e-bikes
- **Offered**, in partnership with the California Electric Vehicle Infrastructure Project (CALeVIP), free technical assistance or small businesses and multifamily properties serving disadvantaged and low-income communities to help plan and install EV charging stations
- **Provided** a rebate of 10% of the purchase cost of a new electric bicycle, up to \$300 to assist those who want to ride a bicycle but want to travel faster or need the extra assistance



# City of Santa Clara

The Center of What's Possible

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1500 Warburton Ave., Santa Clara, CA 95050

# The Great Resignation and COVID-19:



## Impact on Public Sector Employment and How Employers Can Help

MissionSquare Research Institute has been tracking state and local government employee sentiment since the start of the COVID-19 pandemic. The latest data from a survey of public employees shows they are increasingly inclined to leave their jobs. But there are practical steps employers can take to stem resignations as we enter the next phase of the pandemic.

### Public Sector Employees are Considering Leaving Their Jobs

**52%**

of state and local workers are considering leaving their jobs **voluntarily** due to COVID-19 to do **any or all** of the following: change jobs, retire, and/or leave the workforce entirely.

Working during the COVID-19 pandemic has made them consider:



**36%**  
Changing jobs



**33%**  
Retiring



**28%**  
Leaving the workforce entirely for the foreseeable future

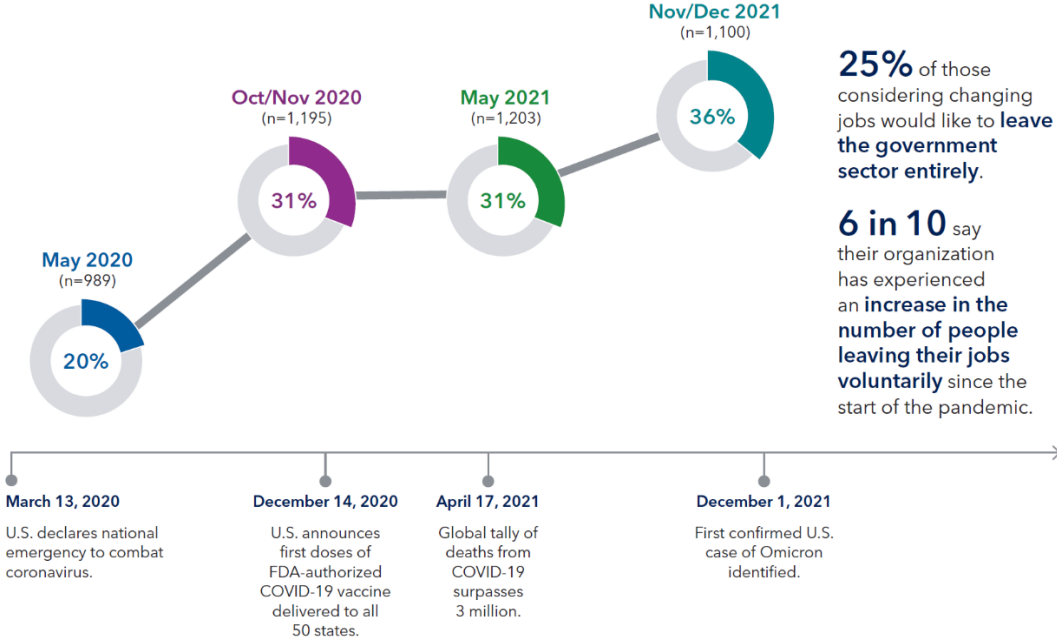
These individuals are significantly more likely to be:

Under age 40  
African American  
In K-12 education  
At high risk of exposure to COVID-19 at work

Age 60+  
Earning a household income of \$100,000+  
At high risk of exposure to COVID-19 at work

Under age 40  
African American  
At high risk of exposure to COVID-19 at work

# Trend in Considering Changing Jobs



## Why Employees Are Leaving

### Top 3 Reasons Employees Are Considering Changing Jobs

52%

Want a higher salary or a better benefits package

47%

Feel burned out from stress of job during pandemic

36%

Need better work-life balance

### Top 3 Reasons Considering Retiring and/or Leaving the Workforce Entirely

42%

Feel burned out from stress of job during pandemic

37%

Want time to do things that bring joy

26%

Tension have faced working with the public (or students' parents)

### Top 3 Reasons Causing Increase In People Leaving Their Jobs Voluntarily

58%

Added stress due to the pandemic

52%

Concern about safety due to COVID-19

47%

People are rethinking what they want to do



**8 in 10** say the increase in number of people leaving voluntarily has put a strain on their workload.

## Employee Views on How Public Employers Can Curb the Great Resignation

### To Reduce Stress

24%

Provide salary increases

15%

Hire more staff or reduce workload

13%

Provide emotional support

### To Retain More Employees

62%

Improve salaries

50%

Offer/increase bonuses

38%

Show more appreciation and recognition of employees and the work they do



Showing **more appreciation** and **recognition** of employees **outranked actions** including improving benefits, increasing amount of leave allowed, offering more flexible scheduling, and offering more opportunities for remote work.



In November/December 2021, MissionSquare Research Institute conducted an online survey of 1,100 state and local government employees, fielded by Greenwald Research, to assess the impact of the COVID-19 pandemic on public sector workers (prior surveys were conducted in May 2020, October/November 2020, and May 2021).

Final data were weighted by gender, age, income, and industry type to reflect the distribution of the state and local government workforce as found in the U.S. Census Bureau's Current Population Survey and the U.S. Census of Governments.

Visit [mission-sq.org/msriresources](https://mission-sq.org/msriresources) for past infographics and reports and be on the lookout for full results for the November/December 2021 survey in the coming months.



# 2021 Updated Survey Results

## Public sector employee views on finances and employment outlook due to COVID-19

Report prepared by MissionSquare Research Institute  
formerly the Center for State and Local Government Excellence at ICMA-RC



SLGE is now





## Acknowledgements

This report was prepared by Rivka Liss-Levinson, PhD (MissionSquare Research Institute) and describes results of a survey conducted with Greenwald Research.

The author gratefully acknowledges the insights and expertise of her collaborators on this research: Joshua Franzel, PhD and Gerald Young (MissionSquare Research Institute), and Doug Kincaid and Marie Ammar (Greenwald Research).

Thank you to Anne Phelan for copy editing this report and Susan Zarriello (Night Owl Design Studio, LLC).



## Executive summary

This report presents the results of a May 2021 national online survey conducted by MissionSquare Research Institute (formerly the Center for State and Local Government Excellence at ICMA-RC) and Greenwald Research of 1,203 state and local government employees, assessing their views on the coronavirus (COVID-19) vaccine, general concerns about COVID-19, the impact of the pandemic on their financial

and employment outlook, and general satisfaction with their employer and their benefits.

Where applicable, comparisons are made between this survey and two prior MissionSquare Research Institute/Greenwald Research surveys of state and local government employees, conducted May 2020 (n=1,008) and October 2020 (n=1,205).



### Top 10 takeaways

1

As of May 2021, **70%** of state and local government workers are **fully vaccinated**, and another 6% are partially vaccinated. The most influential factors in the decision to get vaccinated were ensuring their own personal health (63%), ensuring the health of friends and family (58%), and having the freedom to travel without worry (26%).

2

Positive **morale** regarding work among state and local government employees has **increased** over the past six months, **from 41%** in October 2020 **to 56%** in May 2021.

3

Thinking about their job going forward, respondents are most **concerned** about keeping their **family safe** from contracting COVID-19 (81%) – this percentage has remained **above 80%** since May 2020.

4

While 60% report that they value serving their community during this difficult time, **31%** say that working during the pandemic has made them **consider changing jobs**. One in four considering changing jobs would like to leave the government sector entirely.

5

**41%** of state and local government employees say they and their family have been **negatively impacted financially** by the COVID-19 pandemic.

6

Nearly **one in three** state and local government workers (31%) have had to take on **more debt** since the start of the pandemic, and 38% of those with an emergency fund have had to spend money from it during the pandemic to make ends meet.

7

**76%** of respondents reported that the COVID-19 pandemic has **impacted** the nature of **their job**. Of those, 31% say that it has been extremely or very difficult to adjust to those changes.

8

The percentage of state and local employees who are **working in person** has more than **doubled** over the past year, from 26% in May 2020 to 58% in May 2021.

9

**74%** of those engaged in any **in-person work** consider it at least **somewhat risky** in terms of their potential exposure to people who may have COVID-19.

10

The **top three suggestions** respondents had for how employers could make their organization a **better place to work** were: issuing bonuses or raises (21%), allowing work from home/remote work and flexible hours (20%), and promoting safety by following Centers for Disease Control and Prevention (CDC) guidelines and providing/enforcing the use of personal protective equipment (17%).

### Introduction

With the emergency use authorization of three COVID-19 vaccines for adults in the United States, and one for children as young as 12 years of age, the nation is in a sprint to get as many Americans vaccinated as possible. Across the nation, 149.7 million Americans are fully vaccinated, representing 45.1% of the total population, and 52.8% of those age 12 or older.<sup>1</sup>

But even with these valuable strides, there are still pockets of the country where vaccination rates lag and where COVID-19 cases are on the rise. Further, the damage that the COVID-19 pandemic has already inflicted on the United States and the entire world is substantial and devastating. As of July 8, 2021, more than 185 million cases and 4 million deaths due to COVID-19 have been recorded around the world, with the United States accounting for nearly 34 million cases and 606,000 deaths.<sup>2</sup>

As some states begin to lift emergency disaster declarations and cities and counties across the country consider what the “new normal” will look like and how to build resilient communities, the work of the state and local government workforce will be as critical as ever. From teachers and public safety professionals to public health and public works personnel, the approximately 18.7 million individuals who are employed by state and local government provide crucial services, programs, and activities for their communities.

To ensure that state and local governments have a resilient workforce that can respond to the current challenges and those that lie ahead, it is critical to understand how the public sector

workforce views vaccines, their perceptions of the impact of COVID-19 on their jobs and finances, and their outlooks on the short- and medium-term impacts of the pandemic.

In May 2020, MissionSquare Research Institute (formerly the Center for State and Local Government Excellence at ICMA-RC) and Greenwald Research conducted an online survey of 1,008 full-time state and local government employees, assessing their views on the COVID-19 pandemic’s financial impacts, job impacts, and other related issues. The results of that survey were released in a June 2020 report, and key findings were also developed into three infographics (see *Additional Resources*). In October 2020, a follow-up survey was conducted with 1,205 full-time state and local government employees to understand how these perceptions had changed over the course of six months. These results were also developed into several reports, including one focused on the K-12 workforce, and corresponding infographics (see *Additional Resources*).

This report provides the results of a third round of COVID-19 survey research that assesses state and local government employees’ views on the COVID-19 vaccine, general concerns about COVID-19, perceptions of financial and job impacts, and satisfaction with their employer and benefits. It presents the results of an online survey of 1,203 state and local government employees conducted by MissionSquare Research Institute (“The Institute”) and Greenwald Research May 12-28, 2021. Where applicable, comparisons are made between this survey and the May and October 2020 Institute/Greenwald Research surveys.

## Survey results

### Sample demographics

The demographic characteristics of the 1,203 survey respondents are displayed in Table 1. The majority of survey respondents are female, White or Caucasian, working for local government, have children or stepchildren, and have a total annual personal income of less than \$75,000. Respondents have a median age of 45<sup>3</sup> and tend to be well educated (71% have received their bachelor's or a graduate/professional degree). More than half of respondents are married and 53% work in education. There is more variation in respondents' household income, geographic region, area type and population size, and number of years working for their employer.

The demographic characteristics of the survey sample generally align with the overall state and local government workforce profile. Of the approximately 19.8 million state and local government employees who worked across the United States in 2020, 11.2 million worked in education and nearly 1 million were in police protection, with the rest filling all other state and local positions (e.g., general administration, utilities, transportation, hospitals).<sup>4</sup> As of 2020, state and local workers have an average age of 44.4 years; 61% are female; 78% are White; 58% are married; and 58% have a bachelor's, advanced, or professional degree.<sup>5</sup>

Table 1 **Sample demographics**

<b>Gender</b>		<b>Marital status</b>		<b>Industry</b>		<b>Total annual household income</b>	
Male	34%	Married	54%	Administration and Finance	4%	Less than \$25,000	4%
Female	66%	Single, never married	23%	Education	53%	\$25,000 to \$49,999	22%
Prefer to self-describe	0%	Divorced or separated	12%	Health & Human Services	13%	\$50,000 to \$74,999	22%
<b>Age</b>		Living with a partner	8%	Public Safety	16%	\$75,000 to \$99,999	21%
Under 40	37%	Widowed	3%	Parks & Recreation	1%	\$100,000 to \$124,999	14%
40-59	49%	Prefer not to say	<0.5%	Public Works/Utilities	4%	\$125,000 to \$149,999	8%
60 or older	14%	<b>Children/stepchildren</b>		Transportation	5%	\$150,000 or more	9%
<b>Education</b>		Yes, under 18	33%	All Other	3%	Don't know	1%
Less than a high school diploma	0%	Yes, 18 or older	33%	<b>Number of years working with current employer</b>		<b>Area population size</b>	
Graduated high school	7%	No children/stepchildren	40%	Less than 1 year	6%	Less than 10,000	11%
Some college (no degree)	12%	Prefer not to answer	1%	1 to 5 years	32%	10,000 to 24,999	12%
Associate's degree or completion of technical or vocational school	11%	<b>Region</b>		6 to 10 years	19%	25,000 to 49,999	14%
Bachelor's degree	38%	South	41%	11 to 15 years	12%	50,000 to 99,999	15%
Graduate/professional degree	33%	Midwest	21%	16-20 years	11%	100,000 to 199,999	11%
<b>Race/ethnicity</b>		West	20%	20+ years	19%	200,000 to 499,999	9%
White or Caucasian	68%	Northeast	18%	<b>Total annual personal income</b>		500,000 to 999,999	5%
Black or African American	15%	<b>Area type</b>		Less than \$25,000	6%	1,000,000 or more	8%
Hispanic/Latino/Spanish descent	14%	Urban	28%	\$25,000 to \$49,999	36%	Don't know	14%
Asian or Pacific Islander	5%	Suburban	47%	\$50,000 to \$74,999	26%		
Native American	<0.5%	Small town	11%	\$75,000 to \$99,999	17%		
Other	<0.5%	Rural	14%	\$100,000 to \$124,999	6%		
<b>Employer</b>		<b>Employer</b>		\$125,000 to \$149,999	4%		
		State government	32%	\$150,000 or more	5%		
		Local government	68%	Don't know	1%		

Note: n=1,203; some figures throughout this report may not total to 100% due to rounding or due to the allowance for multiple applicable responses.

### Views on COVID-19 vaccine

Of the 1,203 state and local government workers who responded to the May 2021 survey, 70% reported that they are fully vaccinated (Figure 1). Another 6% indicated that they are partially vaccinated (e.g., they have received first of two doses or it has been less than two weeks since their final dose). Meanwhile, 22% have not been vaccinated, and 1% of respondents preferred not to answer this question.

When asked to indicate the three factors that were most influential in their decision to get the COVID vaccine, respondents were most likely to report that they got vaccinated to ensure their own personal health (63%), to ensure the health of their friends and family (58%), and to have the freedom to travel without worry (26%; see Figure 2).

Figure 1 **Vaccination status, May 2021** (n=1,203)

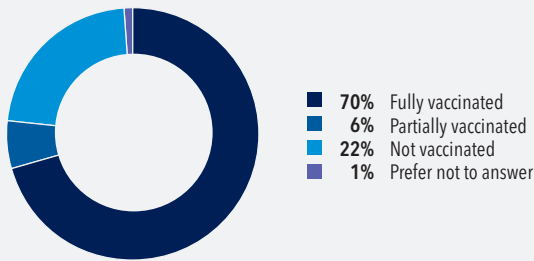
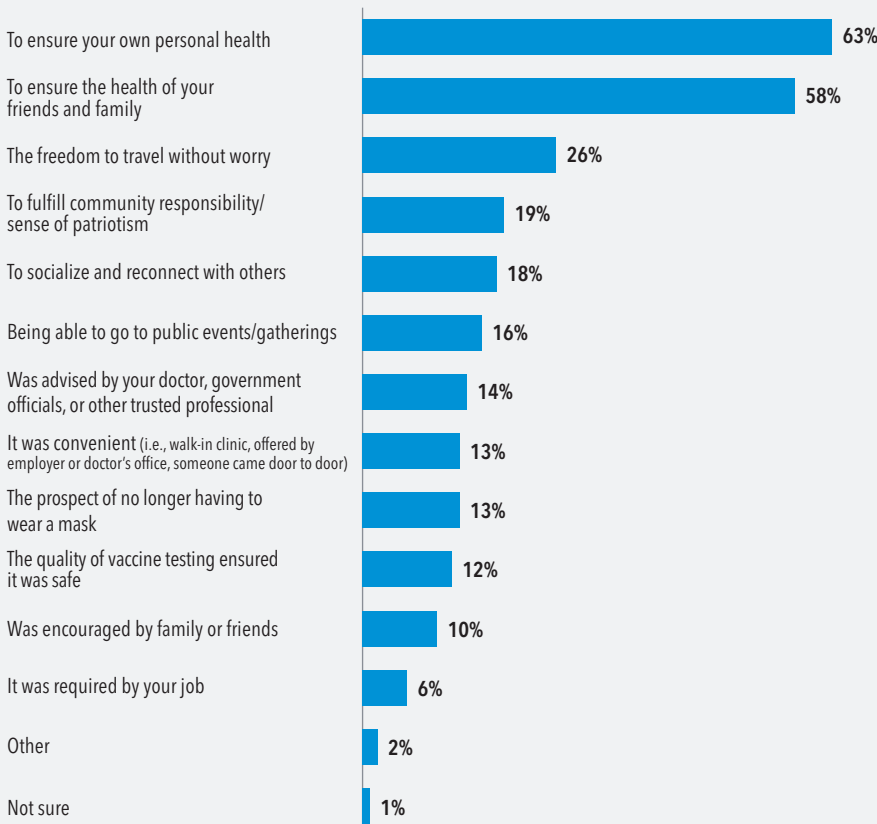


Figure 2 **Main reasons respondents got vaccinated, May 2021** (n=976)



### Breaking down the numbers

Fully vaccinated state and local government workers were significantly more likely to be:

- Non-Black/African American
- Over the age of 40
- Earning a household income of \$50K+
- Working in the education industry
- Living in a community with a population size of 50K+

Figure 3 **If unvaccinated, plan to get COVID vaccine? May 2021** (n=210)

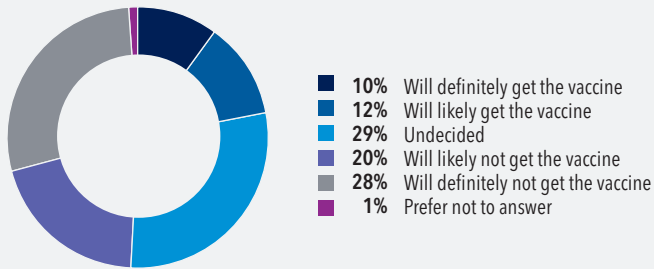
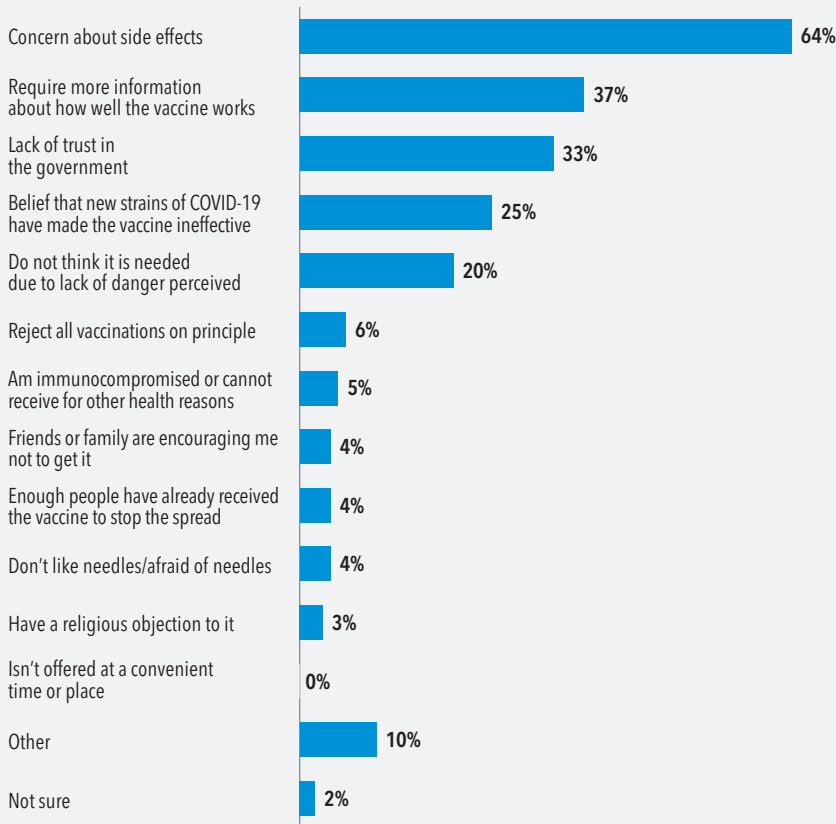


Figure 4 **Main reasons undecided/not getting vaccinated, May 2021** (n=169)



Nearly half of those unvaccinated said that they will definitely not or likely not get the vaccine.

Among those who have not received the COVID-19 vaccine, 22% reported that they will definitely or likely get the vaccine at some point (Figure 3). Nearly half of those unvaccinated, on the other hand, said that they will definitely not or likely not get the vaccine. A fairly large percentage (29%) are undecided.

Among those state and local government workers who are undecided or will not get the vaccine, the main reasons cited were a concern about the side effects of the vaccine (64%), that they require more information about how well the vaccine works (37%), and lack of trust in the government (33%).



Respondents were then asked about their employer’s stance on the COVID-19 vaccine, in terms of whether they encouraged it and whether they have been accommodating for those getting it (e.g., providing a financial or other incentive for getting it, allowing paid time off for getting the vaccine and for the possible side effects after). Results are displayed in Figure 5. Nearly two in three respondents reported that their employer has been somewhat or strongly encouraging of the vaccine, while 22% indicated that their employer has been neutral on it (Figure 5). Far fewer report that their employer has provided incentives for receiving the vaccine (8%) or mandated it (5%).

Respondents were also asked about their own views on the COVID-19 vaccine. As can be seen in Figure 6, more than half of respondents (59%) believe that the vaccine will only be effective if everyone receives it. Meanwhile, 45% said that government employers should mandate that employees get vaccinated against COVID-19, and 44% reported that they are concerned about whether or not their coworkers will get the vaccine.

Figure 5 **Employer’s stance on the COVID-19 vaccine, May 2021** (n=1,203)

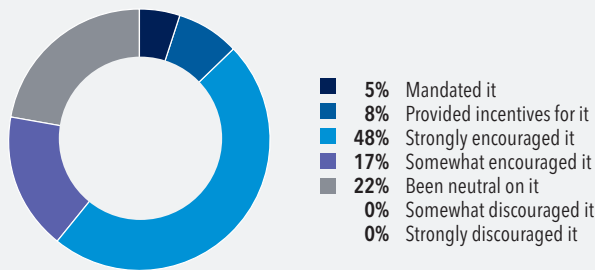
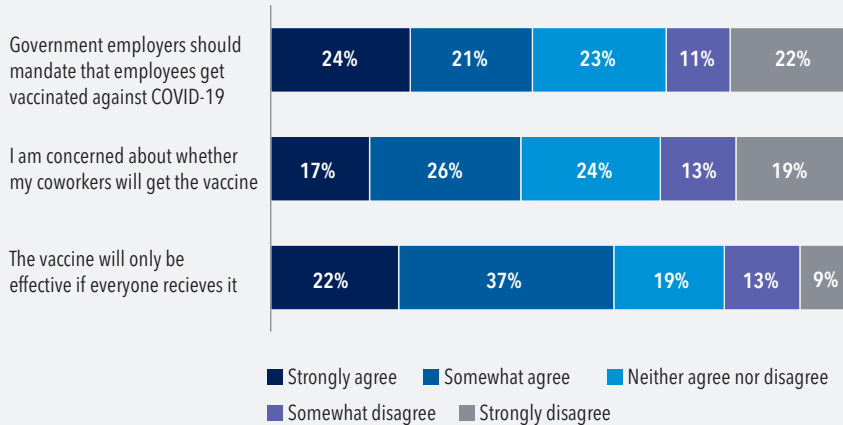


Figure 6 **Views on vaccines, May 2021** (n=1,203)



**Frontline feedback**

“Mandate vaccinations for all employees or offer an incentive to get vaccinations.”

– Health worker

**General COVID-19 concerns and morale**

Positive morale regarding work among state and local government workers has increased over the past six months. While 41% of respondents reported very or somewhat positive morale in October 2020, this number climbed to 56% in May 2021

(Figure 7). Negative morale, meanwhile, decreased from 27% in October 2020 to 21% in May 2021.

In May 2021, respondents were most likely to report feeling stressed (42%), burnt-out/fatigued (42%), and anxious (31%). Since May 2020, there have been large shifts in the emotions that respondents are feeling while at work about the COVID-19 pandemic, showing several distinct patterns. As can be seen in Figure 8, while stress rose from May 2020 to October 2020, it reverted to its initial levels in May 2021.

Figure 7 **Current morale regarding work**

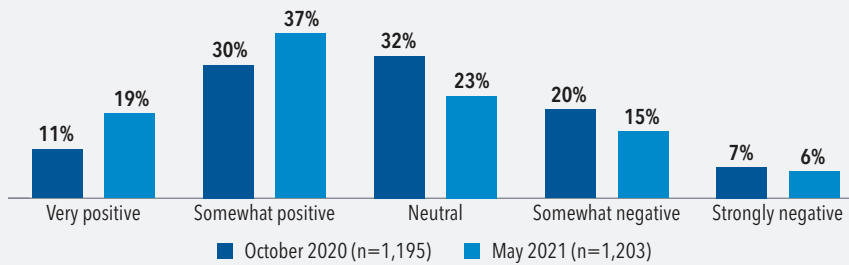
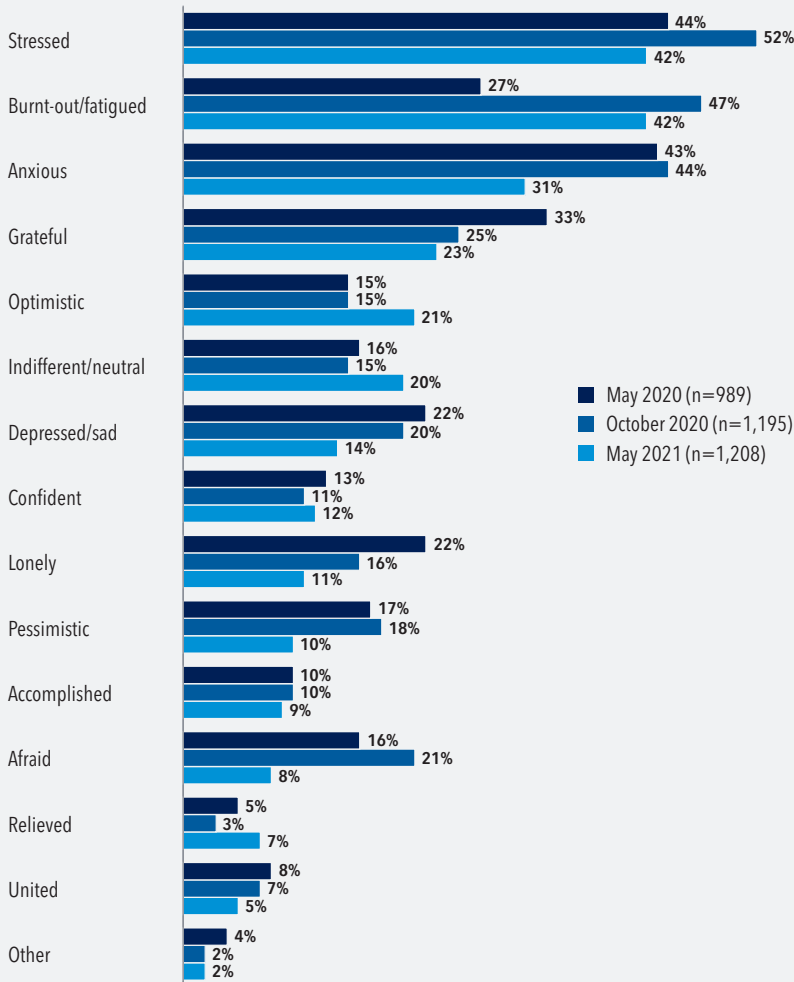


Figure 8 **Emotions felt at work about the COVID pandemic**



**Frontline feedback**

“More cross-training between different job functions to make filling in for others more possible and ease the chance of burnout by providing more variety of job-related tasks.”

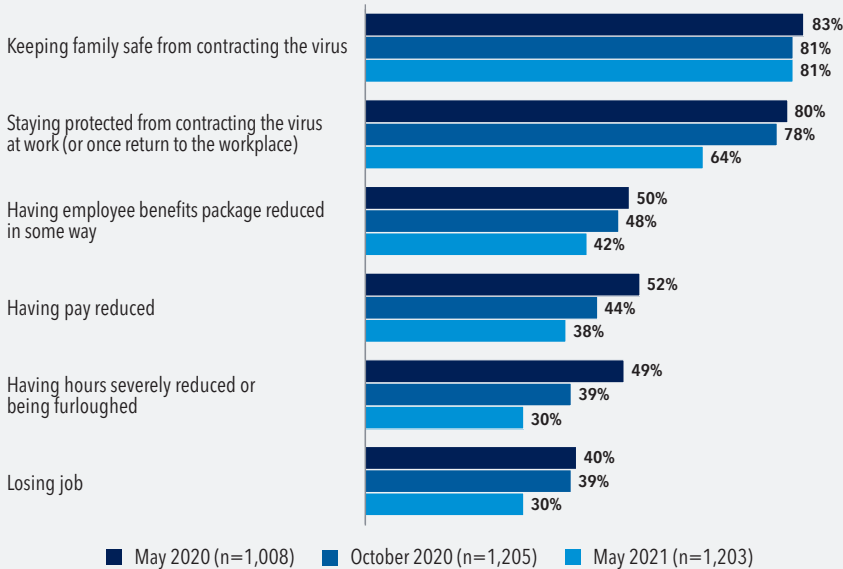
– Judicial and legal worker

Burnout/fatigue, on the other hand, which also jumped from May to October 2020, has gone down slightly over the past six months, but is nowhere near early pandemic levels. Meanwhile, while levels of anxiety started out high in May 2020 and remained so in October 2020, anxiety decreased significantly in May 2021.

Other noteworthy trends include a significant increase in optimism from October 2020 to May 2021 (from 15% to 21%), several emotions showing incremental levels of decline over the course of the pandemic (e.g., depression/sadness, loneliness), and sharp decreases in pessimism and fear from October 2020 to May 2021. Many of the shifts observed in emotions felt at work may be at least partially explained by the changes in the availability of vaccines and the gradual lifting of restrictions, among other factors.

Thinking about their job going forward, respondents continue to be most concerned about keeping their family safe from contracting COVID-19 (81%) – this percentage has remained consistent over the three survey time points (see Figure 9). While 64% remain concerned about staying protected from contracting COVID-19 at work, this number has dropped from prior rounds of the survey. Concern about having one’s benefit package reduced, pay reduced, hours reduced, or losing one’s job all also showed declines from May 2020 and October 2020.

Figure 9 **Concerns about job going forward** (% very/extremely/somewhat concerned)



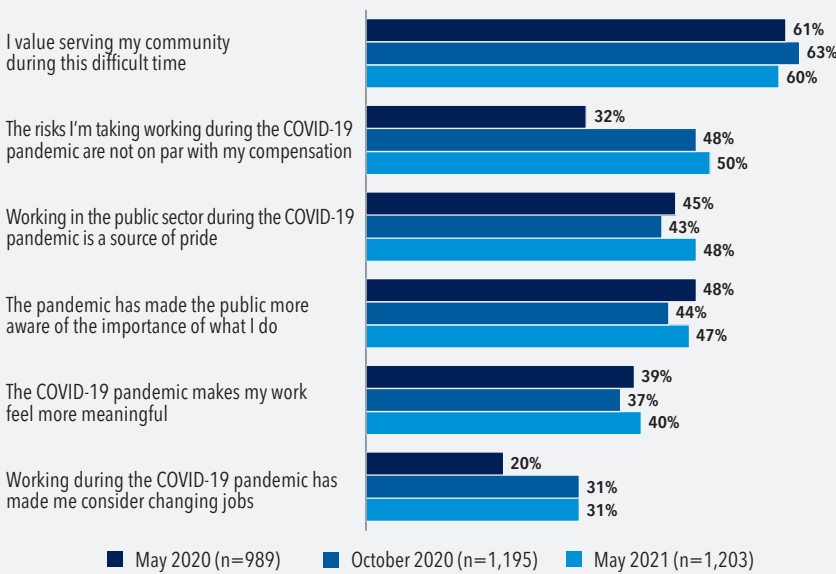
Respondents continue to be most concerned about keeping their family safe from contracting COVID-19 (81%) – this percentage has remained consistent over the three survey time points.

When it comes to respondents’ feelings about working in the public sector during the COVID-19 pandemic, 60% report that they value serving their community during this difficult time. This finding has remained fairly stable across all three survey time points (see Figure 10). Feelings that the pandemic has made the public more aware of the importance of what they do, that working in the public sector during the pandemic is a source of pride, and that the pandemic makes their work feel more meaningful showed small increases from October 2020 to May 2021, with 40-48% endorsing each of these items.

At the same time, feeling that the risks they are taking during the pandemic are not on par with their compensation also rose slightly, from 48% in October 2020 to 50% in May 2021. Feeling that working during the pandemic has made them consider changing jobs remained at 31% in May 2021, the same as in October 2020 and 11 percentage points higher than in May 2020.

Figure 10 **Feelings about working in the public sector during COVID**

(% somewhat or strongly agree)



**Frontline feedback**

“I began this pandemic as a classroom teacher and then moved into my current role of opening a school. In my eyes, when I was a teacher teaching through this, and if I had to continue, I would have left the profession.”

– K-12 educator

Figure 11 **Type of job change respondents have in mind, May 2021** (n=323)  
(Among those considering changing jobs)

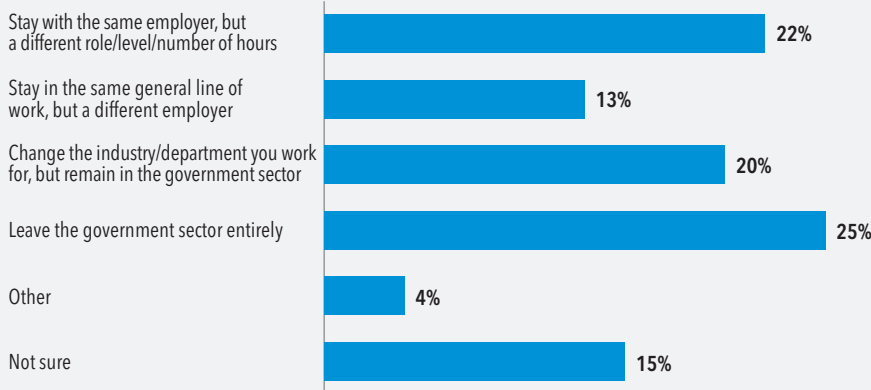
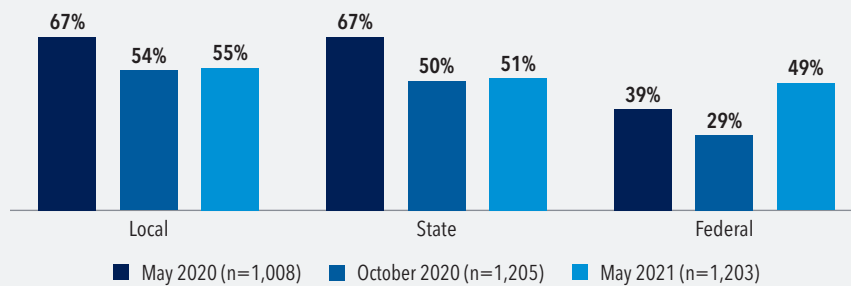


Figure 12 **Trust in government leaders to make appropriate decisions regarding employee safety during COVID-19** (% with fair amount/great deal of trust)



Respondents who indicated that the pandemic has made them consider changing jobs were asked about the type of job change they had in mind. Respondents were split in terms of what type of job change they were considering, with one in four indicating that they would like to leave the government sector entirely (Figure 11). Another 22% would like to stay with the same employer but have a different role/level/number of hours, and 20% would like to stay in the government sector but change the industry or department they work for. Only 13% wanted to stay in the same line of work, but with a different employer.

Respondents were also asked about their trust in government leaders to make appropriate decisions about employee safety during COVID-19. As shown in Figure 12, while trust in state and local government leaders had decreased from May 2020 to October 2020, level of trust remained stable from October 2020 to May 2021, with 55% reporting a fair amount or great deal of trust in local government leaders, and 51% in state government leaders. For federal government leaders, on the other hand, trust jumped from a low of 29% in October 2020 to 49% in May 2021, a level of trust nearly equal to trust in state and local government leaders.



### Breaking down the numbers

Those considering changing jobs were significantly more likely to be:

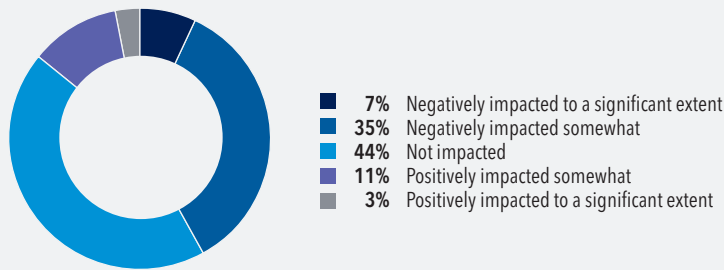
- Female
- Black or African American
- Under 40 years of age
- Working in education or in health and human services
- Concerned about their risk of exposure to COVID-19 at work
- Working fully remotely

## Financial impact

In May 2021, more than four in ten (41%) of state and local government employees surveyed reported that they and their family have been negatively impacted financially by the COVID-19 pandemic; 7% reported that they have been negatively impacted financially to a significant extent. This is lower than the 56% and 54% who reported negative impacts in May 2020 and October 2020, respectively. Asked for the first time this survey round about positive financial impacts due to the pandemic, 14% reported a positive financial impact (Figure 13).

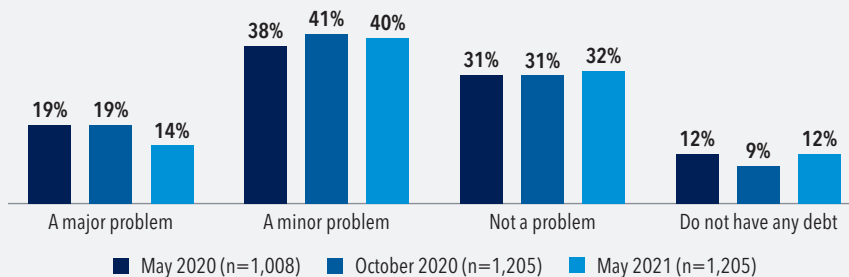
Respondents were asked to what extent debt (e.g., a mortgage, car loan, student loans, credit card debt, medical debt) is a problem for them and their family. As shown in Figure 14, the percentage reporting that debt is either a major or a minor problem for them and their family was 54%, a slight decrease from October 2020 (60%) and May 2020 (57%).

Figure 13 **Financial impact of COVID-19, May 2021** (n=1,203)



Note: Percentages may not equal 100% due to excluding responses for "Not sure" from figure.

Figure 14 **Extent to which debt is a problem**



### Frontline feedback

"My work hours were cut resulting in less pay. I would like to get back my time so I can get the pay I was receiving before COVID which will great[ly] help my financial situation and retirement."

– K-12 educator

Nearly one in three state and local government workers (31%) have had to take on more debt since the start of the pandemic (Figure 15). This is the same percentage that reported having to do so in October 2020.

About seven in 10 respondents (71%) reported that, prior to the COVID-19 pandemic, they and their family had an emergency fund set up to help pay for major unexpected expenses or to cover necessities if they lost their main source of income (Figure 16).

Among those with an emergency fund partially or fully funded, 38% have had to spend money from it since the start of the pandemic to make ends meet, similar to the 40% who reported having to do so in October 2020 (Figure 17).

Figure 15 **Had to take on more debt since start of pandemic?**

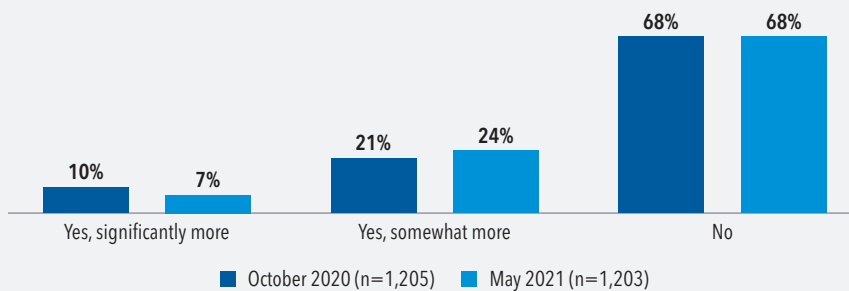


Figure 16 **Emergency fund prior to pandemic? May 2021** (n=1,203)

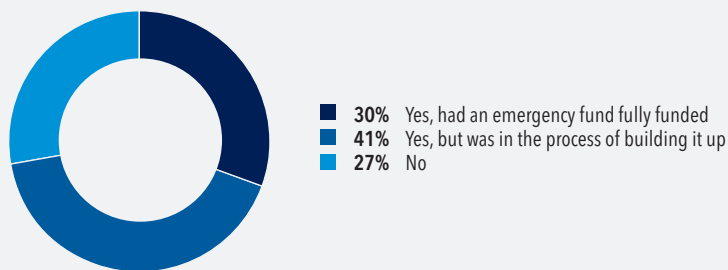
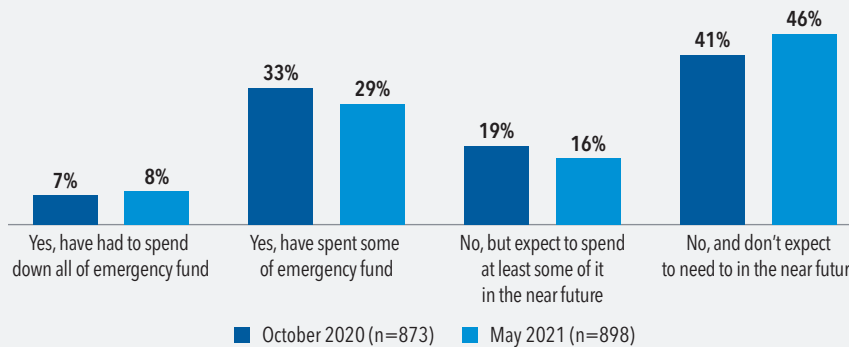


Figure 17 **Had to spend money from emergency fund to make ends meet?**



Note: Percentages may not equal 100% due to excluding responses for "Not sure" from figures.



### Breaking down the numbers

Those who have had to spend down all of their emergency fund since the start of the pandemic were significantly more likely to be:

- Female
- Black or African American
- Under age 60
- Earning a household income of less than \$100K
- Working in education or health and human services
- Concerned about their risk of exposure to COVID at work

When asked whether they have changed the amount they are saving for retirement since the start of the pandemic, 23% report that they have reduced their retirement savings, down slightly from 26% in October 2020 (Figure 18). Fewer (15%) have increased their retirement savings.

More respondents (33%) reported that they have reduced the amount they are saving in general or for things other than retirement. This is down from 40% in October 2020 (Figure 19). In contrast, one in four respondents (25%) have increased their general savings.

Many respondents have also changed their spending habits. As can be seen in Figure 20, 41% have spent significantly or somewhat less than normal since the start of the pandemic (down from 46% in October 2020). Meanwhile, 25% have spent somewhat or significantly more – slightly less than the 26% who reported doing so in October 2020.

Throughout the last year there has been a great deal of media coverage of new and emerging investing trends, such as the rise in popularity of NFTs, Bitcoin and other

Figure 18 **Change in amount saving for retirement since start of pandemic?**

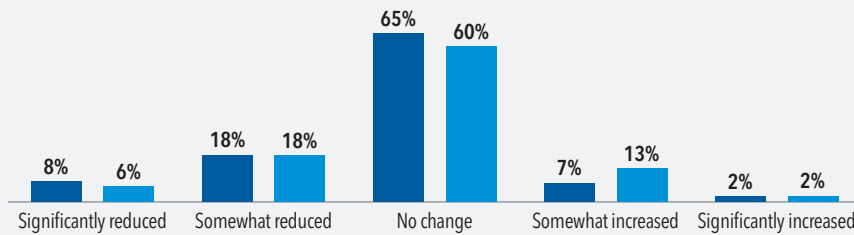


Figure 19 **Change in amount saving in general since start of pandemic?**

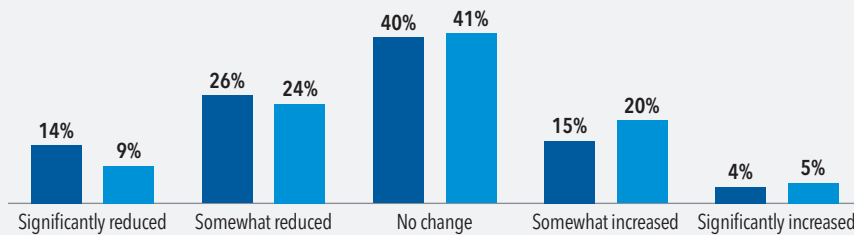
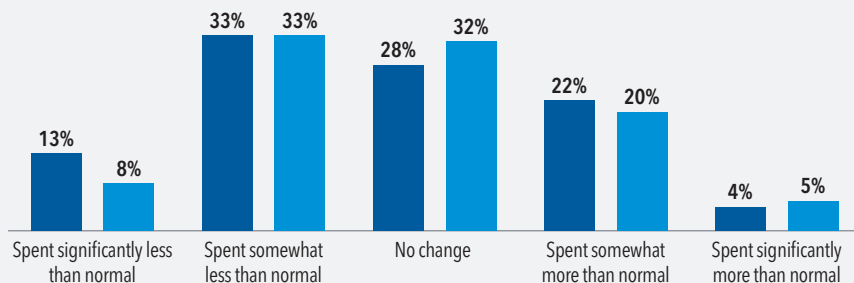


Figure 20 **Change in spending since start of pandemic?**



■ October 2020 (n=1,205) ■ May 2021 (n=1,203)



41% have spent significantly or somewhat less than normal since the start of the pandemic (down from 46% in October 2020).



crypto-currencies, and activist online investing such as with WallStreetBets and GameStop. Respondents were asked about their level of interest in these topics. In total, 18% of those surveyed were very or extremely interested in these investments, while 49% were not too interested or not at all interested (Figure 21).

Respondents were also asked how concerned they are that the COVID-19 pandemic and the related economic crisis will impact being able to retire when they want. As shown in Figure 22, respondents' concern remained fairly steady over time from May 2020 (38% very or extremely concerned) to October 2020 (40%) and May 2021 (39%).

A similar trend can be seen in Figure 23 for being able to save enough to be financially secure throughout retirement. While 41% were very or extremely concerned about this in May 2020, this number was 43% in both October 2020 and May 2021.

Figure 21 **Interest in new and emerging investment trends, May 2021**  
(n=1,203)

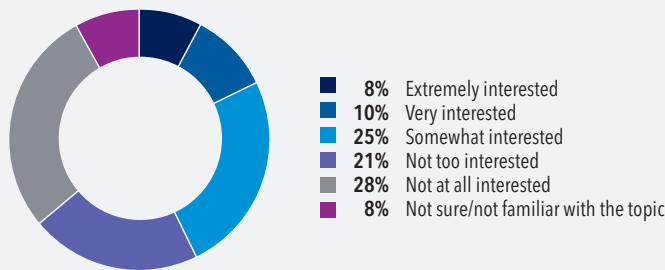


Figure 22 **Concern about being able to retire when want due to pandemic**

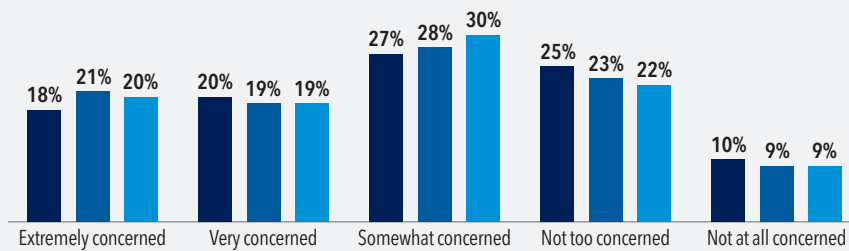
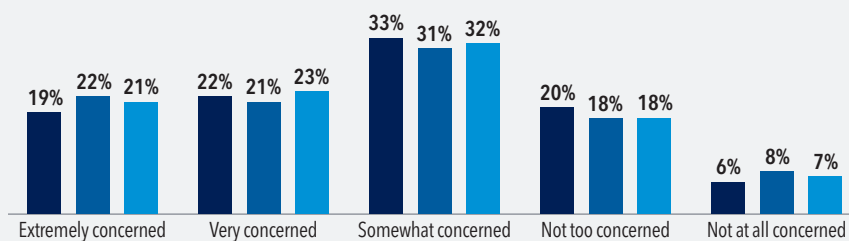


Figure 23 **Concern about being able to save enough to be financially secure throughout retirement due to pandemic**



■ May 2020 (n=1,008) ■ October 2020 (n=1,205) ■ May 2021 (n=1,203)



Concern about being able to retire when they want remained fairly steady over time from May 2020 (38% very or extremely concerned) to October 2020 (40%) and May 2021 (39%).

### Job outlook

In May 2021, more than three in four respondents (76%) reported that the COVID-19 pandemic has impacted the nature of their job (e.g., what they do, where they work, how they go about the tasks required). This is down slightly from the 85% in May 2020 and the 82% in October 2020 who reported that the nature of their job had changed (Figure 24). About one in three respondents (32%) indicated that the pandemic has impacted the nature of their job significantly, down from 41% in both May 2020 and October 2020.

Respondents were relatively split at all three time points surveyed in their assessment of how difficult it has been to adjust to those changes. Among those reporting some impact to the nature of their work in May 2021, 31% reported that it has been extremely or very difficult to adjust to those changes (Figure 25). This number is similar to the 32% in October 2020 who reported it had been very or extremely difficult, and slightly higher than the 26% in May 2021.

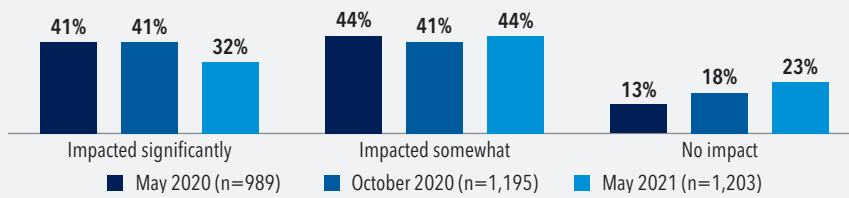
In contrast, 34% reported that it had been not too difficult or not at all difficult, similar to the 37% in May 2020 and the 33% in October 2020.

To better understand how the nature of their job has changed, respondents were asked about their current work location. As displayed in Figure 26, while 42% of respondents reported working fully remotely in May 2020 (i.e., not going into a workplace or



76% reported that the COVID-19 pandemic has impacted the nature of their job.

Figure 24 Extent to which COVID has impacted nature of job



Note: Percentages may not equal 100% due to excluding responses for "Not sure" from figures.

Figure 25 Difficulty adjusting to changes to job as a result of COVID-19

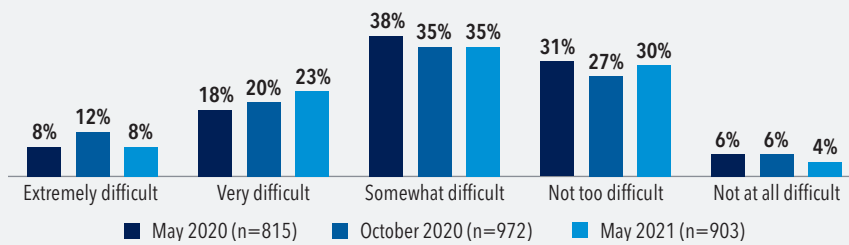
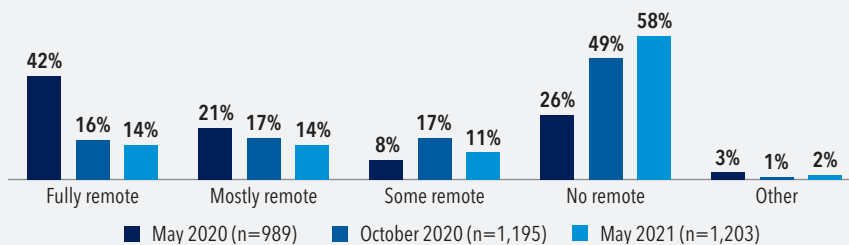


Figure 26 Working remotely?



interacting in person with other people) and only 26% reported no remote work (i.e., job requires going into a workplace and/or interacting in person or with other people), the percentage of state and local workers working in person has continued to rise over the past year, jumping to 49% in October 2020 and increasing further to 58% in May 2021.

Among those currently engaging in any remote work, only 23% had worked remotely prior to the pandemic (Figure 27).

Respondents were asked how difficult it has been over the past six months to balance the many competing work and homelife demands that individuals have faced since the start of the pandemic. About one in four said that it has been very or extremely difficult, and another 31% reported that it has been somewhat difficult (Figure 28).

Balancing these demands may be particularly challenging for those who have needed to take care of their children during the workday. As shown in Figure 29, among those with children or stepchildren under the age of 18, in the past six months 71% have had to work from home while also taking care of their children (whether during school or

Figure 27 **Working remotely pre-COVID-19? May 2021** (n=546)

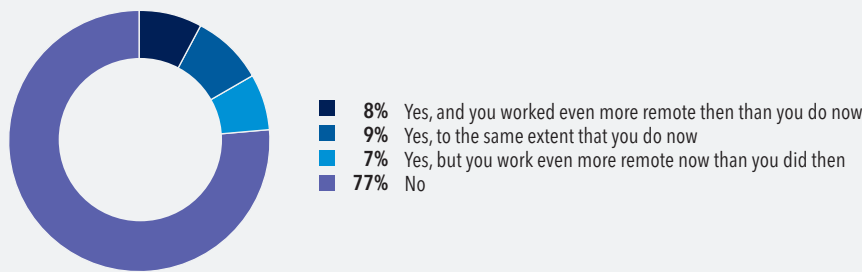


Figure 28 **Difficulty balancing work and homelife demands during past six months, May 2021** (n=1,203)

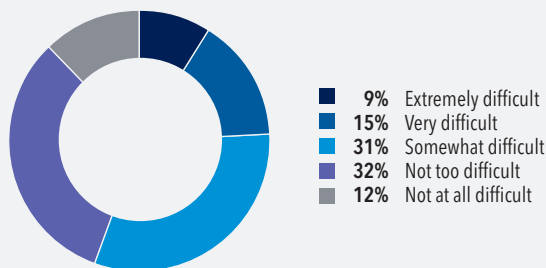
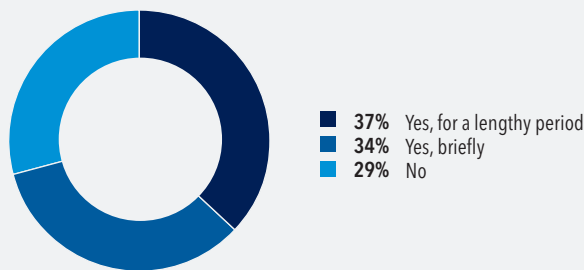


Figure 29 **Had to work from home while also taking care of your children in past six months, May 2021** (n=362)



### Breaking down the numbers

Those who have found it extremely difficult to balance work and homelife demands during the past six months were significantly more likely to be:

- Female
- Non-White/Caucasian
- Under age 40
- Living in an area with a population of 200K+
- Working in education
- Concerned about their risk of exposure to COVID at work

day care closures or when they have been participating in virtual schooling), with 37% having done so for a lengthy period.

Among those respondents engaged in any in-person work in May 2021 or prior to the pandemic, the majority (74%) considered it at least somewhat risky, in terms of their potential exposure to people who may have COVID-19 (Figure 30). These numbers were 70% in May 2020 and 76% in October 2020. Meanwhile, 39% believed that it is very or extremely risky, down from 47% in October 2020 and similar to the 40% in May 2020.

Among those respondents engaged in any in-person work in May 2021, the majority (75%) felt they did not have a choice as to whether or not to do so (Figure 31). Two in three (66%) reported that their employer did not give them the choice, while 12% said that this was due to a factor outside of work.

Asked whether they think there will be more or less of an opportunity to work remotely than there was prior to the pandemic, just over one in four respondents (26%) believe there will be significantly or somewhat more opportunity. A greater percentage of respondents (32%) think there will be less opportunity, while 42% anticipate no difference (Figure 32).

Figure 30 **Perceived risk of exposure to COVID-19 at work**

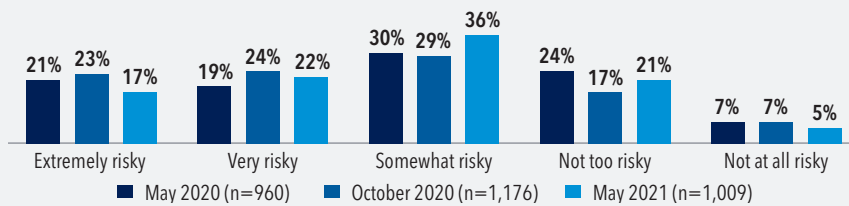


Figure 31 **Feel had a choice about return to work in person during past six months, May 2021** (n=1,009)

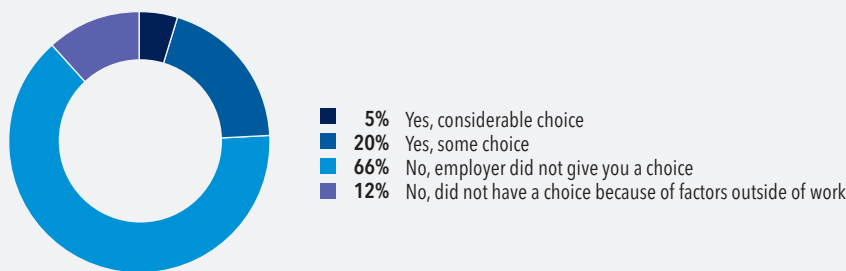
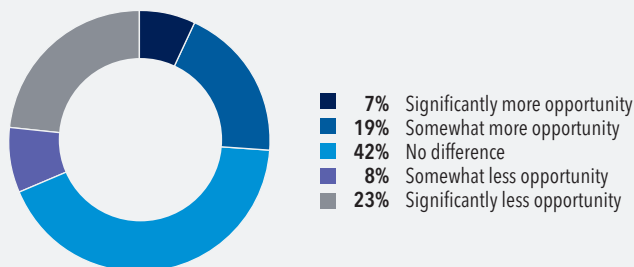


Figure 32 **Perceptions of change in opportunity for remote work post-pandemic, May 2021** (n=1,203)



**Frontline feedback**

“My employer could do a better job communicating with their employees during this pandemic, especially with regard to a plan for returning to the workplace. For example, I would love to continue working remotely most of the time post-pandemic, but there has not been any mention made of what will be expected as things ‘get back to normal.’”

– **Government administration professional**

### Satisfaction with employer and benefits

Overall, just over half of respondents (51%) reported in May 2021 that they are very or extremely satisfied with their employer, up slightly from the 46% in October 2020. In contrast, only 12% said they were not too satisfied or not at all satisfied, down from 17% in October 2020 (Figure 33).

As shown in Figure 34, the three elements of their job that they were most satisfied with are job security (66% were extremely or very satisfied), their leave benefits (65%), and their health insurance (60%). These are the same three elements that they were

Figure 33 **Satisfaction with employer**

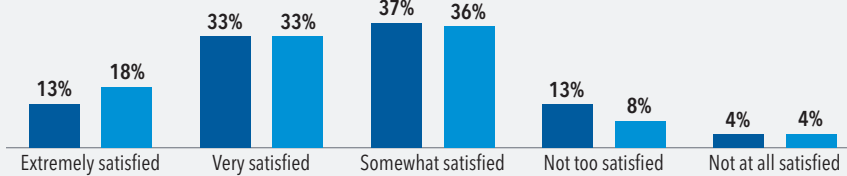
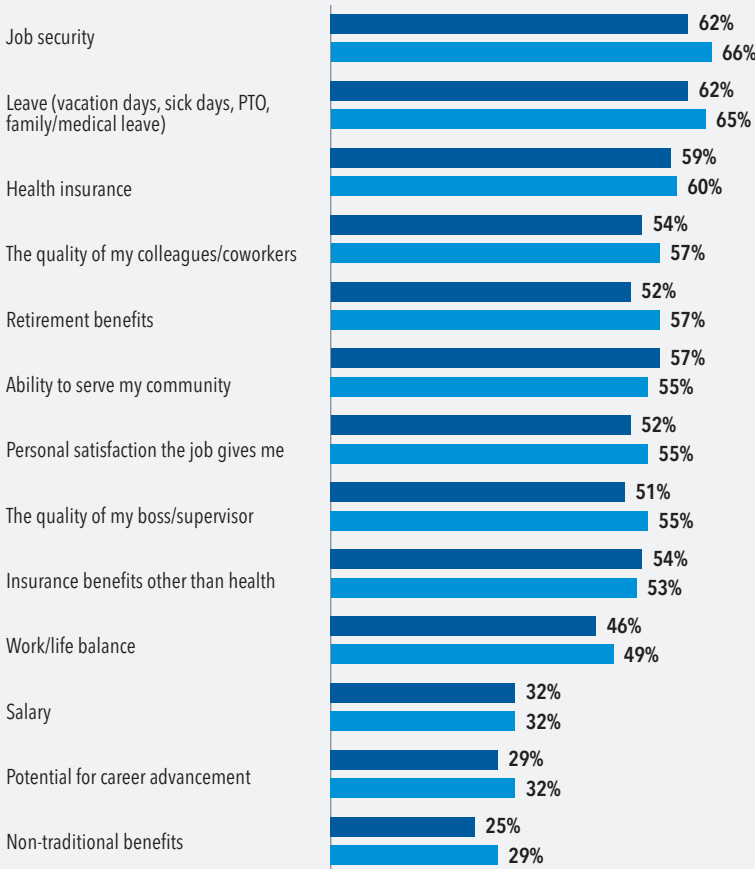


Figure 34 **Satisfaction with job elements** (% extremely or very satisfied)



■ October 2020 (n=1,205) ■ May 2021 (n=1,203)



#### Frontline feedback

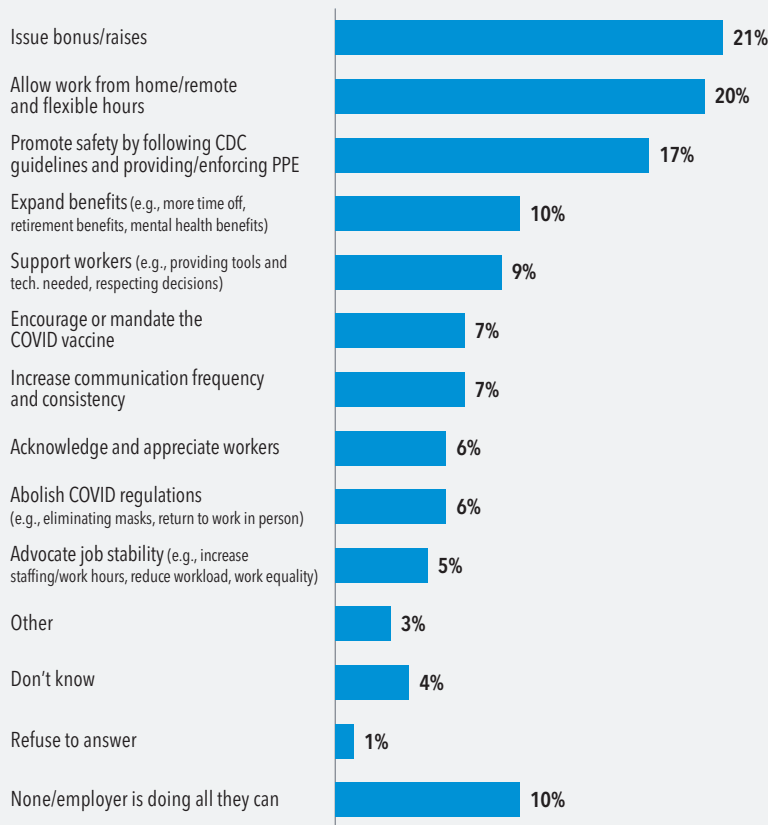
“Show appreciation for the work that we’ve done during the pandemic. It doesn’t have to be monetary – a simple ‘thank you’ goes a long way.”

– K-12 educator

most satisfied with in October 2020. In contrast, less than one in three respondents were very or extremely satisfied with their potential for career advancement, their salary, and their nontraditional benefits (e.g., tuition assistance or student loan repayment, employee assistance programs, child care assistance).

Finally, with the pandemic creating many challenges for government workers over the past year, respondents were asked to describe in their own words what one or two realistic actions their employer could take that would be most impactful in making their workplace a better place to work. Responses were coded and are displayed in Figure 35. Respondents were most likely to recommend the issuing of bonuses or raises (21%), allowing work from home/remote work and flexible hours (20%), and promoting safety by following CDC guidelines and providing/enforcing the use of PPE (17%).

Figure 35 **Realistic action employer could take to make the workplace better, May 2021** (n=1,203)



**Frontline feedback**

“The pay in public education is insultingly low. I could make the same at McDonald’s, but I’d have to go to McDonald’s every day. If you break it down, I make \$12 an hour. I appreciate working in a climate-controlled office and getting holidays off, but I’ll never be able to take a vacation or retire on what I make. The problem is bigger than just one school, it’s a national issue that needs to be addressed.”

– Postsecondary educator

## Conclusion

This report describes the results of a survey of state and local government employees that assessed their views on the COVID-19 vaccine, the pandemic's impact on their employment outlook, general concerns about COVID-19, perceptions of their finances, and satisfaction with their employer and their benefits. Where applicable, comparisons are made between this survey and surveys conducted in May 2020 and October 2020.

Results indicate that many state and local government workers are fully vaccinated, and many have chosen to receive the vaccine to protect their health and the health of their family, friends, and communities. With an increasing number of public sector workers returning to in-person work, employees are particularly concerned about keeping themselves safe at work and protecting their family from contracting COVID-19.

Morale has increased over the past six months, and many feel a sense of pride working during the pandemic and that the pandemic has made their work feel more meaningful. However, one in three still indicate that working during the pandemic has made them consider changing jobs, with many of those considering leaving the public sector entirely.

## Methods

Information for this report was collected from a 12-minute survey with 1,203 full-time state and local government employees. The online survey was fielded by Greenwald Research from May 12 through May 28, 2021. Where appropriate, data was compared with MissionSquare Research Institute/Greenwald Research surveys of full-time state and local

The negative financial impact of the pandemic continues to affect a significant portion of state and local government employees, with many having had to take on more debt, spend from their emergency fund, or reduce other savings.

Despite the many challenges they have faced and continue to face, more than half of state and local government workers are satisfied with their employer, and they have concrete recommendations for steps their employer can take to improve the workplace.

As state and local government leaders navigate the road ahead and consider what the "new normal" will look like, understanding their employees' views on the COVID-19 vaccine – and the financial, personal, and job impacts that the pandemic has had and continues to have – will help ensure that public sector organizations remain employers of choice and can successfully recruit, retain, and retire a talented and diverse workforce of the future.

government employees conducted in May 2020 (n=1,008) and October 2020 (n=1,205). The final data for all three surveys were weighted by gender, age, income, and industry type to reflect the distribution of the state and local government workforce as found in the U.S. Census Bureau's Current Population Survey and the U.S. Census of Governments.

Additional resources

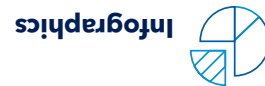


**Reports**

Survey Results: Public Sector Employee Views on Finances and Employment Outlook Due to COVID-19 (June 2020)

K-12 Public School Employee Views on Finances, Employment Outlook, and Safety Concerns Due to COVID-19 (February 2021)

Update on Public Sector Employee Views on Finances and Employment Outlook Due to COVID-19: May vs. October 2020 (January 2021)



**Infographics**

Public Sector Employee Views on COVID-19 (June 2020)

K-12 Education Employee Views on COVID-19 (August 2020)

African American State and Local Employee Views on COVID-19 (September 2020)

Public Sector Employee Views on COVID-19: May 2020 vs. October 2020 (December 2020)

COVID-19 Vaccines: Public Sector Worker Vaccination Status and Views (June 2021)

Career Stage Differences in Public Sector Employee Concerns about COVID-19 (March 2021)

K-12 Education Employee Views on COVID-19: March 2020 vs. October 2020 (December 2020)

**Endnotes**

1. Centers for Disease Control and Prevention, "COVID Data Tracker," available at <https://covid.cdc.gov/covid-data-tracker/#vaccinations>.

2. "Coronavirus Dashboard," Center for Systems Science and Engineering at Johns Hopkins University, available at <https://coronavirus.jhu.edu/map.html>

3. The mean (average) age of respondents was also 45.

4. U.S. Census Bureau, "2020 Government Employment and Payroll Tables," available at <https://www.census.gov/data/datasets/2020/econ/apes/annual-apes.html>

5. Author analysis of IPUMS-CPS. See IPUMS-CPS, "Current Population Survey," at <https://cps.ipums.org/cps/sda.shtml>



**MissionSquare Research Institute** (formerly the Center for State and Local Government Excellence at ICMA-RC) promotes excellence in state and local government and other public service organizations so they can attract and retain talented employees. The organization identifies leading practices and conducts research on retirement plans, health and wellness benefits, workforce demographics and skill set needs, labor force development, and topics facing the not-for-profit industry and the education sector. MissionSquare Research Institute brings leaders together with respected researchers. For more information and to access research and publications, visit [slge.org](http://slge.org) and follow on [Twitter](#) and [LinkedIn](#).

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# City of Santa Clara

## Code of Ethics and Values

### PREAMBLE

The proper operation of democratic government requires that decision-makers be independent, impartial, and accountable to the people they serve. The City of Santa Clara has adopted this Code of Ethics and Values to promote and maintain the highest standards of personal and professional conduct in the City's government. All elected and appointed officials, City employees, volunteers, and others who participate in the city's government are required to subscribe to this Code, understand how it applies to their specific responsibilities, and practice its eight core values in their work. Because we seek public confidence in the City's services and public trust of its decision-makers, our decisions and our work must meet the most demanding ethical standards and demonstrate the highest levels of achievement in following this code.

### 1. As a Representative of the City of Santa Clara, I will be *ethical*.

#### In practice, this value looks like:

- a.) I am trustworthy, acting with the utmost integrity and moral courage.
- b.) I am truthful, do what I say I will do, and am dependable.
- c.) I make impartial decisions, free of bribes, unlawful gifts, narrow political interests, and financial and other personal interests that impair my independence of judgment or action.
- d.) I am fair, distributing benefits and burdens according to consistent and equitable criteria.
- e.) I extend equal opportunities and due process to all parties in matters under consideration. If I engage in unilateral meetings and discussions, I do so without making voting decisions.
- f.) I show respect for persons, confidences, and information designated as "confidential."
- g.) I use my title(s) only when conducting official City business, for information purposes, or as an indication of background and expertise, carefully considering whether I am exceeding or appearing to exceed my authority.

### 2. As a Representative of the City of Santa Clara, I will be *professional*.

#### In practice, this value looks like:

- a.) I apply my knowledge and expertise to my assigned activities and to the interpersonal relationships that are part of my job in a consistent, confident, competent, and productive manner.
- b.) I approach my job and work-related relationships with a positive attitude.
- c.) I keep my professional knowledge and skills current and growing.

### 3. As a Representative of the City of Santa Clara, I will be *service-oriented*.

#### In practice, this value looks like:

- a.) I provide friendly, receptive, courteous service to everyone.
- b.) I am attuned to, and care about, the needs and issues of citizens, public officials, and city workers.
- c.) In my interactions with constituents, I am interested, engaged, and responsive.

- 4. As a Representative of the City of Santa Clara, I will be *fiscally responsible***  
**In practice, this value looks like:**
- a.) I make decisions after prudent consideration of their financial impact, taking into account the long-term financial needs of the City, especially its financial stability.
  - b.) I demonstrate concern for the proper use of City assets (e.g., personnel, time, property, equipment, funds) and follow established procedures.
  - c.) I make good financial decisions that seek to preserve programs and services for City residents.
- 5. As a Representative of the City of Santa Clara, I will be *organized*.**  
**In practice, this value looks like:**
- a.) I act in an efficient manner, making decisions and recommendations based upon research and facts, taking into consideration short and long term goals.
  - b.) I follow through in a responsible way, keeping others informed, and responding in a timely fashion.
  - c.) I am respectful of established City processes and guidelines.
- 6. As a Representative of the City of Santa Clara, I will be *communicative*.**  
**In practice, this value looks like:**
- a.) I convey the City's care for and commitment to its citizens.
  - b.) I communicate in various ways that I am approachable, open-minded and willing to participate in dialog.
  - c.) I engage in effective two-way communication, by listening carefully, asking questions, and determining an appropriate response which adds value to conversations.
- 7. As a Representative of the City of Santa Clara, I will be *collaborative*.**  
**In practice, this value looks like:**
- a.) I act in a cooperative manner with groups and other individuals, working together in a spirit of tolerance and understanding.
  - b.) I work towards consensus building and gain value from diverse opinions.
  - c.) I accomplish the goals and responsibilities of my individual position, while respecting my role as a member of a team.
  - d.) I consider the broader regional and State-wide implications of the City's decisions and issues.
- 8. As a Representative of the City of Santa Clara, I will be *progressive*.**  
**In practice, this value looks like:**
- a.) I exhibit a proactive, innovative approach to setting goals and conducting the City's business.
  - b.) I display a style that maintains consistent standards, but is also sensitive to the need for compromise, "thinking outside the box," and improving existing paradigms when necessary.
  - c.) I promote intelligent and thoughtful innovation in order to forward the City's policy agenda and City services.

*Approved by City Council on April 4, 2000; modified by Council on August 21, 2001*

**City of Santa Clara  
PROGRAM IN ETHICS & VALUES**

***BEHAVIORAL STANDARDS FOR CITY COUNCIL MEMBERS<sup>1</sup>***

**INTRODUCTION**

Ten years ago, the City of Santa Clara began its ethics and values program to foster public trust by promoting and maintaining the highest standards of personal and professional conduct. Since the adoption of the Code of Ethics & Values in 2000, the City Council has promised the people of Santa Clara that Council Members, all elected and appointed officials, candidates for public office, and City Staff will meet the most demanding ethical standards and demonstrate the highest levels of achievement in practicing eight core values identified in the Code.

Those values, which are fundamental to public trust, were adopted to guide the decisions and actions of individual Council Members and the Council as a whole. City Council and City Staff have worked hard to integrate these values into the everyday operating culture of City Hall. The City has conducted extensive outreach to residents encouraging them to hold public officials accountable at the ballot box for being credible role models for these values, in word and in deed, in public or in private.

To help the Council make these values real in their regular work with the City, the Code describes for each value a basic set of character traits and actions residents can expect to see Council Members meet and exceed.

This document translates these traits and actions into concrete behavioral standards for the City Council. These standards describe what impeccable leadership ethics looks like in the everyday work of the Council. They reflect commonly accepted “best practices,” rather than specific issues or problems the Council has faced. The list seeks to include enough positive behaviors to practice (and negative behaviors to avoid) that a reasonable person can assess how credible he or she is as a role model and ethical leader.

This information is presented in four columns. Columns 1 and 2 reproduce the approved Code of Ethics. Columns 3 and 4 list the behavioral standards.

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<sup>1</sup> This document is based on the *Behavioral Standards for Commissioners, Boards, and Other Appointed Officials*, developed during 2000-2002, and approved by the City Council in February 2003. A representative committee of Board Members and Commissioners, working with the City’s initial Ethics Ordinance Committee, drafted that document. It was then revised based on extensive feedback from all Board Members, Commissioners, and Staff Liaisons. In a working session in April, 2008, the Council used that document to develop the first draft of its own standards. The City’s Ethics Consultant, Dr. Tom Shanks, and City Staff drafted the final version for City Council review on May 6, 2008. Approved by City Council on May 20, 2008.

**City of Santa Clara  
PROGRAM IN ETHICS & VALUES**

**BEHAVIORAL STANDARDS FOR CITY COUNCIL MEMBERS**

<b><i>The Code of Ethics &amp; Values</i></b>		<b><i>Behavioral Standards</i></b>	
<b>1 City Core Value</b>	<b>2 Basic Actions and Character Traits</b>	<b>3 Council Members Engage in Positive Behaviors Like</b>	<b>4 Council Members Avoid Negative Behaviors Like</b>
<b><i>As a Santa Clara representative, I will be:</i></b>			
<b><i>Ethical</i></b>	<i>I am trustworthy, acting with the utmost integrity and moral courage</i>	<ul style="list-style-type: none"> <li>• Making careful decisions, advancing the best long-term interests of the City, after considering all available facts, City Staff recommendations, and public comment</li> </ul>	<ul style="list-style-type: none"> <li>• Making hasty, ill-informed decisions based on politics, bias, faulty assumptions, prejudice, self-interest, gossip, and half-truths</li> </ul>
		<ul style="list-style-type: none"> <li>• Voting my honest conviction, explaining my ethical reasoning, respecting the minority, and upholding the majority as the decision of the Council</li> </ul>	<ul style="list-style-type: none"> <li>• Promising my vote before facts are known in order to gain favor with a crony, endorser, lobbyist, or special interest</li> </ul>
		<ul style="list-style-type: none"> <li>• Vigorously debating an issue, listening carefully to all sides, making my best judgment call, even if it's not popular, and taking responsibility for my actions</li> </ul>	<ul style="list-style-type: none"> <li>• Saying whatever the vocal public wants to hear, dodging criticism of an unpopular vote, shifting the blame to the majority, other members, or City Staff</li> </ul>
		<ul style="list-style-type: none"> <li>• Preparing to vote by assessing how various options advance or harm the best interests of the City as well as the City's Mission and Core Values, working to minimize any harm</li> </ul>	<ul style="list-style-type: none"> <li>• Always taking the short-term view, representing few stakeholders, believing ethics and City values have no bearing on decisions</li> </ul>
		<ul style="list-style-type: none"> <li>• Finding an imaginative solution that is in the best interests of the City, is fair, respects individual rights and the Council's duties, and advances City values</li> </ul>	<ul style="list-style-type: none"> <li>• Saying and doing whatever it takes, no holds barred, to advance one's personal position, power, influence or political career</li> </ul>

<b>The Code of Ethics &amp; Values</b>		<b>Behavioral Standards</b>	
<b>1 City Core Value</b>	<b>2 Basic Actions and Character Traits</b>	<b>3 Council Members Engage in Positive Behaviors Like</b>	<b>4 Council Members Avoid Negative Behaviors Like</b>
<b>Ethical (continued)</b>	<i>I am truthful, do what I say I will do, and am dependable</i>	<ul style="list-style-type: none"> <li>• Giving complete, factual, unbiased information to colleagues, public, and the press</li> </ul>	<ul style="list-style-type: none"> <li>• Concealing, fabricating, overstating, understating, or denying the truth; spinning the truth; leaving out context</li> </ul>
		<ul style="list-style-type: none"> <li>• Making promises to the public, City Staff, and Council members which can be kept and do not exceed the authority of any individual Council Member</li> </ul>	<ul style="list-style-type: none"> <li>• Promising more than can be delivered, overextending oneself, or taking sole credit for the work of the Council and others</li> </ul>
	<i>I make impartial decisions, free of bribes, unlawful gifts, narrow political interests, and financial and other personal interests that impair my independence of judgment or action</i>	<ul style="list-style-type: none"> <li>• Seeking advice from the City Attorney and City Manager when confronting a real or potential conflict of interest, and making a full public disclosure when the Council considers the agenda item</li> </ul>	<ul style="list-style-type: none"> <li>• Helping a friend get a project through the Council in return for a donation to a campaign fund, school or charity, or the gift of tickets or another perk</li> </ul>
		<ul style="list-style-type: none"> <li>• Having declared a conflict, leaving the dais and Council Chambers, so other Council members are free of any undue influence</li> </ul>	<ul style="list-style-type: none"> <li>• Talking to fellow Council Members prior to declaring a conflict, and asking them to take care of the item in a way that advances personal interests</li> </ul>
	<i>I am fair, distributing benefits and burdens according to consistent and equitable criteria</i>	<ul style="list-style-type: none"> <li>• Listening attentively to all sides, keeping an open mind and avoiding even the appearance of bias, following precedents consistently, treating equals equally</li> </ul>	<ul style="list-style-type: none"> <li>• Paying more attention to friends' and supporters' projects</li> <li>• Making "back room" deals and decisions</li> <li>• Giving preferential treatment to special interests, consultants, and former Council Members</li> </ul>

<b>The Code of Ethics &amp; Values</b>		<b>Behavioral Standards</b>	
<b>1 City Core Value</b>	<b>2 Basic Actions and Character Traits</b>	<b>3 Council Members Engage in Positive Behaviors Like</b>	<b>4 Council Members Avoid Negative Behaviors Like</b>
<b>Ethical (continued)</b>	<i>I extend equal opportunities and due process to all parties in matters under consideration. If I engage in unilateral meetings and discussions, I do so without making voting decisions</i>	<ul style="list-style-type: none"> <li>• Being available to anyone who wants to discuss an issue, keeping an open mind and not committing to vote for or against an item until after hearing the full public discussion</li> </ul>	<ul style="list-style-type: none"> <li>• Promoting the interests of the business community without first considering the interests of all stakeholders</li> <li>• Giving special treatment to the companies that pay the most in taxes and to my largest campaign donors</li> </ul>
	<i>I show respect for persons, confidences, and information designated as "confidential"</i>	<ul style="list-style-type: none"> <li>• Referring media questions on Closed Session or other confidential matters to the City Manager's Office, rather than saying "No Comment"</li> </ul>	<ul style="list-style-type: none"> <li>• Telling others about Closed Session proceedings, especially when it is an important issue and I want input on how to decide</li> <li>• Confirming a rumor, remaining silent, communicating non-verbally, or in other ways providing information that is confidential or that the Council Member has promised not to reveal</li> </ul>
		<ul style="list-style-type: none"> <li>• Treating the public and City Staff, at all times, the way I treat highly regarded colleagues in businesses or professions</li> </ul>	<ul style="list-style-type: none"> <li>• Acting based on stereotypes, rumors, "ancient history," and prior negative experiences with an individual or groups</li> </ul>
		<ul style="list-style-type: none"> <li>• Bringing to the attention of the City Manager any concern about the actions or work of City Staff, or any complaint from the public</li> </ul>	<ul style="list-style-type: none"> <li>• Criticizing or embarrassing the City Manager or other City Staff in public</li> <li>• Failing to publicly recognize extraordinary City Staff work</li> </ul>

<b>The Code of Ethics &amp; Values</b>		<b>Behavioral Standards</b>	
<b>1 City Core Value</b>	<b>2 Basic Actions and Character Traits</b>	<b>3 Council Members Engage in Positive Behaviors Like</b>	<b>4 Council Members Avoid Negative Behaviors Like</b>
<b>Ethical (continued)</b>		<ul style="list-style-type: none"> <li>• Showing courtesy and interest in word and action to City Staff, public, and elected and appointed officials</li> </ul>	<ul style="list-style-type: none"> <li>• Complimenting the work of a single City Staff member when a staff team actually did the work</li> </ul>
		<ul style="list-style-type: none"> <li>• Speaking and acting out of the belief that City Staff and all members of the Council are on the same team and committed to doing their best to serve residents</li> </ul>	<ul style="list-style-type: none"> <li>• Engaging publicly or privately in personal verbal attacks against Council colleagues or City Staff; interrupting while they are speaking, rolling eyes, demeaning them, or in other ways treating them inappropriately</li> </ul>
<b>Professional</b>	<i>I use my title(s) only when conducting official City business, for information purposes, or as an indication of background and expertise, carefully considering whether I am exceeding or appearing to exceed my authority</i>	<ul style="list-style-type: none"> <li>• Using City titles for identification at League meetings or when on other official City business, or when seeking information directly related to a Council matter from appropriate sources</li> </ul>	<ul style="list-style-type: none"> <li>• Using a City title when making dinner reservations or making purchases</li> <li>• Referring friends to City businesses and suggesting they mention the name of a Council Member to get the best prices</li> </ul>
	<i>I apply my knowledge and expertise to my assigned activities and to the interpersonal relationships that are part of my job in a consistent, confident, competent, and productive manner</i>	<ul style="list-style-type: none"> <li>• Preparing by reading the agenda packet before meetings</li> <li>• Asking the City Manager informational questions ahead of time to assist in being prepared</li> <li>• Arriving on-time to meetings, paying attention and listening actively</li> </ul>	<ul style="list-style-type: none"> <li>• Rushing into meetings late and being obvious about opening the agenda packet for the first time or speed-reading the packet while City Staff or the public are presenting information</li> </ul>



<b><i>The Code of Ethics &amp; Values</i></b>		<b><i>Behavioral Standards</i></b>	
<b>1 City Core Value</b>	<b>2 Basic Actions and Character Traits</b>	<b>3 Council Members Engage in Positive Behaviors Like</b>	<b>4 Council Members Avoid Negative Behaviors Like</b>
<b><i>Professional (continued)</i></b>		<ul style="list-style-type: none"> <li>• Asking questions that will advance the discussion, contribute to decision-making, and have not been covered in the agenda packet</li> </ul>	<ul style="list-style-type: none"> <li>• Taking no notes, remembering little, if any, of the information in the agenda packet, asking to have information repeated constantly</li> </ul>
		<ul style="list-style-type: none"> <li>• Listening attentively to the public, City Staff, and other Council members who may speak at meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Making little or no eye contact with any speaker during the meeting</li> <li>• Leaving during public comment and returning only after it is over</li> <li>• Making comments to someone else while the public is speaking</li> </ul>
	<i>I approach my job and work-related relationships with a positive attitude</i>	<ul style="list-style-type: none"> <li>• Approaching Council work informed of issues, enthusiastic, energized, interested, ready to participate, and focused</li> </ul>	<ul style="list-style-type: none"> <li>• Approaching Council work half-heartedly, coming to meetings eager to leave</li> <li>• Short-circuiting a discussion; being perceived as rude by other Council Members, City Staff, or the public</li> </ul>
		<ul style="list-style-type: none"> <li>• Making guests feel welcomed at meetings</li> <li>• Treating new Council Members as colleagues, encouraging them to express their opinions, and offering them positive feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Acting in a superior manner with newly elected Council members</li> <li>• Never making time to be responsive to residents who want to discuss issues</li> </ul>
	<i>I keep professional knowledge and skills current and growing</i>	<ul style="list-style-type: none"> <li>• Making it a priority to attend League meetings, Electric Joint Powers Agency meetings, and committees</li> </ul>	<ul style="list-style-type: none"> <li>• Assuming there is nothing new to learn</li> <li>• Going to League meetings and conferences to be seen, but never attending any training</li> </ul>

<b>The Code of Ethics &amp; Values</b>		<b>Behavioral Standards</b>	
<b>1 City Core Value</b>	<b>2 Basic Actions and Character Traits</b>	<b>3 Council Members Engage in Positive Behaviors Like</b>	<b>4 Council Members Avoid Negative Behaviors Like</b>
<b>Professional (continued)</b>		<ul style="list-style-type: none"> <li>• Reading background materials for general preparation including professional journals, books, and articles</li> </ul>	<ul style="list-style-type: none"> <li>• Skipping meetings with the City Manager, assuming you know as much, if not more, than she does on this issue</li> </ul>
<b>Service-Oriented</b>	<i>I provide friendly, receptive, courteous service to everyone</i>	<ul style="list-style-type: none"> <li>• Not just answering questions, but sharing helpful knowledge of Council or government functions, even if the person asking isn't sure what they need to know</li> </ul>	<ul style="list-style-type: none"> <li>• Acting like it's a bother anytime a resident asks a question or when they make inquiries about Council/government business</li> </ul>
		<ul style="list-style-type: none"> <li>• Seeking the opinions of those who are hesitant or unwilling to come forward with their ideas, but trying not to force anyone to speak in a public forum if they are uncomfortable or unprepared</li> </ul>	<ul style="list-style-type: none"> <li>• Making guests or others feel stupid, intimidated, dismissed, manipulated, or demeaned by reading the newspaper, falling asleep, laughing at a private joke with another Council Member, or repeatedly leaving the room during discussions</li> </ul>
	<i>I am attuned to, and care about, the needs and issues of residents, public officials, and city workers</i>	<ul style="list-style-type: none"> <li>• Talking with residents and actively listening at City gatherings to be aware of what is going on in this community and other communities</li> </ul>	<ul style="list-style-type: none"> <li>• Being arrogant or uninterested when responding to residents outside of City Hall about their concerns and debating with them to prove them wrong or misinformed</li> </ul>
		<ul style="list-style-type: none"> <li>• Attending City events and interacting effectively with the public, aware that others expect Council Members to be role-models</li> </ul>	<ul style="list-style-type: none"> <li>• Showing up late to City events, leaving early, and spending most of the time talking only to one or two friends</li> </ul>

<b>The Code of Ethics &amp; Values</b>		<b>Behavioral Standards</b>	
<b>1 City Core Value</b>	<b>2 Basic Actions and Character Traits</b>	<b>3 Council Members Engage in Positive Behaviors Like</b>	<b>4 Council Members Avoid Negative Behaviors Like</b>
<b>Service-Oriented (continued)</b>		<ul style="list-style-type: none"> <li>Relaying things heard or provided to the Council or the City Manager or other appropriate parties for follow-up</li> </ul>	<ul style="list-style-type: none"> <li>Withholding important information to use it for narrow personal purposes at a later time</li> </ul>
	<i>In my interactions with constituents, I am interested, engaged, and responsive</i>	<ul style="list-style-type: none"> <li>Acting in a pleasant and friendly manner and encouraging people to speak their mind; welcoming constructive criticism as well as compliments</li> </ul>	<ul style="list-style-type: none"> <li>Through word and action, discouraging people from proposing what they believe are solutions or expressing their concerns</li> </ul>
		<ul style="list-style-type: none"> <li>Focusing on the speaker and trying to see the world as they do in order to understand their needs</li> </ul>	<ul style="list-style-type: none"> <li>While seeming to be engaged in one conversation, scanning the environment for someone more interesting or important to speak with; abruptly stopping the previous conversation to speak with the more important person</li> </ul>
<b>Fiscally Responsible</b>	<i>I make decisions after prudent consideration of their financial impact, taking into account the long-term financial needs of the City, especially its financial stability</i>	<ul style="list-style-type: none"> <li>Before deciding how to vote, reviewing cost/benefit analysis and all related studies, along with City Staff recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Allowing other Council members who have more expertise in budgeting to take the lead in budget discussions, trusting that they know better, and never improving personal expertise</li> </ul>
		<ul style="list-style-type: none"> <li>Consider the City's short and long term financial condition prior to proposing new or expanded City projects</li> </ul>	<ul style="list-style-type: none"> <li>Ignoring the constraints of the City budget when making decisions</li> <li>Citing "budget constraints" as the reason for not supporting a motion, when the real reason is how it will look in the next election</li> </ul>

<b>The Code of Ethics &amp; Values</b>		<b>Behavioral Standards</b>	
<b>1 City Core Value</b>	<b>2 Basic Actions and Character Traits</b>	<b>3 Council Members Engage in Positive Behaviors Like</b>	<b>4 Council Members Avoid Negative Behaviors Like</b>
<b>Fiscally Responsible (continued)</b>	<i>I demonstrate concern for the proper use of City assets (e.g., personnel, time, property, equipment, funds) and follow established procedures</i>	<ul style="list-style-type: none"> <li>• Allocating resources according to the City’s plan and in compliance with the law and the City’s goals to provide residents with a better environment in which to live</li> </ul>	<ul style="list-style-type: none"> <li>• Taking advantage of any opportunity to get something “free” from the City</li> <li>• Seeking discounts from the City’s vendors solely because of my position</li> </ul>
		<ul style="list-style-type: none"> <li>• Using City equipment only for Council work, not for personal use or for my business</li> </ul>	<ul style="list-style-type: none"> <li>• Coming to City Hall regularly and asking City Staff to make just a few copies for personal use</li> </ul>
		<ul style="list-style-type: none"> <li>• Respecting City Staff time and being especially careful to ask the City Manager to take on special research or other projects only if convinced that this work is critical and necessary for the Council to better serve the needs of residents</li> </ul>	<ul style="list-style-type: none"> <li>• Asking a lot of questions that focus on non substantive details, being unable to separate what’s important from what’s not</li> </ul>
		<ul style="list-style-type: none"> <li>• Representing the public’s interests to the best of my ability</li> <li>• Balancing long-term impacts and short-term goals</li> </ul>	<ul style="list-style-type: none"> <li>• Acting as if I “own” the City or my seat on the Council</li> </ul>
	<i>I make good financial decisions that seek to preserve programs and services for City residents</i>	<ul style="list-style-type: none"> <li>• Being fully aware of and understanding the approved City budget, having solicited explanations from the City Manager, if necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Taking as many trips as possible at the City’s expense because of a personal feeling that the compensation is not sufficient and some reward for City work is deserved</li> </ul>

<b>The Code of Ethics &amp; Values</b>		<b>Behavioral Standards</b>	
<b>1 City Core Value</b>	<b>2 Basic Actions and Character Traits</b>	<b>3 Council Members Engage in Positive Behaviors Like</b>	<b>4 Council Members Avoid Negative Behaviors Like</b>
<b>Organized</b>	<i>I act in an efficient manner, making decisions and recommendations based upon research and facts, taking into consideration short and long-term goals</i>	<ul style="list-style-type: none"> <li>• Being cognizant of the importance of scarce meeting time and preparing accordingly, with the result that the Council spends time on the important issues and deals efficiently with other issues</li> </ul>	<ul style="list-style-type: none"> <li>• Relying solely on prior knowledge and spending a great deal of the Council's time proving to everyone how much I know on all issues, large and small</li> </ul>
	<i>I follow through in a responsible way, keeping others informed, and responding in a timely fashion</i>	<ul style="list-style-type: none"> <li>• Sharing my research and experience with others on the Council, making worthwhile contributions and welcoming alternative viewpoints</li> </ul>	<ul style="list-style-type: none"> <li>• Using hear-say from a third party as the sole basis for making a decision</li> </ul>
		<ul style="list-style-type: none"> <li>• Returning phone calls and email promptly, if at all possible; if unable, letting the person know when to expect a response</li> </ul>	<ul style="list-style-type: none"> <li>• Failing to acknowledge receipt of requests for information</li> <li>• Responding only to people who can help with personal political goals</li> <li>• Eventually getting around to sending information, but never in a timely manner</li> </ul>
	<i>I am respectful of established City processes and guidelines</i>	<ul style="list-style-type: none"> <li>• Participating fully in orientation sessions and other sessions in order to understand how the City's policies and procedures impact the effectiveness of the Council</li> </ul>	<ul style="list-style-type: none"> <li>• Criticizing City policies in public without first expressing concerns to City Staff or gaining knowledge necessary in order to offer constructive criticism</li> </ul>
		<ul style="list-style-type: none"> <li>• Helping to establish reasonable timetables and then following them</li> <li>• Being flexible in setting meeting dates and times</li> </ul>	<ul style="list-style-type: none"> <li>• Ignoring deadlines, not keeping people informed, and making excuses which damage public trust</li> </ul>

<b>The Code of Ethics &amp; Values</b>		<b>Behavioral Standards</b>	
<b>1 City Core Value</b>	<b>2 Basic Actions and Character Traits</b>	<b>3 Council Members Engage in Positive Behaviors Like</b>	<b>4 Council Members Avoid Negative Behaviors Like</b>
<b>Organized (continued)</b>		<ul style="list-style-type: none"> <li>• Being able to explain to residents, businesses, and visitors how the City's policies and procedures are examples of the City's Core Values in practice</li> </ul>	<ul style="list-style-type: none"> <li>• Being cynical about policies and cavalier about following procedures because of a failure to see how these are related to fairness and the common good</li> </ul>
<b>Communicative</b>	<i>I convey the City's care for and commitment to its residents</i>	<ul style="list-style-type: none"> <li>• Being able to explain the City's goals to anyone and describe personal commitment to them</li> <li>• Supporting superb, affordable City services and conveying that commitment effectively to residents</li> </ul>	<ul style="list-style-type: none"> <li>• Plotting and scheming to accomplish personal agendas</li> <li>• Deciding how you will vote and writing out those reasons prior to any public comment</li> <li>• Becoming angry at a resident who is critical of the Council</li> </ul>
	<i>I communicate in various ways that I am approachable, open-minded and willing to participate in dialog</i>	<ul style="list-style-type: none"> <li>• Being available to the public in person, at events, and through telephone and written correspondence to provide both answers to questions and dissemination of important information</li> </ul>	<ul style="list-style-type: none"> <li>• Confusing residents, spreading rumors and gossip, or slandering elected or appointed officials, City Staff, or anyone</li> <li>• Interrupting someone who has the floor</li> </ul>
		<ul style="list-style-type: none"> <li>• Listening attentively, being open to multiple perspectives, and allowing the possibility of changing opinions and points of view</li> </ul>	<ul style="list-style-type: none"> <li>• Listening solely to find flaws, to spot differences, and to counter arguments</li> <li>• Going out of my way during meetings to show why I am always right and others are not</li> </ul>
		<ul style="list-style-type: none"> <li>• Making it a practice to communicate equally well to all stakeholders, regardless of their influence, power, or campaign donations</li> </ul>	<ul style="list-style-type: none"> <li>• Dominating meetings and asking many more questions than time allows, effectively excluding the input of others</li> </ul>

<b>The Code of Ethics &amp; Values</b>		<b>Behavioral Standards</b>	
<b>1 City Core Value</b>	<b>2 Basic Actions and Character Traits</b>	<b>3 Council Members Engage in Positive Behaviors Like</b>	<b>4 Council Members Avoid Negative Behaviors Like</b>
<b>Communicative (continued)</b>	<i>I engage in effective two-way communication, by listening carefully, asking questions, and determining an appropriate response which adds value to conversations</i>	<ul style="list-style-type: none"> <li>• During meetings, giving residents and others the benefit of the doubt and listening to identify needs and interests</li> <li>• Asking questions to clarify, to understand, and to augment, in order to hear the truth as the resident sees it</li> <li>• Making the best decision to advance the community's values and goals</li> </ul>	<ul style="list-style-type: none"> <li>• Considering people on the other side of issues as enemies, rather than as colleagues or fellow residents</li> <li>• Weakening public debate by belittling or mocking someone's viewpoint</li> <li>• Demonizing anyone who disagrees with a personal conviction or viewpoint</li> </ul>
<b>Collaborative</b>	<i>I act in a cooperative manner with groups and other individuals, working together in a spirit of tolerance and understanding</i>	<ul style="list-style-type: none"> <li>• Submitting one's best thinking, respecting all other participants and inviting their thoughts in order to develop better solutions</li> <li>• Seeing value in working with other agencies to develop consistent policies, where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Describing people who hold different viewpoints as "them"</li> <li>• Failing to recognize personal biases, prejudices, stereotypes, and their influence on language and attitudes toward residents and others</li> </ul>
	<i>I work towards consensus building and gain value from diverse opinions</i>	<ul style="list-style-type: none"> <li>• Approaching meetings and discussions assuming that many people have pieces of answers and that cooperation will lead to workable solutions for the most difficult problems</li> </ul>	<ul style="list-style-type: none"> <li>• Approaching discussions as if there's already a single right answer that needs to be defended against opposing viewpoints</li> </ul>
	<i>I accomplish the goals and responsibilities of my individual position, while respecting my role as a member of a team</i>	<ul style="list-style-type: none"> <li>• Understanding that what I do speaks more loudly than what I say</li> <li>• Showing respect for Council Members, Staff, and residents by giving priority to my City commitment, doing my homework</li> </ul>	<ul style="list-style-type: none"> <li>• Focusing first on satisfying a personal or hidden agenda</li> <li>• Actively weakening the team that the Council and City Staff have devoted efforts to build</li> </ul>

<b><i>The Code of Ethics &amp; Values</i></b>		<b><i>Behavioral Standards</i></b>	
<b>1 City Core Value</b>	<b>2 Basic Actions and Character Traits</b>	<b>3 Council Members Engage in Positive Behaviors Like</b>	<b>4 Council Members Avoid Negative Behaviors Like</b>
<b><i>Collaborative (continued)</i></b>		<ul style="list-style-type: none"> <li>• Understanding that each Council decision either builds public trust or detracts from it</li> </ul>	<ul style="list-style-type: none"> <li>• Dismissing any idea proposed by a Council colleague who supported someone else in the last election</li> </ul>
		<ul style="list-style-type: none"> <li>• Working hard to develop among Council Members, other officials, City Staff, and the public a kindred spirit of cooperation when working toward implementing City values</li> </ul>	<ul style="list-style-type: none"> <li>• Reaching conclusions based on satisfying personal or special interests and refusing to change one's position despite good reasons to reconsider</li> <li>• Holding grudges and considering some people as permanent enemies</li> </ul>
	<i>I consider the broader regional and State-wide implications of the City's decisions and issues</i>	<ul style="list-style-type: none"> <li>• While serving on County-wide committees, acting in a professional manner and approaching the tasks responsibly</li> </ul>	<ul style="list-style-type: none"> <li>• Making derogatory remarks about other cities, feeling that Santa Clara is superior</li> </ul>
		<ul style="list-style-type: none"> <li>• Serving on County or State-wide panels, freely sharing information and resources so everyone may benefit from the City's experience</li> </ul>	<ul style="list-style-type: none"> <li>• Having tunnel vision and ignoring anything beyond the City, depriving the City of the benefit of a broader, regional perspective</li> </ul>



<b>The Code of Ethics &amp; Values</b>		<b>Behavioral Standards</b>	
<b>1 City Core Value</b>	<b>2 Basic Actions and Character Traits</b>	<b>3 Council Members Engage in Positive Behaviors Like</b>	<b>4 Council Members Avoid Negative Behaviors Like</b>
<b>Progressive</b>	<i>I exhibit a proactive, innovative approach to setting goals and conducting the City's business</i>	<ul style="list-style-type: none"> <li>• Contributing personal experiences and expertise to advance the goals of the Council and the City as a whole</li> <li>• Anticipating future problems or opportunities, raising the issues at the appropriate time for City Staff to investigate and for Council to consider</li> </ul>	<ul style="list-style-type: none"> <li>• Being dogmatic in approaching decision-making and only doing things the way they've always been done</li> <li>• Never taking a forward looking, principled or values-centered stand, but preferring to solve issues in an ad hoc manner</li> <li>• Focusing on the short term, being concerned only about meeting minimum requirements of law, politics, or efficiency</li> </ul>
	<i>I display a style that maintains consistent standards, but is also sensitive to the need for compromise, "thinking outside the box," and improving existing paradigms when necessary</i>	<ul style="list-style-type: none"> <li>• Being able to explain how a decision is consistent with ethical standards and the City's Core Values</li> <li>• Committing to ongoing improvement, progressive government, and moral imagination in solving problems</li> </ul>	<ul style="list-style-type: none"> <li>• Lying about personal mistakes and downplaying their importance</li> <li>• Manipulating discussions and decisions to advance personal, political aspirations</li> <li>• Speaking and listening only to one's friends on the Council</li> </ul>
		<ul style="list-style-type: none"> <li>• Taking responsibility for actions, making appropriate apologies or restitution when a mistake is made, and implementing a plan to develop practical skills to avoid such mistakes in the future</li> <li>• Actively listening, asking clarifying questions, and giving careful consideration to all</li> </ul>	<ul style="list-style-type: none"> <li>• Holding on to opinions and viewpoints so stubbornly that mistakes are made, impacting public trust</li> <li>• Letting personal limitations impede progress or the work of the Council</li> <li>• Playing the role of pessimist whenever a new idea is presented, trying to bulldoze personal ideas</li> </ul>

<b><i>The Code of Ethics &amp; Values</i></b>		<b><i>Behavioral Standards</i></b>	
<b>1 City Core Value</b>	<b>2 Basic Actions and Character Traits</b>	<b>3 Council Members Engage in Positive Behaviors Like</b>	<b>4 Council Members Avoid Negative Behaviors Like</b>
<b><i>Progressive (continued)</i></b>		comments and viewpoints, even if they are expressed by people who think differently, have different beliefs, and have different groups of supporters	despite budget limitations, prior agreement, or consensus, and undermining new ideas by gossiping with others before the idea has a chance to be explored
	I promote intelligent and thoughtful innovation in order to forward the City's policy agenda and City services	<ul style="list-style-type: none"> <li>• Encouraging talented and diverse individuals to become involved in City service, as well as recognizing and celebrating talent and new ideas that help the City reach its goals, improve City services, and implement City Core Values in best practice</li> </ul>	<ul style="list-style-type: none"> <li>• Pushing change in the City without ample thought, and causing change only for the sake of change, or only to fulfill a campaign promise</li> </ul>

**RESOLUTION NO. \_\_\_\_\_**

**A RESOLUTION OF THE CITY OF SANTA CLARA, CALIFORNIA  
ADOPTING PROCEDURAL PRACTICES FOR THE CONDUCT OF  
BUSINESS AT MEETINGS OF THE CITY COUNCIL AND ITS  
AUTHORITIES TO IMPROVE MEETING EFFICIENCY**

**BE IT RESOLVED BY THE CITY OF SANTA CLARA AS FOLLOWS:**

**WHEREAS**, at the City Council meeting of August 8, 2021, the City Council determined that it was in the best interests of the City to promote Council meeting efficiency by adopting a set of meeting procedures governing the process by which Council would conduct its discussion of agenda items;

**WHEREAS**, the City Council agreed to use this process for a period of approximately six months, and to revisit the topic at the February priority setting meeting; and,

**WHEREAS**, the City Council hereby approves the continued use of the meeting procedures, which shall be adopted as a Council Policy Manual section as set forth below.

**NOW THEREFORE, BE IT FURTHER RESOLVED BY THE CITY OF SANTA CLARA AS FOLLOWS:**

1. That each item on a Council and/or Authorities agenda shall be heard and discussed in the following procedure:

A. City staff provides a report on the item (if a staff report is applicable);

B. Each Councilmember who wishes to ask questions, shall then have the opportunity to ask their questions;

C. City staff shall, to the extent possible, then provide a response to all Councilmember questions;

D. The public shall then have the opportunity to provide comment or ask questions;

E. City staff shall, to the extent possible, then provide responses to the comments or questions from the public;

F. A Councilmember shall then make a motion;

G. Each Councilmember who wishes to speak to the motion shall then have the opportunity to make a statement regarding the motion;

H. A vote shall then be taken.

2. That the City Manager is authorized to update the Council Policy Manual, and number the policy as necessary, to reflect this Resolution without further action by the City Council.

3. Effective date. This resolution shall become effective immediately.

I HEREBY CERTIFY THE FOREGOING TO BE A TRUE COPY OF A RESOLUTION PASSED AND ADOPTED BY THE CITY OF SANTA CLARA, CALIFORNIA, AT A REGULAR MEETING THEREOF HELD ON THE \_\_\_ DAY OF \_\_\_\_\_, 2022, BY THE FOLLOWING VOTE:

AYES: COUNCILORS:

NOES: COUNCILORS:

ABSENT: COUNCILORS:

ABSTAINED: COUNCILORS:

ATTEST: \_\_\_\_\_  
NORA PIMENTEL, MMC  
ASSISTANT CITY CLERK  
CITY OF SANTA CLARA

Attachments incorporated by reference:  
1. None



In a recent report by the National League of Cities, 87% of public officials have observed an increase in some form of harassment, abuse, or violence while in office, with many noting a dramatic increase since the beginning of the pandemic.

January 1, 2022 | [News from the Institute for Local Government](#) | By Melissa Kuehne

# Breaking the cycle: Steps for reducing negative discourse and incivility in public meetings

*Melissa Kuehne is the senior program manager for the Institute for Local Government; she can be reached at [mkuehne@ca-ilg.org](mailto:mkuehne@ca-ilg.org).*

According to a recent report from the National League of Cities, more than 80% of local government officials have experienced some form of harassment, abuse, or violence while in office. **That same report** states that 87% of public officials have observed an increase in such behavior, with many noting a dramatic increase since the beginning of the pandemic.

Representative participation and open and transparent meetings are the foundation of our democracy. If left unchecked, this increased vitriol and incivility threaten to weaken that foundation. This leaves many local officials and staff asking the same question: “How do we maintain public access and participation while ensuring the safety of elected officials, staff, and community members?”

## Civility matters

The type of discourse in public meetings has far-reaching effects. Negative comments can derail and prolong council meetings, impacting the council’s ability to conduct the public’s business.

“Lack of civility is occurring everywhere, including on the roads, in social media, and at city council meetings,” says Judy Mitchell, a former mayor and council member from Rolling Hills Estates. “The real work doesn’t get done when you are fighting amongst each other. You need to keep your focus and operate in the best interest of your community.”

Incivility in public meetings and other aspects of public service can also impact a city’s ability to attract and retain talent. In an informal survey conducted by the **International City/County Management Association**, 25% of respondents indicated they had left public service because of the lack of civility. Without talented staff, cities will not be able to provide the level of service our communities need and have come to expect. Without high-quality staff, cities will not be able to tackle the range of complex and ever-changing issues facing local government.

There are growing fears that continued negative discourse could discourage broad community engagement with local governments. The general public may be less inclined to participate in meetings that frequently turn negative or violent. This could result in councils only hearing

from a very vocal minority of their community, who may not represent the thoughts, feelings, or preferences of the community as a whole.



Incivility from the public can derail and prolong council meetings, impacting the council's ability to conduct the public's business.

## Improving civil discourse: Codes of conduct

While there is no simple solution for improving civility overnight, there are several actions local governments can take to incrementally improve public discourse. For starters, remember that local officials are role models and should act accordingly.

“Civility starts with the council. As leaders, we need to model the behavior we expect from the community,” says Carlsbad Council Member Teresa Acosta. “We set the tone. When we are on the dais, we are recorded, and our behavior and what we say can be referred to and referenced in articles, videos, or even future meetings.”

To encourage and model civility, elected leaders can:

- collaborate and operate as a team.
- demonstrate honesty and integrity in every action.
- prioritize strengthening relationships and building trust.
- accept personal responsibility.
- focus on civil discourse; disagree agreeably and professionally.
- work for the common good, not personal interest.
- attack the problem, never the person.
- be open-minded and embrace diverse points of view.
- strive for a win-win; work toward consensus and seek common ground.
- practice active listening.
- think about shared values and find common ground.

Some cities, such as Carlsbad, have identified shared values and created a set of agreed-upon norms with a documented civility policy, code of conduct, or rules of decorum. These documents set expectations for how the city council will model the behavior it expects from the public. ILG has compiled [a list of sample codes and policies](#) for city officials online. Some common elements in these policies include variations of the following expectations:

- Treat everyone courteously.
- Be inclusive.
- Show respect.
- Exercise self-control.
- Take responsibility.
- Give consideration to all viewpoints.
- Focus on the issues and avoid personalizing debate.
- Disagree agreeably and professionally.

These policies can include provisions against conduct by meeting attendees that could provoke violent or riotous behavior or disturb the orderly management of the meeting. Examples

include physical or verbal threats, vulgar or boisterous language, refusing to abide by time



include physical or verbal threats, vulgar or boisterous language, refusing to abide by time

limits, throwing objects, or other disorderly conduct. Adopting an official policy for all attendees can also allow for enforcement measures such as warnings, ejections from meetings, or even suspension from government buildings.

“In my experience, the good balances out the bad,” said Acosta. “We need to try to focus on the positive, celebrate success, and find ways to decompress after challenging meetings and interactions. For me, engaging with Cal Cities and connecting with my fellow council members has been essential to my ability to do that.”

## **Improving civil discourse: Engaging the community in equity conversations**

No city is exempt from discussions about social justice and equity. By seeking clarity on these complex issues and committing to civility, councils can work together to determine how best to explore these challenging issues productively and respectfully. Some jurisdictions are actively exploring how best to embed the principles of equity and authentic engagement in their codes of conduct and apply an equity lens to their decision-making processes.

“COVID-19 has illuminated a lot of injustices throughout the state,” says Maywood Mayor Pro Tem Heber Marquez. “As elected leaders, we need to not just hear people’s complaints, we need to acknowledge what might be fueling them.”

Relatedly, providing opportunities for community engagement and input outside standard city council meetings can potentially offset the volume of public comments received in official council meetings. Consider employing different public engagement efforts for the community to provide feedback and be heard on hot button issues. Approaches such as town halls, coffee chats, surveys, websites, public workshops, and emails can allow for an additional, broader range of public input.

“As a teacher, an educator, and an elected official, I’ve seen a lot of people speaking out of frustration,” said Marquez. “We need to identify and model the difference between communication and complaining. When we demonstrate how to have a constructive, respectful

conversation and acknowledge that others are often coming from different experiences, we have better and more civil outcomes.”

Providing opportunities for community engagement and input outside standard city council meetings can potentially offset the volume of public comments received in official council meetings.

## **Improving civil discourse: Meeting design**

If a community decides to hold a public workshop, there are several key things to consider before and during the meeting to limit grandstanding and provide space for more balanced conversations.

Before the workshop:

- Be strategic about meeting design. Consider the room’s setup and the incorporation of small and large group discussions, different ways to provide input, or real-time polling.
- Clearly define the roles of staff and elected officials.

- Establish a clear facilitation and governance process in advance. Discuss how decisions, if applicable, will be made, determine who is leading the meeting, and identify any follow-up activities or engagement opportunities that need to be shared.
- Consider language access and accessibility needs to ensure that key stakeholders can participate in the process. Addressing this early will minimize frustration.
- Understand hot button issues in advance.
- Draft and rehearse sample verbal prompts or scripts for various scenarios in advance so that electeds and staff can be prepared for challenging topics.

#### During the workshop:

- Manage expectations. Explain the process, meeting design, and timelines, including how community feedback will be used and how participants can remain engaged throughout the process. This will reduce the uncertainty of nonparticipation.
- Publicly clarify the roles and responsibilities of staff and elected officials so that participants know which city officials can address which issues.
- Offer multiple formats for public comment. Some participants may not be comfortable providing verbal comments, so consider surveys, notecards, or other options for nonverbal feedback.
- Take breaks as needed to reset. This strategy may help defuse tense situations.
- Consider using a neutral facilitator to lead the meeting — an expert that does not have a stake in the outcome of the meeting.

Since city council meetings are regulated by the Brown Act, elected officials and staff have limited options when changing the format of meetings and responding to public comments. However, there are still options to consider when officiating a council meeting.

- Agree on a process in advance. Does each council member have an option to speak on every agenda item? Does your city use Robert's Rules of Order or Rosenberg's Rules of Order? Do you have a code of conduct that the council and community are expected to abide by? How are those rules enforced?

- Manage expectations. Residents may not understand all the intricacies of the local government decision-making process. When possible, explain engagement opportunities and the limitations elected leaders may have when responding.
- Make sure your chair understands the meeting format, process, and options.
- Be thoughtful and deliberative; use scripts as appropriate to ensure an accurate, respectful, and courteous response.
- Take a break if things get heated and only use ejection as a last resort.
- Consistently enforce your code of conduct or civility policy.

While there is no easy solution to the increase in incivility and harassment, it is important to remain committed to finding ways to increase civility, build bridges, and design a governance model that reinforces positive and equitable outcomes for the city and the community.

As John F. Kennedy said, “Let us begin anew — remembering on both sides that civility is not a sign of weakness, and sincerity is always subject to proof...Let both sides explore what problems unite us instead of belaboring those problems which divide us.”

As the League of California Cities’ nonprofit education and training affiliate, the Institute for Local Government offers resources and training to help city officials operate more effectively as a team and better engage with each other, city staff, and the community. When it comes to improving civility, ILG offers resources on responsibilities and powers, decision-making, effective meetings, and community engagement. Visit ILG’s [leadership](#) and [public engagement](#) web pages for more information about these opportunities.

ILG can also customize tailored training sessions and private, facilitated discussions for jurisdictions throughout the state. Whether your team is struggling with maintaining civility in public meetings or is looking to go from good to great, ILG can help you meet those goals. Sessions are offered in both virtual and in-person formats.

ILG also has a recurring thought leadership forum, “[Leading Local](#)”, which focuses on addressing difficult topics and sensitive issues local government leaders face. These free webinars cover a wide range of issues and share expert guidance from leaders from academia,

government, and beyond. The content for each session is curated for elected officials and staff at California cities, counties, and special districts. ILG also recently hosted its first virtual training for individual council members and executive staff on topics such as effective councils, civility, and community engagement. Another workshop will be offered in the spring.

For more information about how ILG can help increase civility and effective communications in your community, contact Melissa Kuehne at [mkuehne@ca-ilg.org](mailto:mkuehne@ca-ilg.org).

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## *Related Content*



December 1, 2021 |  
**News from the Institute  
for the Local  
Government** | By Julia  
Salinas

### **Change happens at the speed of trust: Key lessons from ILG's equity roundtable**

The pandemic has brought equity to the forefront of many city programs and services. From updating recruitment practices and hiring equity officers to developing equity ordinances and reexamining public policies and programs, cities throughout California have made notable changes to their daily and long-term operations.



## **BACKGROUND**

The following copies of email correspondence provides the additional links and background information related to various (030) items provided to Council. These items were referred to be discussed at the 2022 Priority Setting Session.

## **ADDITIONAL INFORMATION**

**From:** Nora Pimentel

**Sent:** Wednesday, November 3, 2021 7:11 PM

**To:** Nora Pimentel <[NPimentel@SantaClaraCA.gov](mailto:NPimentel@SantaClaraCA.gov)>

**Cc:** Deanna Santana <[DSantana@SantaClaraCA.gov](mailto:DSantana@SantaClaraCA.gov)>; Nadine Nader <[nnader@SantaClaraCA.gov](mailto:nnader@SantaClaraCA.gov)>; Julie Minot <[JMinot@SantaClaraCA.gov](mailto:JMinot@SantaClaraCA.gov)>; Sujata Reuter <[SReuter@SantaClaraCA.gov](mailto:SReuter@SantaClaraCA.gov)>

**Subject:** Additional links related to Infrastructure Bond- Swim Center

Good evening Mayor and Councilmembers:

Per your request at the October 19, 2021 Council meeting, below are additional links to background information related to Infrastructure Bond.

## **WRITTEN PETITION HYPERLINKS (POLICY 030) OCTOBER 19, 2021 MEETING**

### **3. Infrastructure Bond Background Information (Continued)**

#### **Reference: 12H. 21-1491**

[Discussion to Add a Ballot Measure in 2022 Election for an Infrastructure Bond or Tax That Would Modernize/Remodel/Upgrade all of Santa Clara's Public Pools Including Construction of a Replicated New Central Park International Swim Center](#)

#### **Hyperlinks:**

May 29, 2018: Review of Various Infrastructure Improvement Needs and Funding Levels for Consideration as Part of a Potential November 2018 Infrastructure Ballot Measure and Approval of a Related Budget Amendment.

[City of Santa Clara – File #: 18-287 \(legistar.com\)](#)

February 20, 2018: Project Finance Advisory Limited (PFAL) Presentation Regarding the Central Park Community Recreation and Aquatic Center Project (pdf)

[City of Santa Clara – File #: HIST-64059 \(legistar.com\)](#)

July 18, 2017: Presentation by Project Finance Advisory Limited (PFAL) regarding the International Swim Center, Community Recreation Center and International Swimming Hall of Fame Project.

[City of Santa Clara – File #: HIST-60356 \(legistar.com\)](#)

**From:** Nora Pimentel

**Sent:** Monday, November 1, 2021 3:05 PM

**To:** Nora Pimentel <[NPimentel@SantaClaraCA.gov](mailto:NPimentel@SantaClaraCA.gov)>

**Cc:** Deanna Santana <[DSantana@SantaClaraCA.gov](mailto:DSantana@SantaClaraCA.gov)>; Nadine Nader <[nnader@SantaClaraCA.gov](mailto:nnader@SantaClaraCA.gov)>; Julie Minot <[JMinot@SantaClaraCA.gov](mailto:JMinot@SantaClaraCA.gov)>; Sujata Reuter <[SReuter@SantaClaraCA.gov](mailto:SReuter@SantaClaraCA.gov)>

**Subject:** Background Information on Various 030 Items

Dear Mayor and Councilmembers:

Per your request at the October 19, 2021 Council meeting, below are links to background information on some of the items raised under the written petition section of the agenda. The Council directed that these items be included as part of the Council Priority Setting Session scheduled for February 8, 2022, which we have noted.

## **WRITTEN PETITION HYPERLINKS (POLICY 030) OCTOBER 19, 2021 MEETING**

### **1. Civic Center Master Plan Background**

**Reference: 12C. 21-1431**

[Discussion to Propose a New City Hall Plan Incorporated into the New Santa Clara Downtown Plan](#)

#### **Hyperlinks:**

December 17, 2019: Informational Report on Santa Clara Civic Center Master Plan and Utility Building Project Financial Feasibility and Economic Analysis

[City of Santa Clara - File #: 19-1384 \(legistar.com\)](#)

January 28, 2020: Action on Confirming Strategic Direction for the Civic Center Master Plan from December 17, 2019 Study Session [Council Pillar: Deliver and Enhance High Quality Efficient Services and Infrastructure]

[City of Santa Clara - File #: 20-73 \(legistar.com\)](#)

### **2. Lawn Bowl Facility Background Information**

**Reference: 12G. 21-1490**

## [Discussion on Construction of New Lawn Bowl Facility to Follow through on Past Promises](#)

### **Hyperlinks:**

August 22, 2017: Central Park Lawn Bowl facilities and Santa Clara Lawn Bowls Club Informational Report on Background of the Club  
[City of Santa Clara – File #: HIST-60793 \(legistar.com\)](#)

August 28, 2018: Action on Central Park Guiding Principles  
[City of Santa Clara – File #: 18-1184 \(legistar.com\)](#)

October 9, 2018: Follow Up to Written Petition and Potential Action on Central Park Lawn Bowl Clubhouse Refurbishment  
[City of Santa Clara – File #: 18-1120 \(legistar.com\)](#)

December 11, 2018: Update and Potential Action on Lawn Bowl Clubhouse  
[City of Santa Clara – File #: 18-1429 \(legistar.com\)](#)

July 9, 2019: Action on A written Petition submitted by Jerry R Patrignani Requesting an Update and Potential Action on Lawn Bowl Clubhouse Project  
[City of Santa Clara – File #: 19-781 \(legistar.com\)](#)

October 19, 2021: Action on Written Petition (Council Petition 030) Submitted by Councilmember Becker Requesting to Place and Agenda Item at a Future Council Meeting for Discussion on Construction of New Lawn Bowl Facility to Follow Through on Past Promises  
[City of Santa Clara – File #: 21-1490 \(legistar.com\)](#)

### **3. Infrastructure Bond Background Information**

#### **Reference: 12H. 21-1491**

[Discussion to Add a Ballot Measure in 2022 Election for an Infrastructure Bond or Tax That Would Modernize/Remodel/Upgrade all of Santa Clara’s Public Pools Including Construction of a Replicated New Central Park International Swim Center](#)

### **Hyperlinks:**

April 24, 2018: Discussion on Current City Infrastructure Needs Including Project Options, Costs, and Possible Funding Opportunities  
[City of Santa Clara - File #: 18-303 \(legistar.com\)](#)

April 24, 2018: Kitchell Report Executive Summary & individual park site and park buildings:  
[City of Santa Clara - File #: 18-091 \(legistar.com\)](#)

May 29, 2018: Discussion and Review of Potential General Fund Revenue Opportunities and Related Budget Amendment  
[City of Santa Clara – File #: 18-388 \(legistar.com\)](#)



July 5, 2018: Presentation of Community Research Survey Results and Draft Ballot Questions for Potential 2018 November Ballot Revenue Opportunities

[City of Santa Clara – File #: 18-845 \(legistar.com\)](#)

July 16, 2018: Actions Related to Revenue Opportunities for a November 2018 Ballot Measure – Cannabis Business Tax

[City of Santa Clara – File #: 18-637 \(legistar.com\)](#)

August 28, 2018: Study Session on Central Park Master Plan Guiding Principles

[City of Santa Clara - File #: 18-033 \(legistar.com\)](#)

August 28, 2018: Action on Central Park Master Plan Guiding Principles

[City of Santa Clara - File #: 18-1184 \(legistar.com\)](#)

October 15, 2019: Parks & Recreation Commission—Initiate Review and Public Comment on Central Park Master Plan

[City of Santa Clara - File #: 19-1202 \(legistar.com\)](#)

November 5, 2019: Discussion of, and Possible Direction On, Review of Potential General Fund Revenue Opportunities for the November 2020 Ballot; Authorize the City Manager to Negotiate and Execute Contracts for Community Research and Outreach

[City of Santa Clara – File #: 19-1104 \(legistar.com\)](#)

November 19, 2019: The Central Park Master Plan (CPMP) (pdf)

[City of Santa Clara - File #: 19-1353 \(legistar.com\)](#)

February 11, 2020: Discussion of, and Possible Direction on, Revenue Measures for the November 2020 Ballot

[City of Santa Clara – File #: 20-41 \(legistar.com\)](#)

June 23, 2020: Presentation on Voter Research Activities Related to Potential Revenue Measures for the November 2020 Ballot

[City of Santa Clara – File #: 20-633 \(legistar.com\)](#)

## COUNCIL ITEM REQUEST FORM



**City of  
Santa Clara**  
The Center of What's Possible

The Council Item Request Form is for members of the City Council to submit written requests to the City Manager's Office for inclusion of an item on a future City Council meeting agenda. At the meeting where the initial written request is heard, discussion should be limited to whether the item should be added to an agenda and a date, not the merit of the item. A majority vote of the City Council is required for the item to be added to future Council meeting agenda for action.

### **CONTACT INFORMATION**

**Requesting Member of City Council : Suds Jain**

Contact E-mail sjain@santaclaraca.gov

Contact Phone 408-499-2955

Today's Date 1/31/2022

### **WRITTEN REQUEST**

**I, Suds Jain**, hereby request that the following item be placed on the City of Santa Clara Council and Authorities Concurrent meeting agenda:

At the January 25<sup>th</sup>, 2022, City Council received a update from Staff on the Discussions with Parking Maintenance District No.122 - Franklin Square (PMD 122) Property Owners Regarding Council's Request to Explore Increased Contributions for Operations and Maintenance Costs.

The Staff report said that the property owners voted not to increase their contributions. Council voted to note and file the report.

1. Property owners currently pay nothing for Operations and Maintenance of the Franklin Mall Area outside of the buildings including the parking lots. Property owners collectively pay \$14,200 per year to a fund that is used for capital repairs like resurfacing parking lots. This number has not increased since 2002 even though cumulative inflation over that period was 55% so, had the number simply been increased to match inflation, the value today would be \$22,010. I imagine that most property owners have increased their rents at least once over the past 19 years.
2. In FY2021/22, the City budgeted \$138,163 to cover the day-to-day maintenance of PMD 122. Property Owners pay nothing towards those costs. However, in 1996, property owners were paying 75% of the O&M costs and that was Staff's recommendation on June 14, 2002. 75% of \$138,163 is \$103,622 which is 7.3 times what property owners currently pay.
3. Buildings occupy 36% of the land area in PMD122. 36% of \$138,163 is \$49,738 which is 3.5 times what property owners currently pay.

Under the current contract for the PMD122, the City has no say in what the assessment will be. The property owners have all the decision power. Therefore, I suggest we agendize a discussion of dissolving PMD122 and possibly negotiating a new agreement.

**Reference: Council Policy 030 - Adding an Item on the Agenda  
Resolution No. 20-8895**



# City of Santa Clara

1500 Warburton Avenue  
Santa Clara, CA 95050  
santaclaraca.gov  
@SantaClaraCity

## Agenda Report

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22-236

Agenda Date: 2/8/2022

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### REPORT TO COUNCIL

#### SUBJECT

Tentative Meeting Agenda Calendar (TMAC)

#### COUNCIL PILLAR

Enhance Community Engagement and Transparency

#### BACKGROUND AND DISCUSSION

The purpose of the TMAC is to provide the public advanced notifications of tentative dates of Council Study Sessions, Joint Council/Commission meetings, as well as Council Public Hearing and General Business agenda items. It is important to note that the TMAC is a Tentative Calendar planning tool and reports listed are subject to change due to Public Hearing publication requirements and agenda management.

The TMAC will be published weekly no later than Friday on the City's website.



# City of Santa Clara

## Tentative Meeting Agenda Calendar

*Note: These proposed dates are tentative and subject to change based on staff capacity, meeting management, and deferred items by Council requiring other items to free up agenda meeting time.*

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### **Tuesday, February 15, 2022 Joint Council and Valley Water (Santa Clara Valley Water District Meeting**

### **Tuesday, February 22, 2022 Joint Council and Authorities Concurrent and Stadium Authority Meeting**

#### **Public Hearing/General Business**

- 22-78** Adopt a Resolution Calling and Giving Notice of a Special Municipal Election to be Held on Tuesday, June 7, 2022 for a Vote on One Ballot Measure that, if passed, Would Amend Sections 600, 700.1 and 700.2 of the Santa Clara City Charter; Requesting the Consolidation of the Special Municipal Election with the Statewide Direct Primary Election to be Held in Santa Clara County on June 7, 2022; and Directing the City Attorney to Prepare the Impartial Analysis
- 22-1496** Action on Modifications to P&P 049 Community Grant Policy
- 22-179** Action on Parks and Recreation Commission Recommendation for Approval of the Westwood Oaks Park Master Plan Update, Preferred Playground Schematic Design, and Draft Measure R Ordinance
- 22-104** Discussion and Action on Councilmember Hardy's Request to Consider a Resolution to Support the Bid to FIFA for the 2026 World Cup and Related Events

### **March 1, 2022 Special Council Meeting**

*Note: Holding Date for possible carry over of Feb 8 Priority Setting Session*

### **Tuesday, March 8, 2022 Council and Authorities Concurrent Meeting**

*Note: Last meeting for potential ballot measures for June 2022*

#### **Study Session**

- 22-1669** Study Session - Pruneridge Avenue Complete Streets Plan

## **Special Order of Business**

- 22-127** Recognition of the donation in the amount of \$6,500 from Jerold W. Louderback, Jr. for the purchase and installation a Memorial Bench to be located in (section) of the Mission City Memorial Park in Honor of Pauline M. Louderback, Ernest M. Peterson, and Helen F. Peterson

## **Public Hearing/General Business**

- 22-65** Action on 2022 Legislative Advocacy Positions
- 22-000** Action on Adoption of Ordinance Amending the District Map
- 22-69** Adoption of the Patrick Henry Drive Specific Plan
- 22-90** **Public Hearing:** Action on a Resolution Approving the Findings from the Patrick Henry Drive Specific Plan Infrastructure Impact Fee Nexus Study and Setting the Rates for the Infrastructure Impact Fee, Action on the Introduction of an Ordinance Adding Section 17.15.360XXX to Chapter 15 of Title 17 of the Santa Clara City Code, and Establishment of the Patrick Henry Drive Infrastructure Improvement Fund and Related Budget Actions

## **Tuesday, March 22, 2022 Joint Council and Authorities Concurrent and Stadium Authority Meeting**

### **Study Session**

- 22-149** **Study Session** - VTA re: BART Architecture Session with Council

### **Public Hearing/General Business**

- 22-34** Action to Approve Amendments to the Water Supply Agreement (WSA) between the City and County of San Francisco and the Bay Area Water Supply and Conservation Agency (BAWSCA) and its Represented Water Retailers
- 22-109** In Response to Written Petition Regarding Responsibility of a Sound Wall in the Laurel Park East Neighborhood
- 22-139** **Public Hearing:** FY 2022-2023 DRAFT Annual Action Plan for the use of Federal Housing and Urban Development Grant Funds, and CDBG Guideline
- 22-1757** **Public Hearing:** Adoption of a Resolution Ordering the Abatement of a Nuisance Consisting of Growing Weeds in Association with the County Weed Abatement Program for 2021-2022

## **Tuesday, April 5, 2022 Council and Authorities Concurrent Meeting**

### **Study Session**

**22-105** Study Session to Review the Proposed FY 2022/23 Municipal Fee Schedule

### **Public Hearing/General Business**

**22-000** Action on Adoption of Ordinance Amending the District Map

**22-148** PLACEHOLDER: Consideration of Silicon Valley Power Quarterly Strategic Plan Update

## **Tuesday, April 19, 2022 Joint Council and Authorities Concurrent and Stadium Authority Meeting**

### **Public Hearing/General Business**

**22-80** Action on Resolution Establishing the Political Campaign Voluntary Expenditure Limit and Campaign Contribution Limit for the November 8, 2022 Municipal Election

**22-99** **Public Hearing:** Adoption of the Proposed FY 2022/23 Municipal Fee Schedule

**22-201** Climate Action Plan (CAP) Update Adoption

## **Tuesday, May 10, 2022 Council and Authorities Concurrent Meeting**

### **Study Session**

**22-100** Joint Study Session to Review Proposed FY 2022/23 and FY 2023/24 Biennial Capital Improvement Program Budget and Operating Changes

### **Public Hearing/General Business**

**22-208** Action on the Adoption of a Resolution to Modify the Files Management Manual for the City of Santa Clara

## **Tuesday, May 24, 2022 Joint Council and Authorities Concurrent and Stadium Authority Meeting**

### **Public Hearing/General Business**

**22-1725** **Public Hearing:** Adoption of a Resolution Setting Rates for Overall Solid Waste Services, Annual Clean-up Campaign, and Household Hazardous Waste in the Exclusive Franchise Area

## **Tuesday, June 7, 2022 Joint Council and Authorities Concurrent and Stadium Authority Meeting**

### **Study Session**

- 22-101** Joint Study Session to Review Proposed FY 2022/23 and FY 2023/24 Biennial Capital Improvement Program Budget and Operating Changes

### **Consent Calendar**

- 22-77** Adoption of a Resolution Calling and Giving Notice of a General Municipal Election to be held on Tuesday, November 8, 2022 for the Election of Two Councilmembers one each for Council District 2, 3, and one Mayor; Requesting that the Board of Supervisors of the County of Santa Clara Consolidate the General Municipal Election with the Statewide Gubernatorial General Election; and Adopt Regulations for Candidate Statements of Qualifications Submitted to the Voters and Levying a Share of the Cost of the Candidates' Statements

### **Public Hearing/General Business**

- 22-66** **Public Hearing:** Action on Resolutions Approving Water, Sewer and Recycled Water Rates to be Effective July 1, 2022

## **Tuesday, June 21, 2022 - Council and Authorities Concurrent Meeting**

- 22-102** **Public Hearing:** and Adoption of Proposed FY 2022/23 and FY 2023/24 Biennial Capital Improvement Program and Changes to the Operating Budget

### **AGENDA ITEMS TO BE SCHEDULED TO A FUTURE DATE**

- 21-1318** Action on Amendment No. 1 to the Agreement for Services with NewGen Strategies and Solutions LLC to Perform a Cost of Service Analysis and Rate Study for Silicon Valley Power
- 22-000** Response to Vice Mayor Jain's Written Request to Discuss making the Youth Soccer Park Parking Lot available when there are no events at the Youth Soccer Park (soccer gets absolute priority) in order to Generate Revenue for the City approved to be agendized to a future meeting
- 22-184** Action on a Council Written Request (Council Policy 030) Submitted by Councilmember Jain Requesting to expand the scope of a previous council written request relating to the Youth Soccer Park Parking Lot (Council Policy 030) agenda item already approved to be agendized at future meeting for discussion with additional topics: *1) Under Measure-R, can the City contract out annually to the SCYSL to manage parking the parking lot as it*



*sees fit and charge for parking when there is no soccer activity at YSP? The Parks and Rec department would retain control and could override any decision by the SCYSL. 2) It is my understanding that there have been games at the YSP but no practices this past year due to lack of City staff to schedule practices. I would like a discussion of how scheduling works at the YSP and Reed and Grant. Are only SCYSL events allowed at YSP? Under Measure R, could the SCYSL do its own scheduling, again with override authority (ultimate control) by Parks and Rec? 3) Can the City prioritize staffing a scheduler for YSL as Parks and Rec begins to hire more staff that was reduced under COVID so that we can start having practices at YSP? 4) If staffing for scheduling is short for YSP, can the City look at acquiring some facilities scheduling software to make the process more efficient? SCUSD uses Facilitron. Perhaps this software could be used to schedule all parks and rec facilities. It would be nice for the public to make scheduling requests online to Parks and Rec for meeting rooms, picnic areas, etc. and 5) Can we get a report of the staffing and budget needed to support soccer at YSL and Reed and Grant?*

**22-001**

Response to Written Petition (Council Policy 030) Submitted by Keith Stattenfield Requesting to Place an Agenda Item at a Future Council Meeting to Discuss requirements from the Office of the City Attorney on Approving an Update to the CC&R's of the Casa del Rey Homeowner's Association Bylaws approved to be agendized to a future meeting