

**Interview Summary  
Santa Clara City Council  
January 2020**

**Overall Themes**

- The current strategic goals are comprehensive – they capture Council’s vision for the community and reflect the major priorities for the City.
- Council wants staff to continue to focus on the goals by addressing the objectives under each of the goals, updating and communicating the status and progress made, and communicating accomplishments to provide a sense of “completion” and “resolution.”
- Several Council members noted that there is an increased need for proactive and effective communication with the community to ensure that the goals are understood, including accomplishments as well as constraints and challenges.
- While Council offered several new tasks and objectives, there was no preference for adding new goals, in large part because the current goals are comprehensive. The new items suggested by Council are included below as they align to the current goals.

**Comments about the Current Goals**

1. Promote and Enhance Economic and Housing Development
  - Overall, good progress is being made, which is especially commendable given the unparalleled pace and scope of commercial development (e.g. Related Project/City Place).
  - Need to carefully monitor new retail space given the increase of online alternatives, and the need to offset the potential loss of tax revenue. This might include conducting a retail market analysis study.
  - While progress is being made on new Housing developments, there is a need to develop a vision for where the City wants to be, ideally one that involves a mix of housing options.
  - Explore public – private partnerships for housing (e.g. engage with technology companies).
  - Consider developing a community benefits policy for both commercial and housing developments.
  - Explore increasing the business/employee tax, looking to what other local cities are doing.
  - Explore developing a vision for a Downtown District, perhaps revitalizing the Business Improvement District.

2. Enhance Community Sports and Recreational Assets
  - Overall, good progress is being made (e.g. big projects coming on line, park improvements, soccer park, dog park, etc.),
  - The 2020 bond or parcel tax is important in order to address aging sports and recreation facilities and infrastructure (e.g. swim center).
  - Consider bike trail improvements, including opening trails near Levi's Stadium on event days.
  - Consider expanding the definition of "recreation" beyond competitive sports to include activities such as yoga, aerobics, etc.
  - Consider developing/building a multi-use Art Center in partnership with Santa Clara University.
  - Consider developing/building new Senior Centers.
3. Deliver and Enhance High Quality Efficient Services and Infrastructure
  - SVP continues to be a major asset and success story for the City.
  - The 2020 bond or parcel tax is important in order to expand library hours, in addition to infrastructure maintenance and upgrades.
  - Given the "high touch" services provided by the City, consider more cost recovery measures to help pay for them.
  - Review and enforce traffic mitigation efforts, focusing especially on gridlock on the Northside.
  - Explore public-private partnerships for shuttles.
  - Provide update on status of RV parking in the City.
  - Address noise from San Jose International Airport. What is the status? What can be accomplished?
4. Manage Strategically Our Workforce Capacity and Resources
  - There is agreement that this is a challenging goal given the struggles with recruiting and retaining talented employees in a competitive job market.
  - Nevertheless, staff has done a good job in making new hires, providing training and professional development opportunities and finalizing labor agreements.
  - The upcoming capacity study will be helpful in determining how stretched the workforce is, the departments that are in need of immediate help, and the staffing resources needed to deliver services, make improvements, and serve the community.
  - Need to continue to update and modernize technology to increase efficiencies (e.g. still a paper driven organization).
  - Need to focus on succession planning, ensuring continuity and minimizing the loss of institutional knowledge.
  - Consider hiring a staff person in the CMO to specialize in real estate.
5. Enhance Community Engagement and Transparency
  - Overall, good progress is being made with transparency. Specifically, website improvements (increased access to documents and information) and CMO communications (blogs, community letters, etc.).
  - Additional suggestions to enhance transparency:

- Provide an annual update on the number, status and cost of the law suits against the City
  - Monitor single-source contracts
  - Ensure that important finance-based decisions are included as regular agenda items, not on the consent calendar
  - In terms of community engagement, there is agreement that more improvements can be made in engaging the community about the City's goals and priorities, constraints and challenges, and successes and accomplishments.
  - Some suggestions for improving community engagement include making information more accessible (bullet points and visuals, not lengthy text-based messaging), utilizing technology (collaborative software) and going outside of City Hall to engage with community members, groups and organizations.
  - Council looks forward to hearing from the community engagement consultant team at the Strategic Priority Session.
  - Consider reinstating the International Exchange Commission.
6. Ensure Compliance with Measure J and Manage Levi's Stadium
- There is broad agreement that this goal is taking an extraordinary amount of staff's limited time and energy, in the CMO and the departments.
  - The City or Stadium Authority should work with the Management Company whose interest is to increase revenue generation on non-NFL events.
  - Consider providing an update on the action items that were developed from the Levis' Stadium community outreach/engagement project conducted by the Lew Edwards group and PDC in 2017-2018.
  - Consider exploring pathways that result in improved performance and outcomes between the City, community and 49ers.
7. Sustainability
- While most of you describe this goal in terms of "environmental" sustainability, there are some who have a broader interpretation (e.g. workforce sustainability, etc.).
  - There is also some difference of perspective on the priority of this goal, with some seeing it as essential, and others seeing it as a lower priority when compared to the others.
  - Continue the Climate Action Plan, ensuring the right mix of outside consultants and internal staff.
  - Consider infusing sustainability into all City decisions and operations (e.g. assess or rate the sustainability level of a project).
  - Consider expanding recycled water.
  - Consider creating incentives for "green" proposals (e.g. EV charging stations).
  - Consider hiring a sustainability manager

Additional Item - Question from City Manager Santana:

- Continue to protect the interests of Santa Clara in land use impacts from regional developments (e.g. state legislation, public agencies, settlement agreements, etc.)