



THE CITY OF SANTA CLARA

3fold Presentation | Friday, January 31, 2020

3fold

POST MEETING MATERIAL

3FOLD IS NOT YOUR TYPICAL MARKETING AGENCY



Are solutions-focused



Choose work that promotes thriving communities



Have 15 years of experience



300+ branding projects



Project goal: for residents to be aware of how much their city works on their behalf to enhance their quality of life

CREATIVE PROCESS

Step 1: Discovery meeting

Step 2: Brief development

Step 3: Internal creative meeting

Step 4: Creative Director presentation

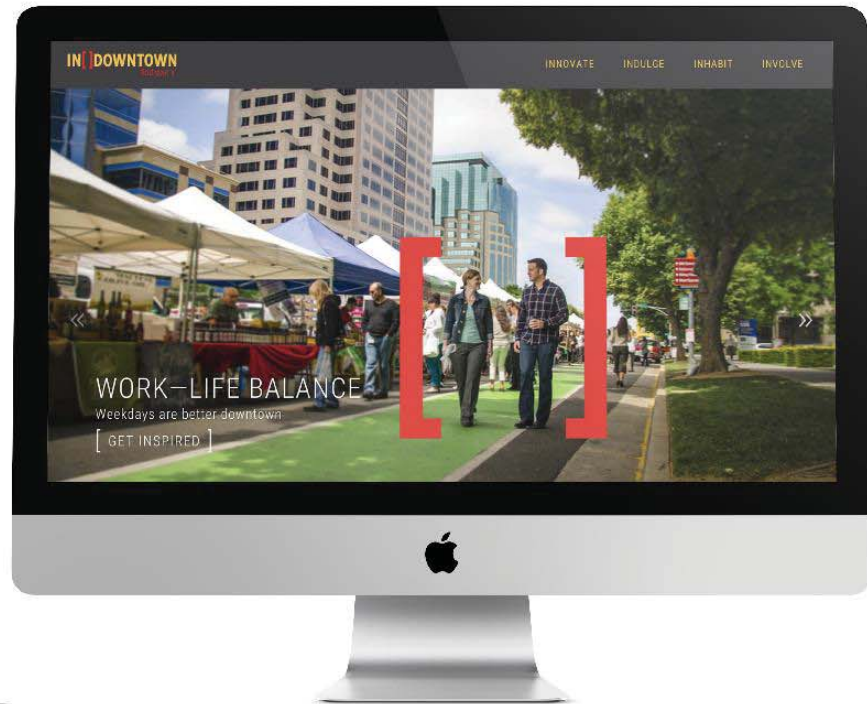
CREATIVE PROCESS

Step 5: Internal creative meeting

Step 6: Revisions

Step 7: Client presentation

EXAMPLES



EXAMPLES

Curbside pickup
=
Junk-free garage



Where utilities meet life.

CITY OF ROSEVILLE
CALIFORNIA

Curbside pickup
=
Junk-free garage



Where utilities meet life.

CITY OF ROSEVILLE
CALIFORNIA

Business rebates
=
Lower water bill



Where utilities meet life.

CITY OF ROSEVILLE
CALIFORNIA

Business rebates
=
Lower water bill



Where utilities meet life.

CITY OF ROSEVILLE
CALIFORNIA



EXAMPLES

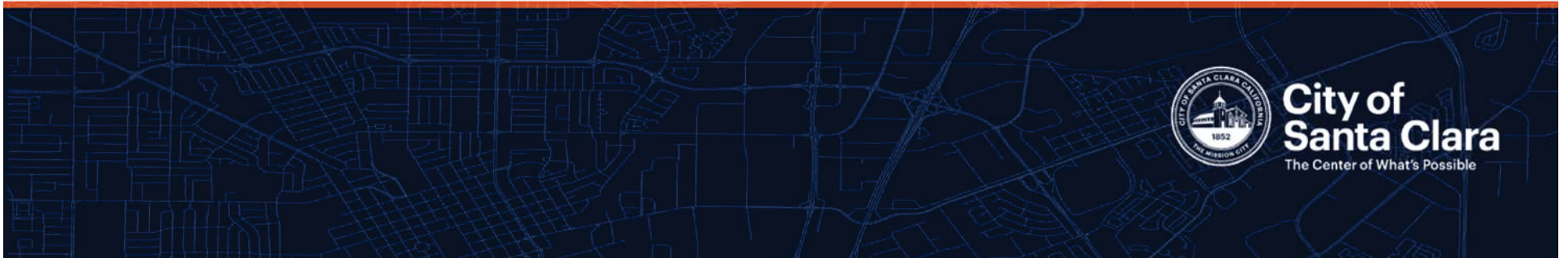




THANK YOU!

3fold

Fiscal Outlook



Agenda

- Overview
- Economic Outlook
- 10-Year General Fund Forecast
- Challenges/Risks/Opportunities
- Budget Principles
- Next Steps/Recommendations



Overview

Financial Update as a Strategic Planning Tool

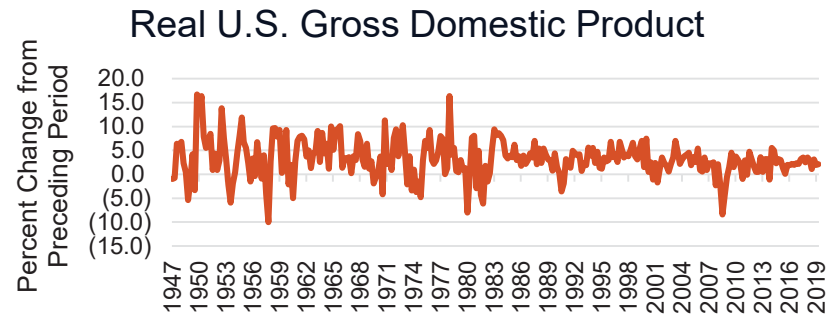
- Evaluate current condition
- Foundation for looking at priorities
- Know risk factors and vulnerabilities
- Understand trade-offs moving forward
- Develop mitigation efforts
- Strategic positioning and use of reserves



Economic Outlook

Economic expansion is longest in U.S. history

- June 2009 to current
- 127 + months
- Slower growth than previous expansions
- Unemployment at historic lows
- Silicon Valley a key factor in U.S. economic expansion



Source: U.S. Bureau of Economic Analysis



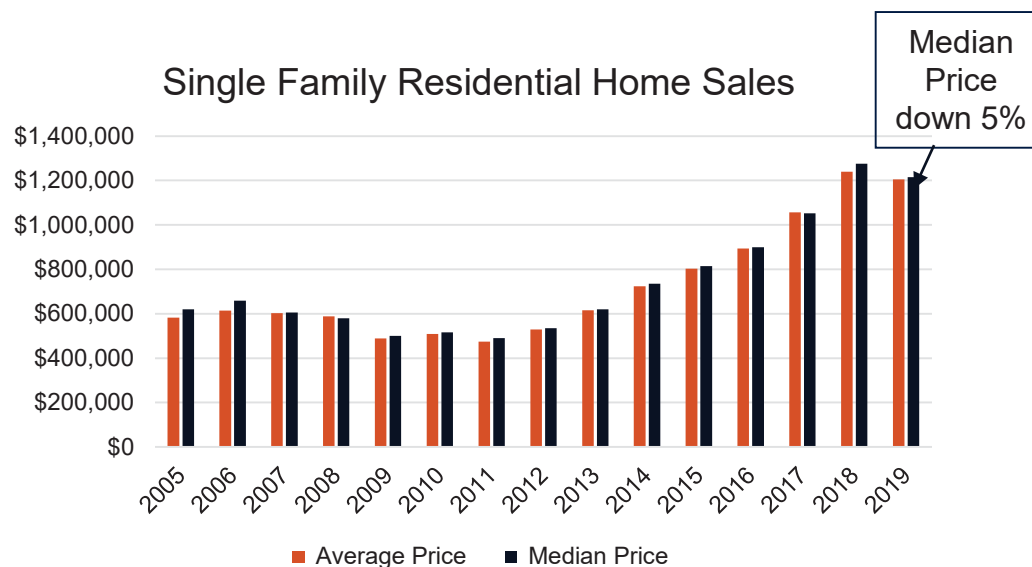
Source: Bureau of Labor Statistics



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

Economic Outlook

- Santa Clara real estate market has experienced strong growth; down from peak in 2019
- Development activity remains strong; can change quickly based on economic conditions



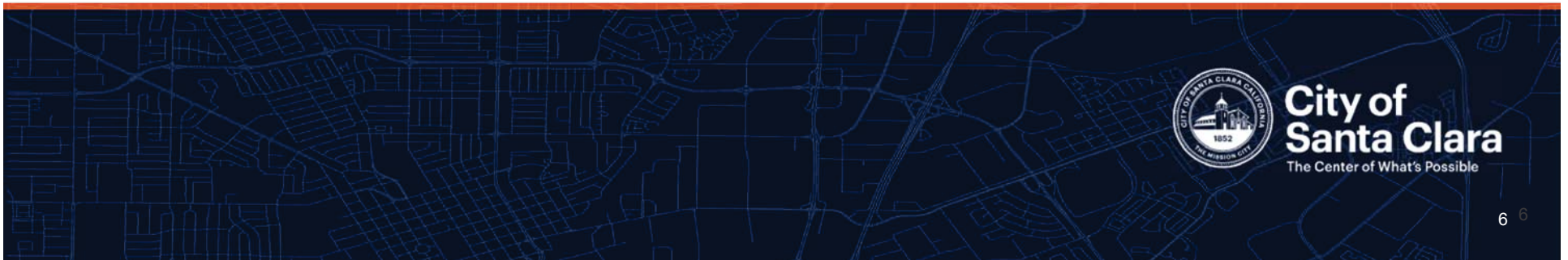
Data Source: Santa Clara County Recorder; sales through 10/31/19



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

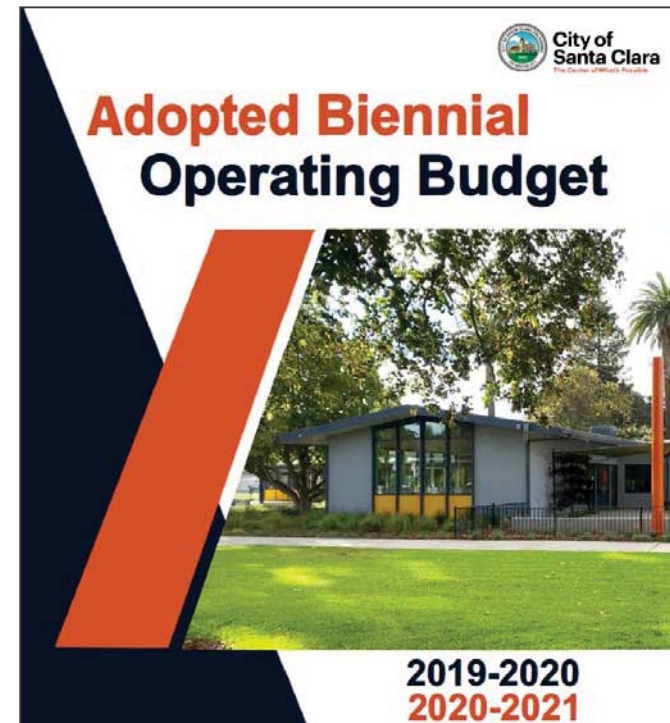
10-Year General Fund Forecast

- Planning tool
- Compare ongoing General Fund revenues and expenditures
- Projected deficits/surpluses if solved with ongoing dollars (Net Operating Margin)



10-Year General Fund Forecast Enhances Santa Clara's Fiscal Management Efforts

- Adopted budget principles
- Revised budget documents for increased public transparency
- Developed budget and reserve policies
- Line-item revenue and expenditure review
- Built up key City reserve levels
- Tie funding to Council approved service levels and performance



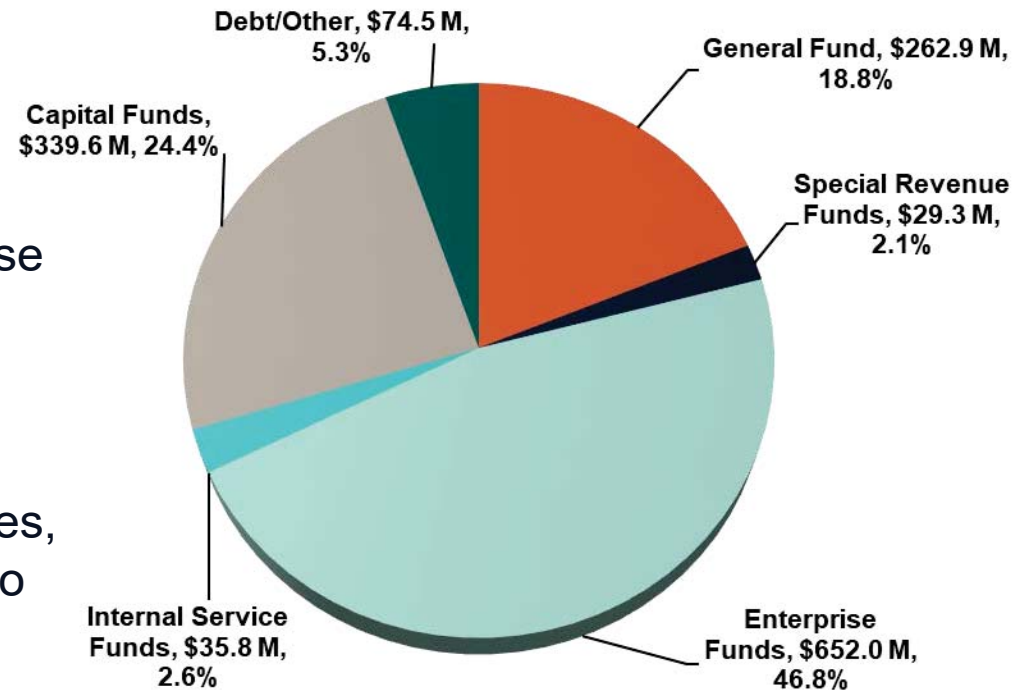
**City of
Santa Clara**
The Center of What's Possible

10-Year General Fund Forecast

Solid Starting Point

- 10-Year General Fund Forecast for long-term planning
- Base General Fund revenues and expenditures remain in relatively close alignment
- Benefitted from strong development and longest economic expansion
- Council continued to build up reserves, with one-time funds, and continues to adopt strong budget principles

FY 2019/20 Adopted Budget



10-Year General Fund Forecast

Development and Assumptions

Major assumptions:

- Current CalPERS direction/ methodology for payments
- Modest economic slow down assumed; no recession
- Revenue and expenditure review
- Operating Budget will reflect adjustments for latest salaries and benefits costs
- Includes a separate Recession Scenario to model potential impacts

Forecast does not include:

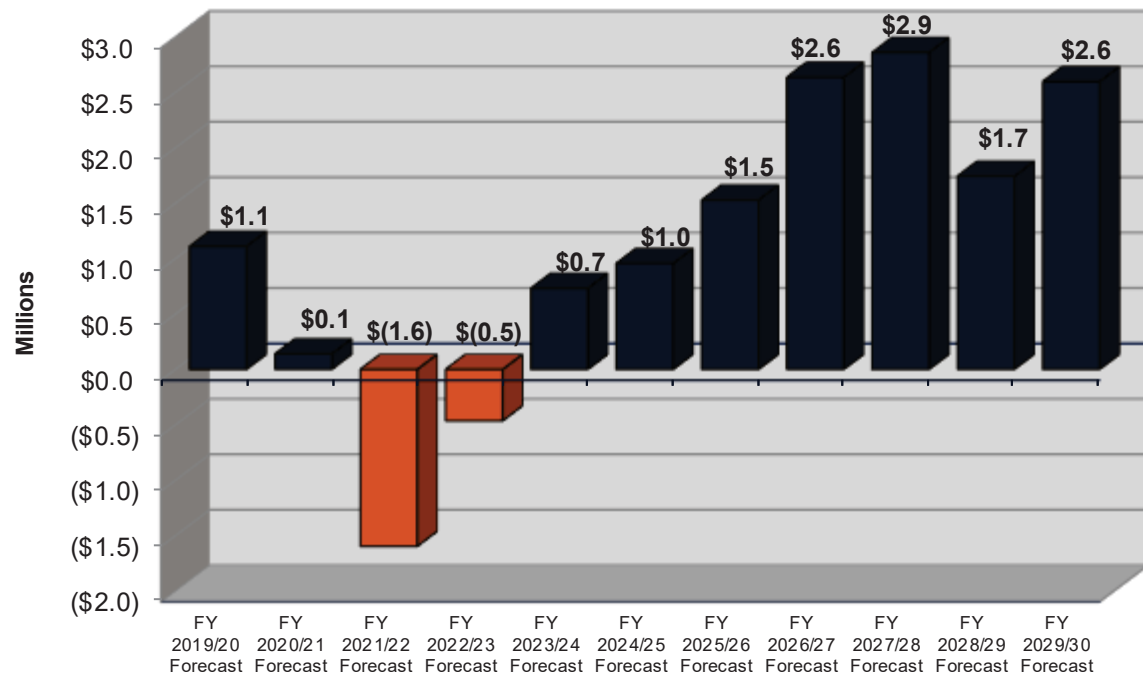
- Capital project funding; unmet/ deferred infrastructure needs
- The operating and maintenance costs of capital projects
- Public safety and technology equipment replacement
- Reserve contributions (Council Policy for BSR, Pension)
- One-time revenue and expenditures



10-Year General Fund Forecast

January 2019 General Fund Net Operating Margin – Base Scenario

- Surpluses represented in the first two years were included and programmed as part of the Adopted Budget
- Deficits were projected in Year 3 and 4 of the Forecast



10-Year General Fund Forecast

January 2019 Forecast Impacts & Known Risks

- Decrease in Stadium Authority revenue
- Labor negotiations beyond assumptions
- CalPERS actuarial changes or any CalPERS reform actions
- Downturn in the economy
- Infrastructure operating budget impacts
- State and federal legislative changes
- Further refinement of major revenue projections
- Revenue and staffing impacts of development projects

 Known risks that have occurred



10-Year General Fund Forecast

Updated Risks/Major Changes = \$11.4M/Year

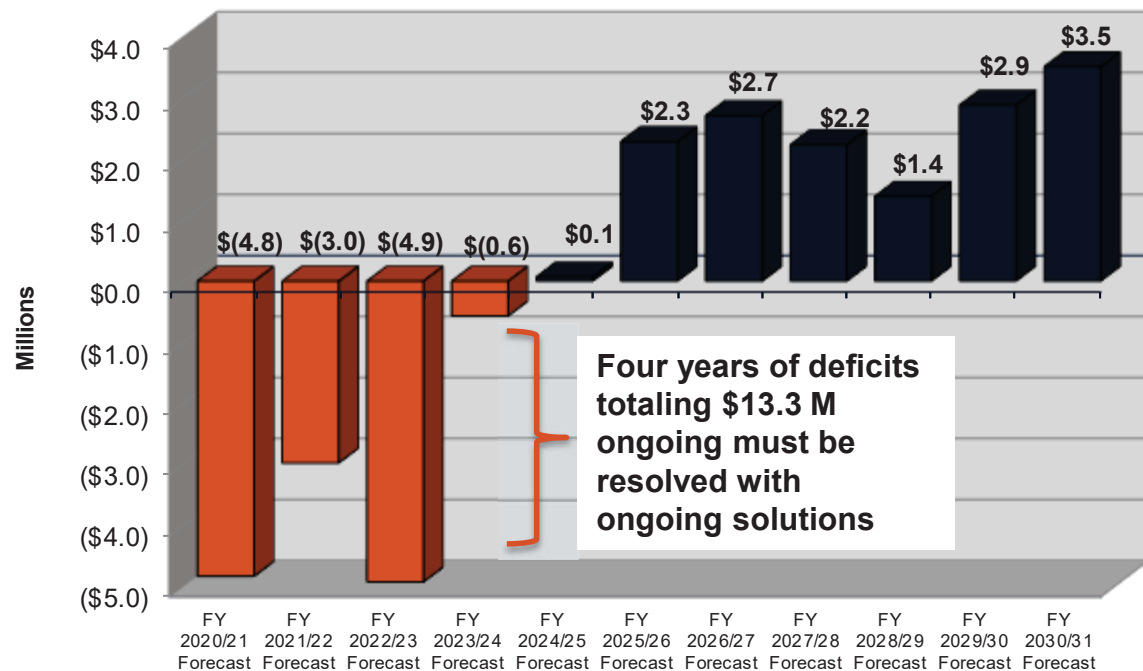
	Impact Realized	\$ Impact	Continued Risk
Loss of Stadium Authority revenues	✓	(\$2.7 M)	
Labor negotiations/other expenditures beyond assumptions	✓	(\$4.3 M)	✓
CalPERS actuarial changes or any CalPERS reform actions	✓	(\$0.7 M)	✓
Capital/Infrastructure			✓
Economic Slowdown/Recession			✓
Infrastructure operating budget impacts			✓
Further refinement of major revenue projections (Cannabis Tax, Contribution In-Lieu)	✓	(\$3.7 M)	✓
Development Projects (Revenue/Staffing/Capital Maint.)			✓



10-Year General Fund Forecast

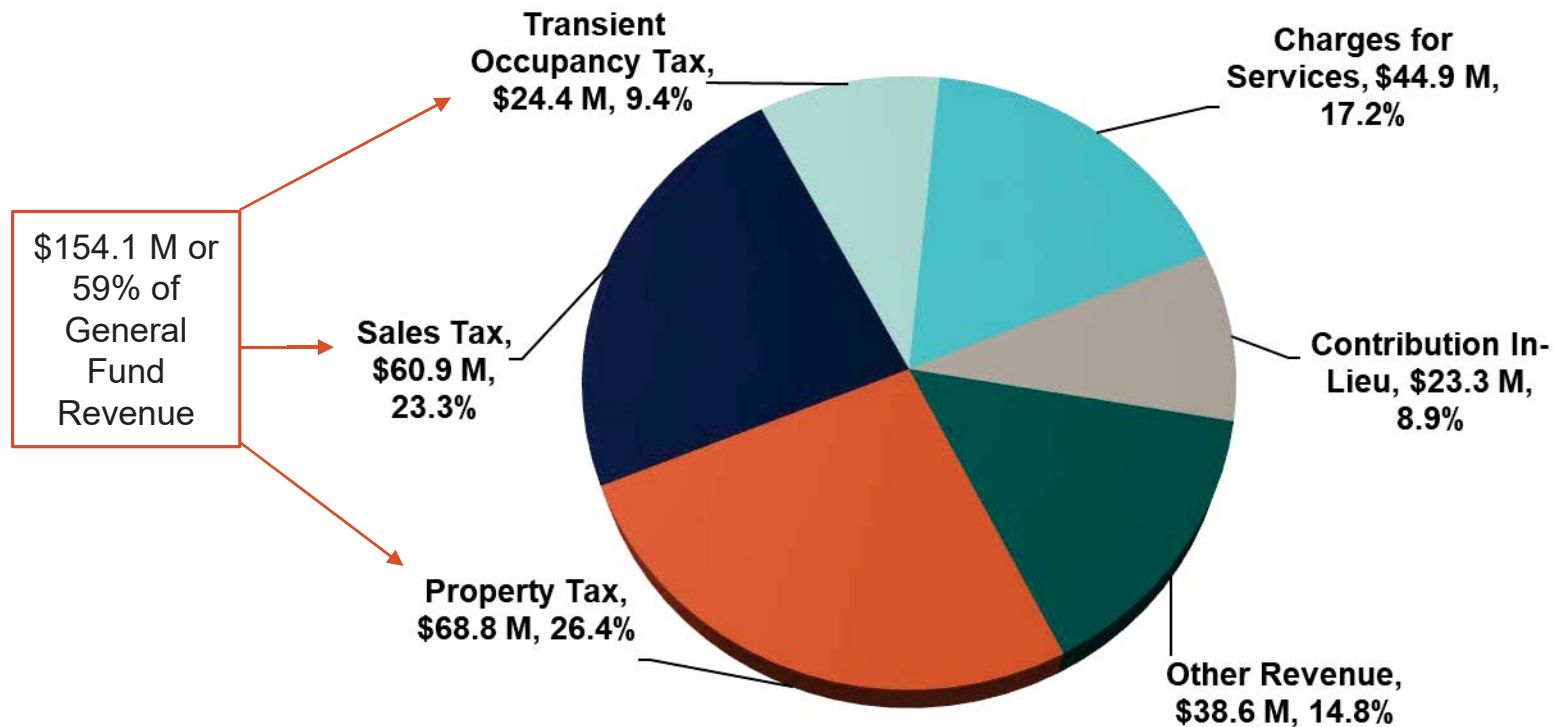
January 2020 General Fund Net Operating Margin – Base Scenario

- Annual impact of \$11.4M over four years added to prior ongoing deficits; these must be resolved with ongoing solutions
- FY 2020/21 part of Adopted two-year budget – bring forward budget amendment to balance with reserves
- Deficits in prior forecast have grown to a total of \$13.3 M ongoing over four years



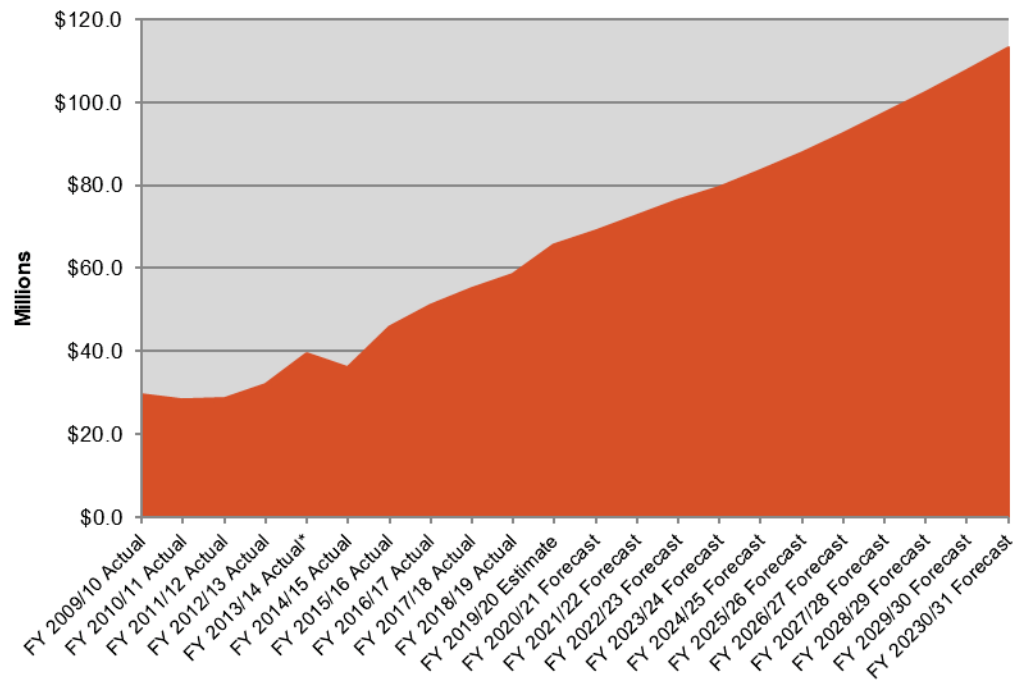
10-Year General Fund Forecast

2020/21 General Fund Revenues = \$260.9 M



10-Year General Fund Forecast Property Tax

- Largest General Fund revenue source
- Secured valuation growth ranging from 4.5% - 6% over the forecast period
- Assumes approximately \$700 million - \$1 billion annual development growth valuation in out years



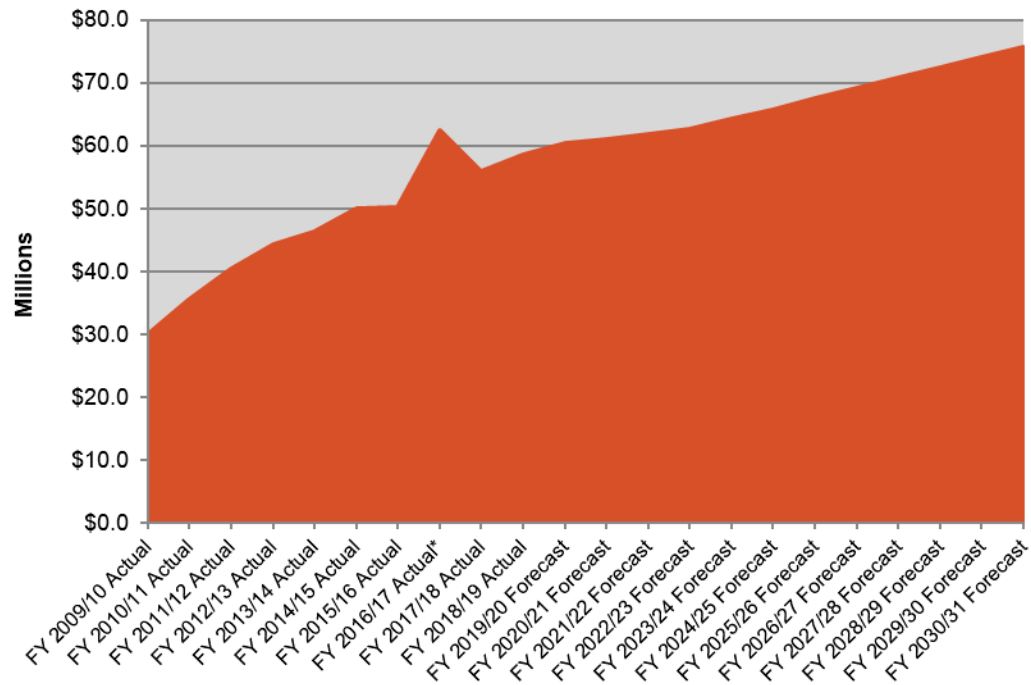
*FY 2013/14 includes one-time \$6.1 million due to Redevelopment Agency dissolution



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

10-Year General Fund Forecast Sales Tax

- 2nd largest General Fund revenue source
- Business to Business sales make up over 40% of the City's Sales Tax
- Economically sensitive

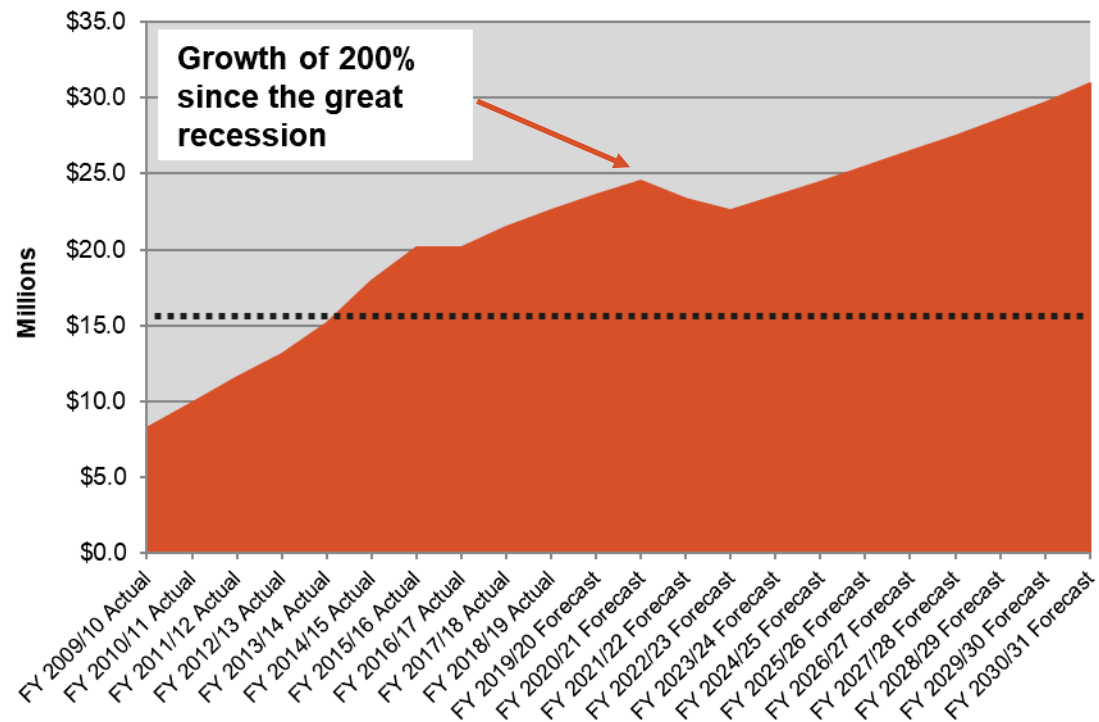


*FY 2016/17 includes one-time \$7.0 million true-up payment due to the unwinding of the State's Triple Flip.



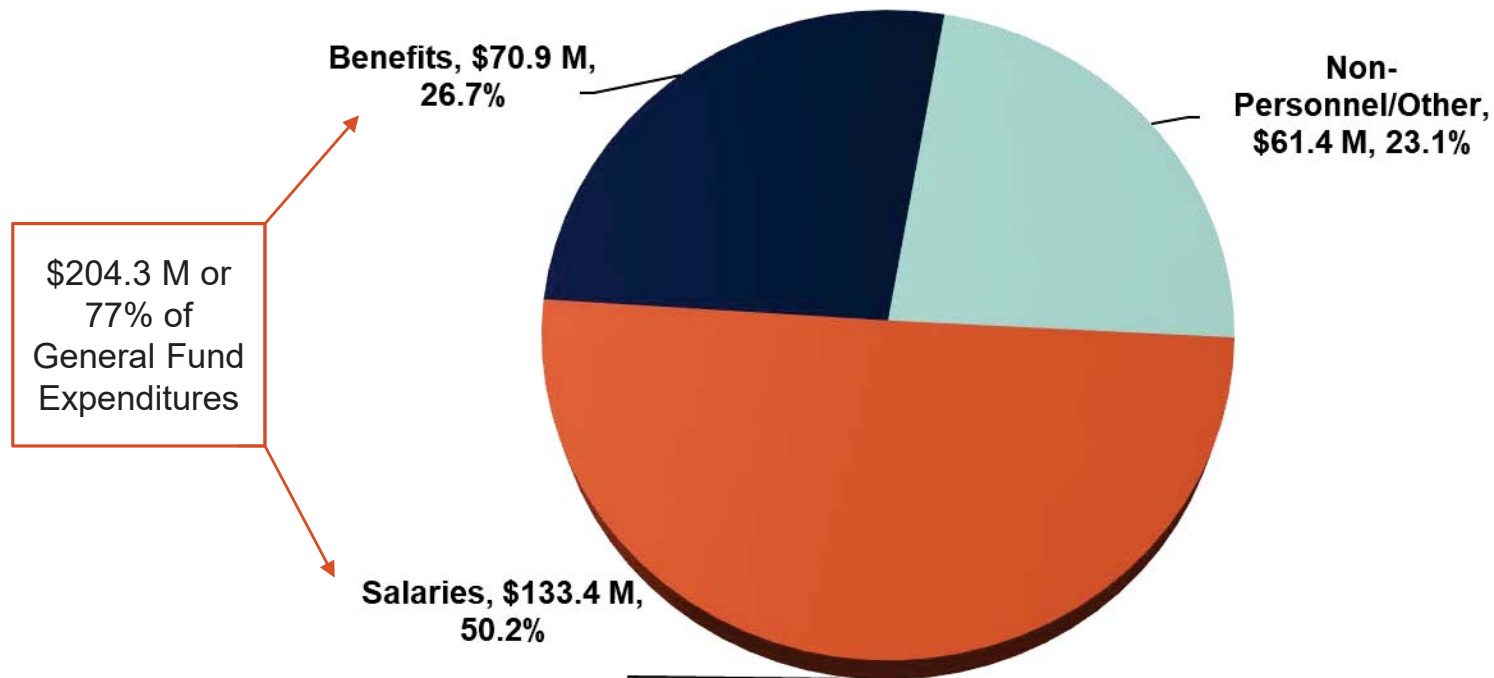
10-Year General Fund Forecast Transient Occupancy Tax (TOT)

- 3rd largest General Fund revenue source
- Economic downturn could significantly impact TOT receipts
- Dotted line represents 10-Year average – shows risk of forecasting during peak
- Occupancy and Room Rates at all-time high
- No additional hotels assumed

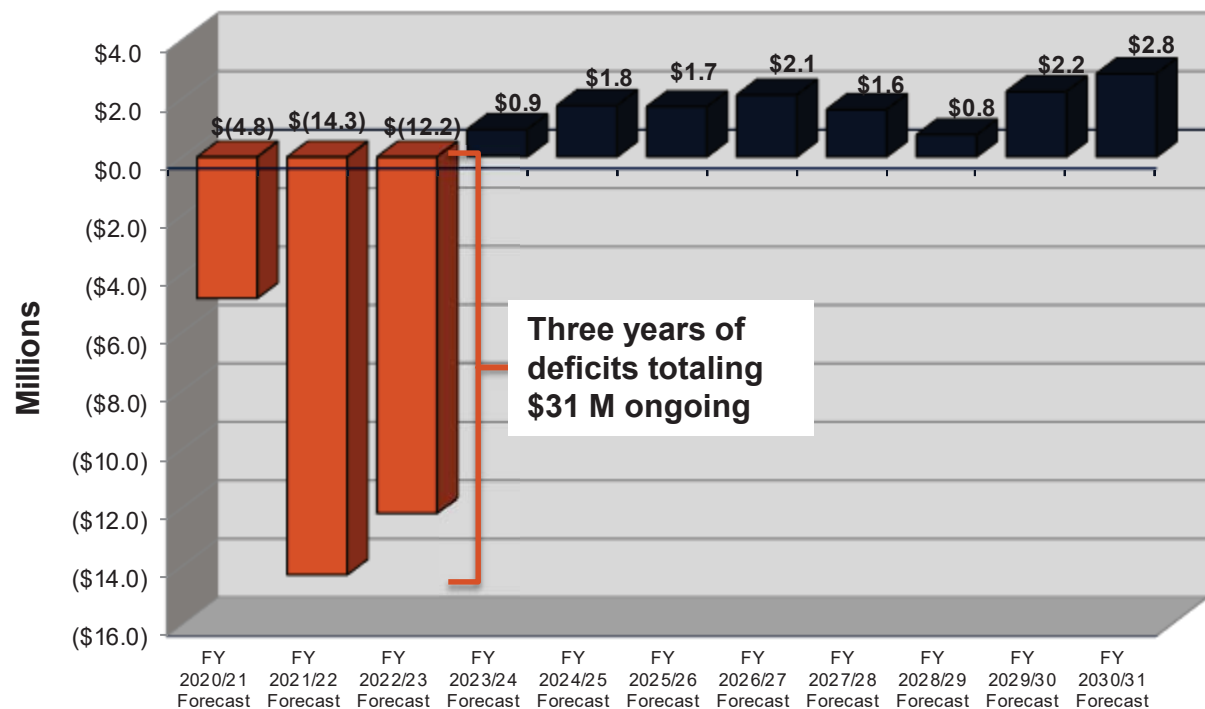


10-Year General Fund Forecast

2020/21 **General Fund Expenditures by Type**



General Fund Net Operating Margin Recession Scenario



Challenges, Risks and Opportunities

Limited control in certain areas

- CalPERS costs – unfunded liability
- Debt service costs
- Fixed facility operating costs
- Fee-supported activities

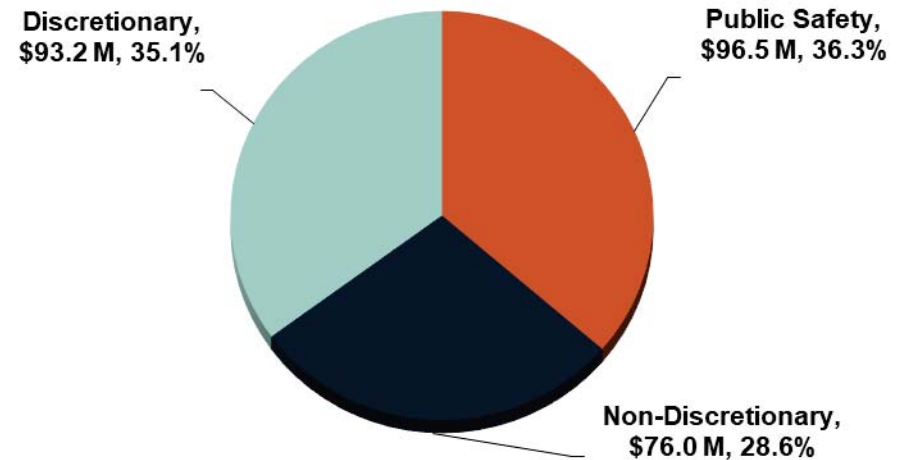
Unfunded elements/service delivery needs

- Capital infrastructure
- Equipment, Technology and Reserves
- Department service delivery models

Volatile categories

- Economically-sensitive revenues
- Pension costs

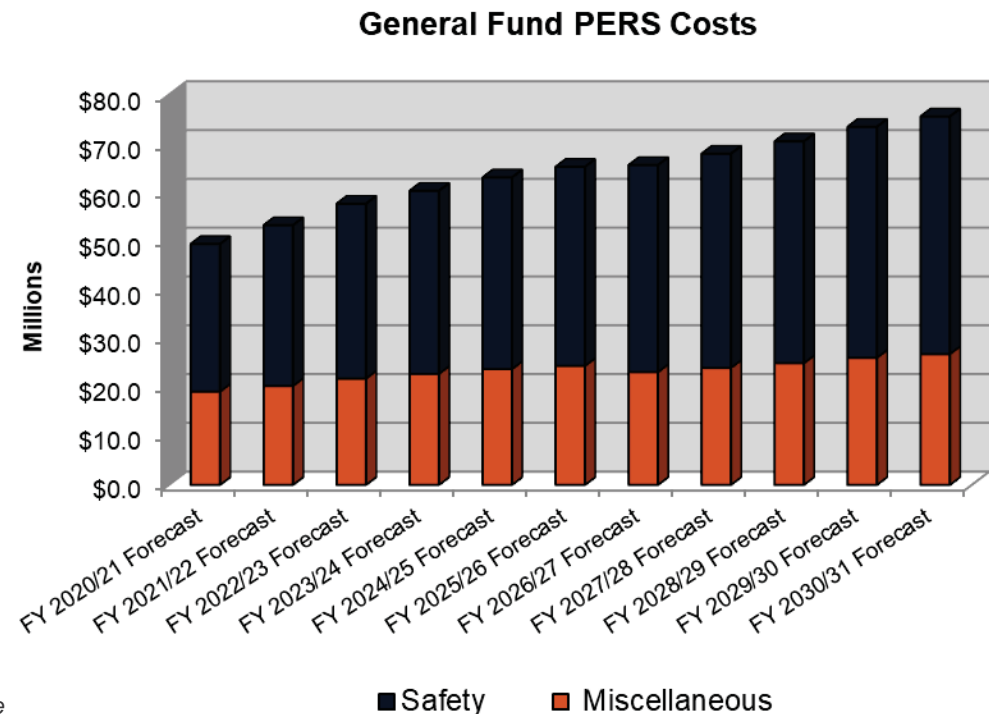
FY 2020/21 General Fund Forecast



Challenges, Risks and Opportunities

Rising Pension Costs

- Managing three impacted categories: retirees, classic members, and new employees (under PEPPRA)
- From FY 2020/21 to 2030/31 General Fund projected to increase \$26.1 M
- Current Unfunded Actuarial Liability (UAL) (all funds) of \$570 M¹
 - 65% of Miscellaneous and 71% of Safety Accrued Liability is due to retirees
- Negotiated agreements can negatively impact UAL



¹ Combined Safety and Miscellaneous Unfunded Accrued Liability, as of June 30, 2018 CalPERS valuation report



Challenges, Risks and Opportunities

Unfunded Capital Projects and Infrastructure

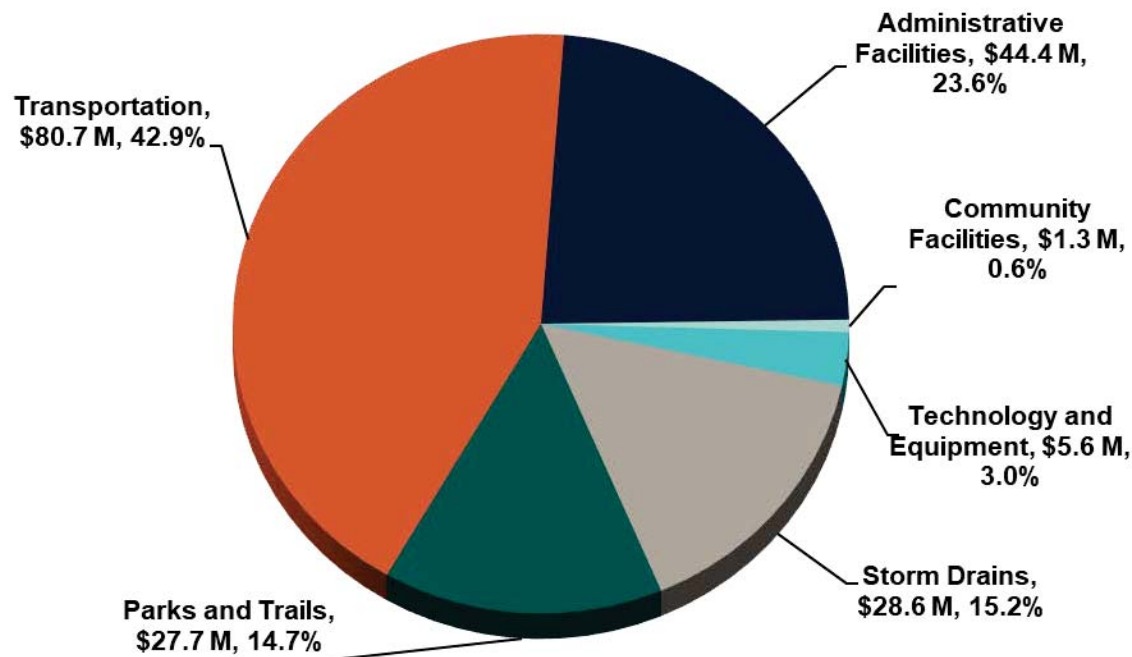
- Initial General Fund Capital requests totaled almost \$190 million over five years to address immediate needs vs. only \$27.5 million available
 - \$10 million of available funding must be used for ADA Settlement
- Significant additional unmet/deferred infrastructure needs beyond CIP submittals (close to \$1 billion)
- New funding through November 2020 Ballot will be critical
- Long-term capital/infrastructure funding source will be needed to meet current infrastructure needs



Challenges, Risks and Opportunities

Unfunded Capital Projects - Five-Year CIP Submittals

**Initial General
Fund Requests
totaling \$188 M
for upcoming
Five-Year CIP**



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

Challenges, Risks and Opportunities

Unfunded Capital Projects and Infrastructure

Close to \$1 billion of identified capital needs beyond CIP:

- Parks Assessment (December 2017-Kitchell Report) identified \$100 M of parks grounds and building needs (\$156 M w/ escalation)
- 2015 Storm Drain Master Plan identified \$343 M in projects (2018 dollars), including almost \$68 M in high priority projects
- Transportation infrastructure (e.g., traffic signal infrastructure replacement (\$50 M), uncontrolled crosswalks (\$50 M), Bicycle Plan (\$40 M), Creek Trail Master Plan (\$50 M), pavement (\$9 M annually beyond CIP)
- Public Buildings (New City Hall (\$236 M – \$300 M), existing City Hall (\$39 M); fire stations, historic buildings, corporation yard, ADA plan)
- Expand capacity (e.g., library)



Challenges, Risks and Opportunities

Unfunded Capital Projects and Infrastructure

Potential bond or parcel tax measure under development

- February 11, 2020 Study Session to discuss infrastructure needs and potential bond packages
- Polling/outreach to determine community interest/priorities (March-June 2020)
- Evaluate options and make final determination (May-July 2020)
- Submit final ballot measure for November 2020 ballot (July 14, 2020)



Challenges, Risks and Opportunities

Options to Close the Gap

Expenditure Tightening

- Amend FY 2020/21 Adopted Budget with existing reserves
- Implement cost control measures/departamental targets
 - Evaluate current contracts and non-personnel expenses (\$2-3 M)
 - Service delivery evaluations and review of vacant positions (\$2-3 M)
 - Departments absorb separation payouts (\$1 M)

Revenue Opportunities

- Bring fees closer to cost-recovery; evaluate opportunities for new fees (\$2-3 M)
- Other revenue opportunities in line with other jurisdictions (\$3-5 M)



Challenges, Risks and Opportunities

Options to Close the Gap

Potential New Revenue Sources

- Explore additional revenue ballot measures (Utility User Tax, Business License, Franchise Fee, Documentary Transfer Tax, Parcel Tax, General Obligation Bond)
- New ongoing capital funding (Storm)
- CFD for development
- Proactive revenue review and collection
- Improve municipal fee cost-recovery
- Consideration of potential new or modernization of impact fees (Study underway)



Budget Principles

- Provide framework and approach for developing the City's budget
- Approval of Budget Principles for FY 2020/21



Budget Principles for FY 2020/21

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 taken into account using data from the Ten-Year Financial Forecast.
3. Maximize service delivery within existing resources by balancing ongoing expenditure needs with ongoing revenues to avoid negative impacts on future budgets and maintain the City's high standards of fiscal integrity and financial management.
4. Focus on projects and services that benefit the community as a whole.
5. Pursue economic development objectives and strategies to foster new public and private investment within Santa Clara, and to create employment opportunities.
6. Balance between compensation adjustments to retain and attract employees and funding for positions.
7. 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.
8. In accordance with Council policy, continue to maintain the General Fund Budget Stabilization Reserve balance at or above the policy level of 25% of adopted budget expenditures for the long-term fiscal health of the City.
9. 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.
10. With limited exceptions, establish fees based on full cost recovery where individuals/businesses rather than the community at-large are benefiting from City services. This preserves limited unrestricted resources for providing services that benefit the community as a whole.
11. 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).
12. Explore expanding existing revenue sources and/or adding new revenue sources.
13. Engage employees to contribute new and innovative ideas during the department budget development process.
14. Use the General Plan as a primary long-term fiscal planning tool and link ability to provide City services to development policy decisions.



Next Steps/Recommendations

FY 2020/21 and 2021/22 Budget Calendar

Date	City/Stadium Authority Budget Schedule
January 30-31, 2020	Adoption of Budget Principles
March 5, 2020	Study Session on Stadium Authority Budget
March 24, 2020	Approval of Stadium Authority Budget
April 10, 2020	Release Proposed Municipal Fee Schedule
April 21, 2020	Public Hearing and Adoption of Proposed Municipal Fee Schedule
April 27, 2020	Release Proposed Biennial Capital Improvement Program and Changes to the FY 2020/21 Operating Budget
May 5, 2020	Study Session to review Biennial CIP and Operating Budget changes
TBD	Study Session to review Biennial CIP and Operating Budget changes
June 2, 2020	Study Session/Public Hearing for Proposed Biennial CIP, Operating Budget changes
June 23, 2020	Public Hearing/Adoption of Proposed Biennial CIP and Operating Budget changes

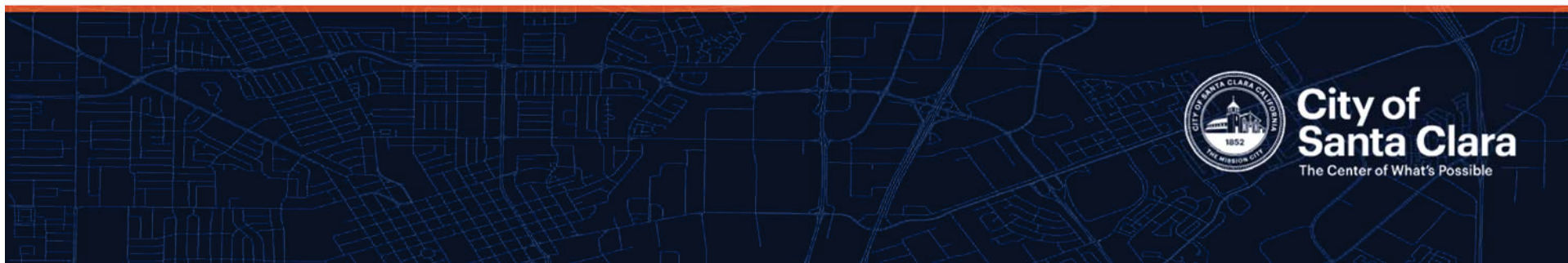


Next Steps/Recommendations

- Adopt FY 2020/21 Budget Principles
- Note and File 10-Year General Fund Forecast
- Revenue measures to be discussed at February 11th Study Session



Fiscal Outlook





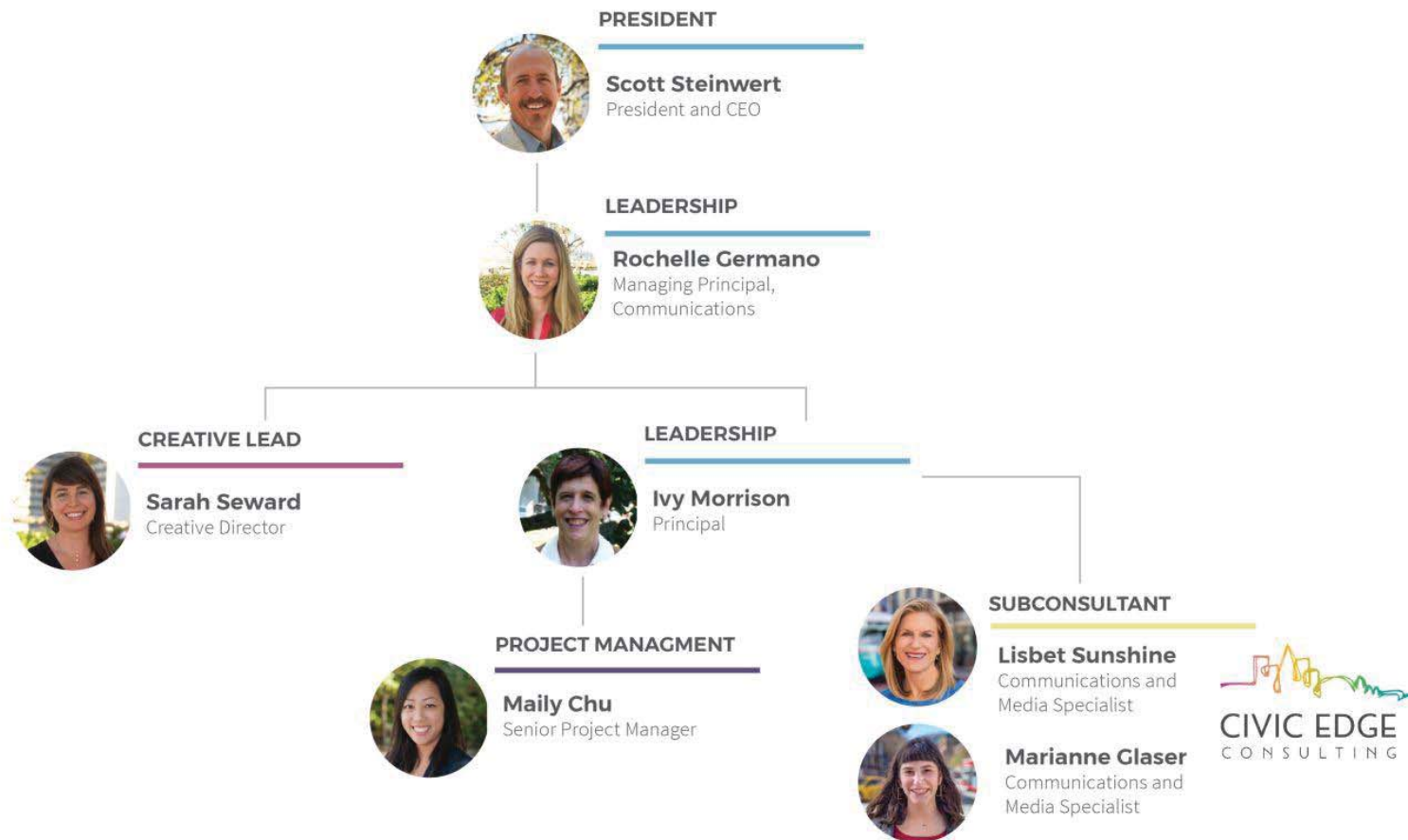
City of Santa Clara

January 31, 2020

Introduction to the Circlepoint Team

Communications and Marketing Consulting Services

Our Team



Our Services



Messaging
Strategy



Media
Relations



Community
Engagement

Our Experience



Media Day at GoMentum Station in Contra Costa



Media Event for The Port of San Francisco



Earned media in the SF Chronicle for the SF Seawall



Open Road Bay Trail 30th Anniversary Episode



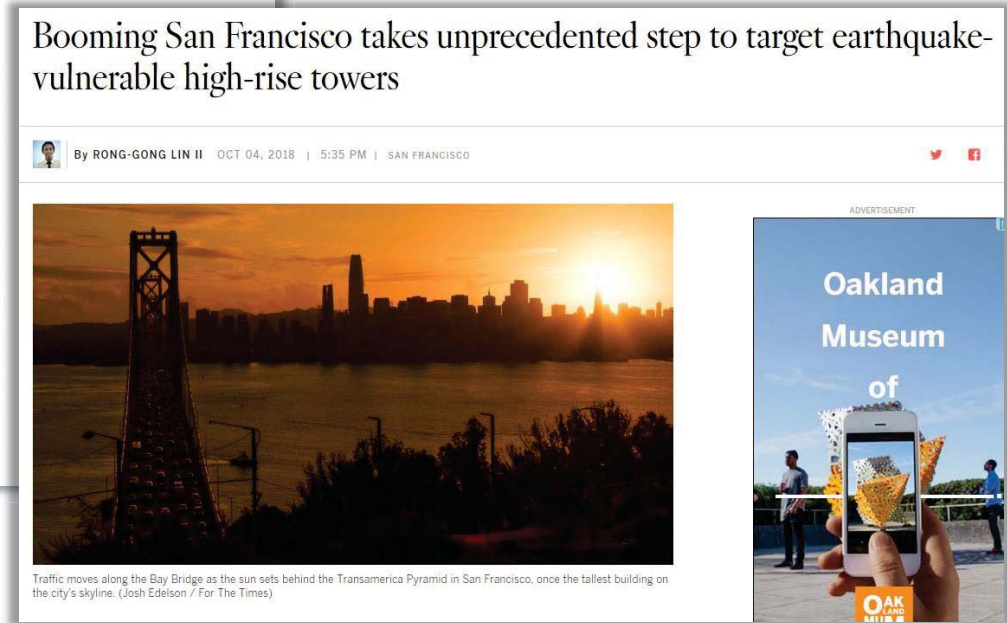
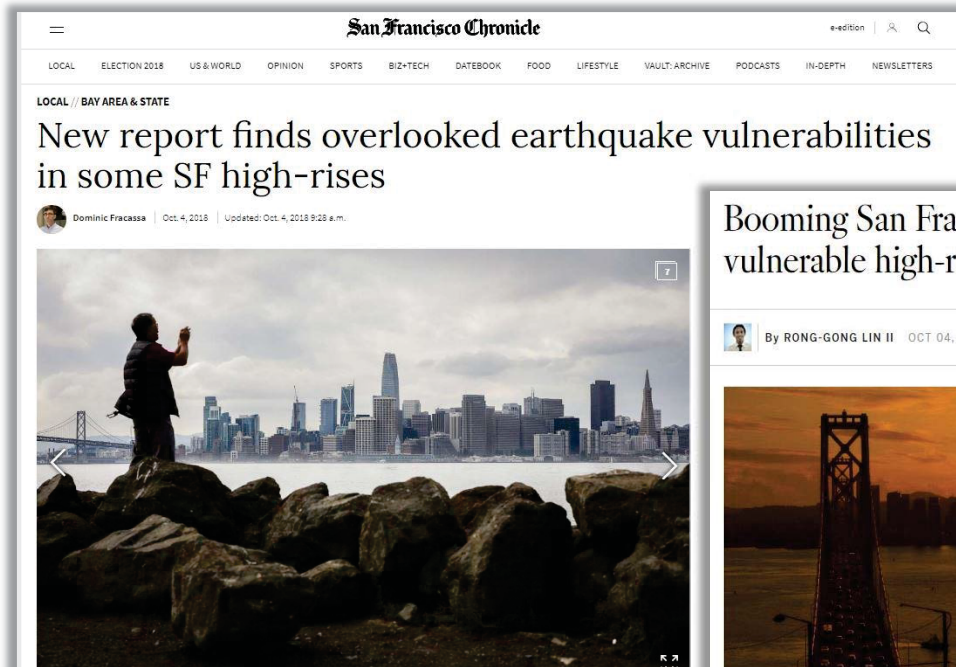
Our Work for the City

Tackling Complex Communications

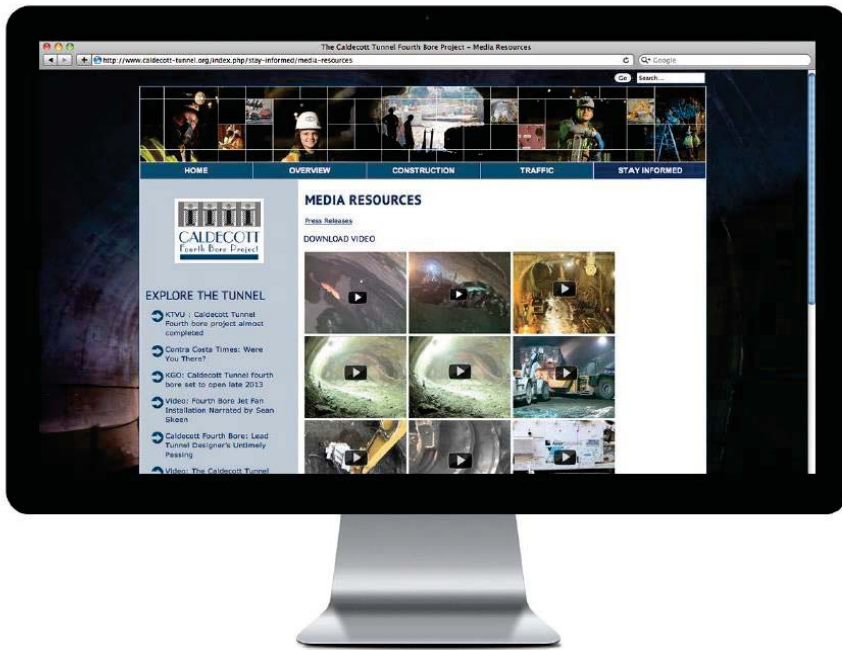
Reframe City's public persona with allies, good news, and a plan for when crisis strikes.



Shifting the Story



Shifting the Story



Thank you!





Council Priority Setting Session

City Communications

January 31, 2020



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

Enhance Community Engagement and Transparency

Proactive City Communications

- Build deeper connections with the community
- Deliver clear communications that support City branding
- Deploy technology to enhance engagement





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

Connecting with Stakeholders

Storytelling

- Community
- Business
- Employees





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

Our City Channels

- Print Publications
- Digital Tools
 - SantaClaraCA.gov
 - eSubscriptions
 - Social Media
- Santa Clara City TV

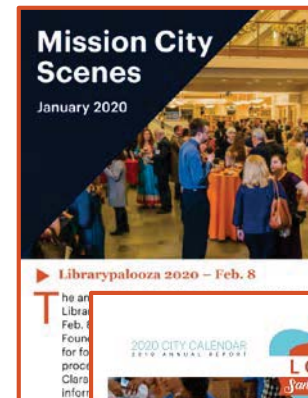




**City of
Santa Clara**
The Center of What's Possible

We're in Print

- **Inside Santa Clara newspaper**
 - Produced three times/year
 - Distributed to 56,800+ residential/business addresses
- **Mission City Scenes**
 - Monthly utility bill insert
 - Distributed to 43,000 Silicon Valley Power customers
- **City Calendar & Annual Report**
 - Mailed to residents in mid-to-late December every year

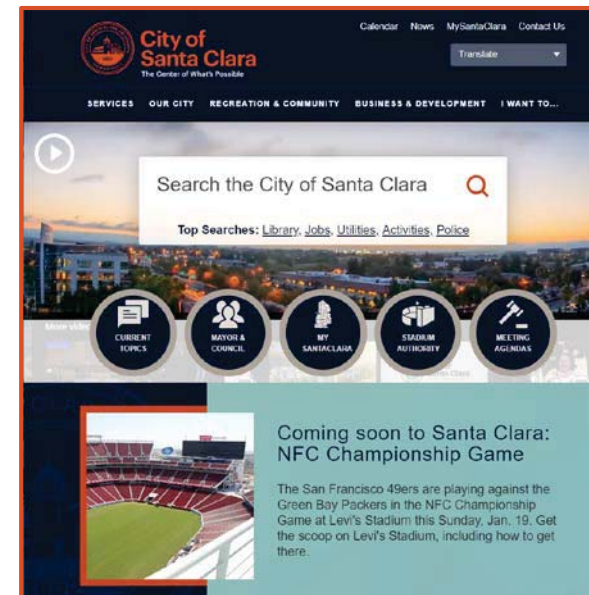




**City of
Santa Clara**
The Center of What's Possible

We're Online

- Redesigned SantaClaraCa.gov
 - ~100,00 unique web visitors monthly
 - 40% of website visitors are mobile/tablet users
- 46,950+ active eSubscribers
 - 18% open rate
- MySantaClara app
- 11 Open City Hall surveys





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

We're Social

- City presence on multiple platforms
 - 20 social media networks
 - 7,475+ Facebook followers
 - 8,575+ Twitter followers
 - 32,208 residents in 85 neighborhoods on Nextdoor





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

We're Visual

- **About Santa Clara City TV**
 - Available on Comcast cable channel 15 and AT&T U-verse channel 99
 - Programming includes public meetings, community meetings
 - Live streaming of annual City events
 - 4th of July Fireworks
 - Holiday Tree Lighting
 - SCCTV-produced videos
 - Santa Clara Source
 - PSAs, City programs and more





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

We're in the News

- **Building Media Relations**
 - Received ~200 media inquiries (April-December 2019)
 - Produced 40 news releases and media advisories (2019)
 - 38 news releases (2018)
 - 21 news releases (2017)
 - 14 news releases (2016)





Enhance Community Engagement and Transparency

- Developed **City Hall News**, a companion piece to the City Manager Blog for biweekly updates on City happenings
- Collaborated with **Mayor and City Council to hold the State of the City address** in multiple locations
- Enhanced dialogue with residents through **Community Letters**
- Kickstarted use of **video for visual storytelling**
- Launched **redesigned SantaClaraCA.gov** including new Santa Clara City Library subsite and redesigned Silicon Valley Power and SVP Fiber subsites are now live and available to the public



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

2020 Opportunities

- Inside Santa Clara Redesign
- City eSubscription Upgrade
- Love Santa Clara Initiative
- Telling Our Story
 - Videos
 - Community Events



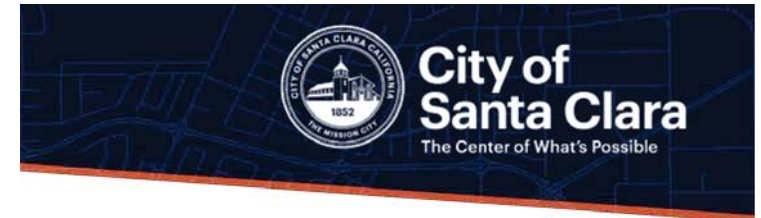
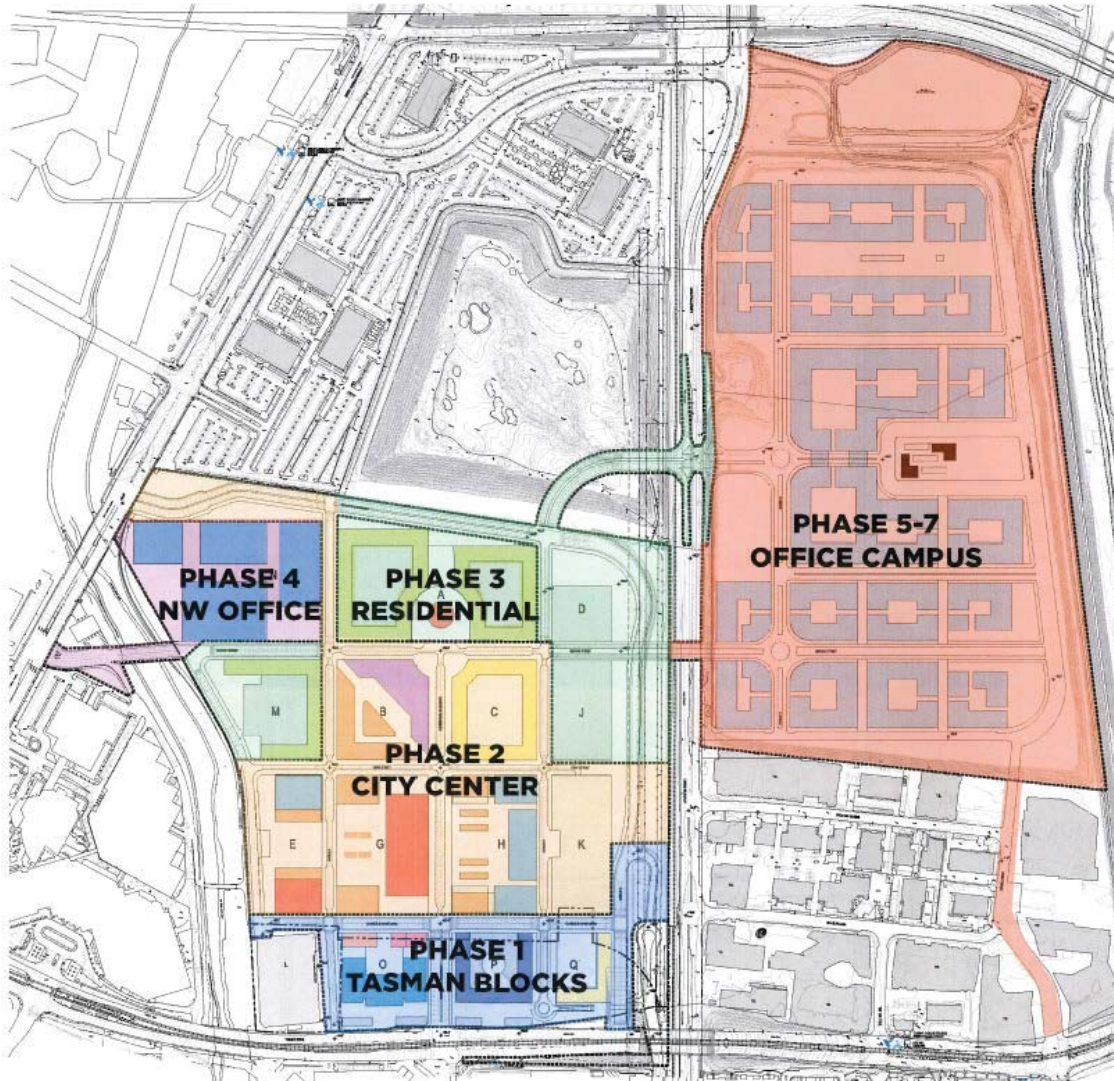


Council Priority Setting – Day 2

Related Santa Clara Update

January 31, 2020





Preliminary Phasing Diagram



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

City Approvals/Permits



Development Area Plans (DAP)

- DAPs are submitted by Phase
- Phases 1 and 2 have been submitted
- After submittal, application reviewed for completeness
- Per MCP, application material at conceptual / building block level of detail
- Planning Commission and City Council approval
- Subsequent Architectural Review by staff



DAP Schedule

- **Planning Commission Study Session on DAP process – January 28**
- **Planning Commission meeting on DAP 1 – February 20**
- **City Council consideration on DAP 1 – March 17**
- **Dates for DAP 2 have not been scheduled**



Submitted DAPs

Proposed Development Square Footage by Use		
	<u>Phase 1</u>	<u>Phase 2</u>
Retail/Food & Beverage	51,000	555,000
Entertainment	--	50,000
Office	440,000	435,000
Hotel	381,000	180,000
Residential	175,000	530,000
Total	1,047,000	1,750,000



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

DAP 1
and
DAP 2



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

Current/Upcoming Work

- Sign Program
- Architectural Review
- DAP 2



Design and Construction



Current Work - Design

- Infrastructure plans ongoing: landfill; utility; roads; etc.
- Introduction meeting with landscape architect on East and North parks held
- Temporary Parking for Tasman Lot Replacement
- Preliminary work on new Fire Station 10



Current Work - Construction

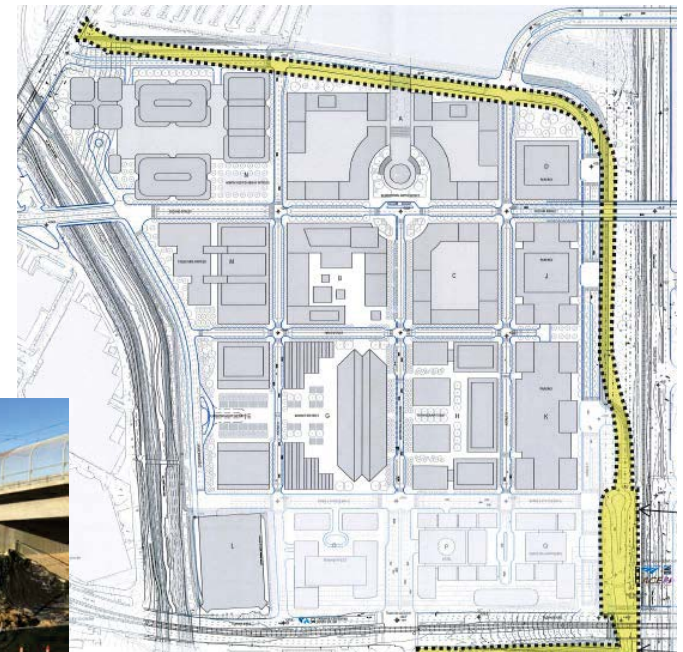
- **Fire Station 8 –**
construction by Related's
contractor is substantially
complete. City is making
other minor modifications.
Move in anticipated on
February 24





Current Work - Construction

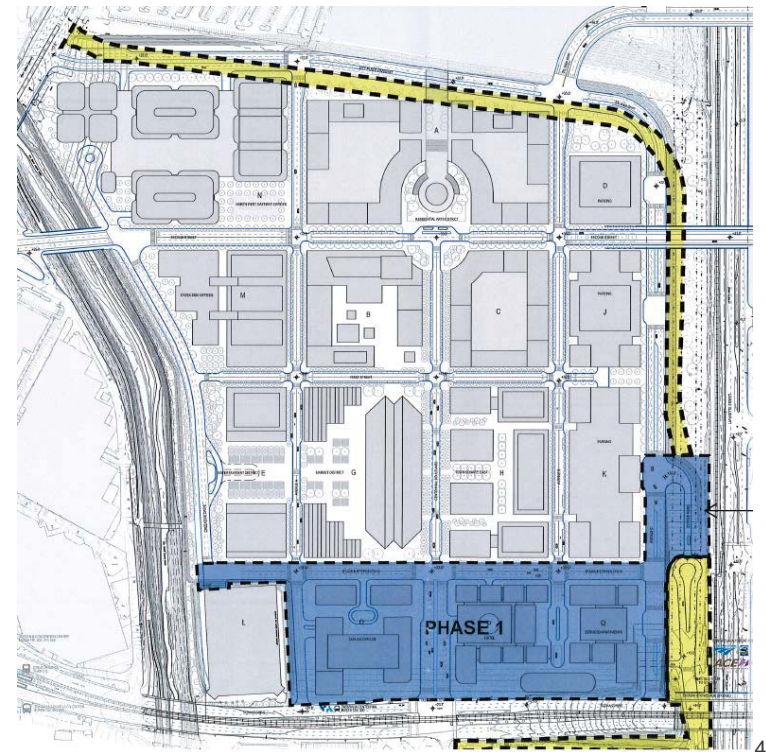
- Temporary road across golf course complete in March 2020
- Slip ramp complete in March 2020





Current Work – Site Prep

- Demolition permits for City buildings on Stars and Stripes are being processed.
- Work on Stars & Stripes Street vacation
- Mapping of the parcels





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

Approvals/Coordination with Other Agencies



Current Work

- **Regional Water Quality Control Board**
Landfill: on going testing/monitoring; piles
Wetlands
- **County LEA**
Landfill: on going testing/monitoring; piles;
operation/maintenance



Other Agencies

- CalRecycle
- Department of Drinking Water
- VTA
- PG&E
- Water District
- Bay Area Air Quality Management District



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

Transaction



Current Work

- **Community Facilities District**
- **Landfill Operation and Maintenance Agreement**
- **Landfill Insurance**
- **Project Insurance**
- **Temporary Road Agreement**
- **Temporary Golf Course Parking Agreement**
- **Title matters**

Resources



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

Current Work

- Hiring of City staff
- Use of Third Party Plan Reviewers
- Preparing an RFP for Fire services: type of skills and equipment needed to address landfill
- Work commencing on security/public safety plan

Transit Oriented Communities Playbook

Santa Clara City Council Goal Setting

January 31, 2020

A starting point...

- The playbook is the product of 2 years of engagement with over 50 meetings
- The playbook contains strategies to create a great transit-oriented place that maximizes benefits from BART
- The vision for TOCs aligns with city's existing goals and plans
- It is not a Plan; the playbook's strategies should be advanced in future work
- VTA and Santa Clara are pursuing grant funds to update the Santa Clara station area plan – the playbook should be taken advantage of as a beginning point for this work
- We are happy make changes the playbook based on feedback received from the City

Why Transit Oriented Communities in Santa Clara

Transit Oriented Communities (TOCs) are walkable, diverse, mixed-use communities closely integrated with transit. TOCs provide diverse employment and economic opportunities and housing types for all, including affordable housing choices.

TOCs benefit residents, businesses, and institutions:

- *more housing choices* and a variety of close options for work, entertainment, and everyday activities
- *more jobs close* to increased housing options and close to high-quality transit
- *new active public spaces* for community activities, art, cultural events, and local entertainment
- *strengthened local business opportunities* by providing greater access to retail and entertainment destinations
- *50% less traffic* compared to conventional development
- *improved air quality* by reducing greenhouse gases



The Big Moves

The following recommendations are necessary to get the station area "BART ready". These recommendations should be adopted and implemented before Opening Day of VTA's BART Phase II Extension.



Santa Clara City Council Priority Setting Session
Day One – January 30, 2020
Proposed Objectives

1. Promote and Enhance Economic and Housing Development

- a. Add transportation to the pillar (DD)
- b. Public private partnerships (RC)
 - i. Housing with tech companies
 - ii. Transportation with tech companies
 - iii. Community shuttle (workers and seniors)
- c. Traffic mitigation (DD, RC, KW, KH)
 - i. Left-lagging lights (KH)
 - ii. Smart City initiatives
- d. Housing (LG, KH)
 - i. Workforce housing
 - ii. A variety of housing stock
- e. Retail options (LG, KH)
 - i. Ask the community what they want/need
 - ii. Preserve neighborhood retail sites
 - iii. Shopping, restaurants, entertainment
- f. Provide small business support and explore worker's coop/small business initiative
- g. Business employee tax (RC)
- h. Economic Development department with dedicated staff to explore revenue enhancing opportunities
- i. Downtown Revitalization
- j. Explore a community benefits policy (TO, RC)
- k. Explore a tenant protection ordinance (RC)

2. Enhance Community Sports and Recreational Assets

- a. Add arts to the pillar (DD)
- b. Revenue to support the arts (DD)
 - i. TOT
 - ii. Grants
 - iii. Arts fee
- c. Arts Marketing of Santa Clara resources e.g. historic sites, arts opportunities, etc.
- d. Non-competitive recreation opportunities (tai-chi, mindfulness)
- e. Multi-use arts center downtown with Santa Clara University
- f. Wayfinding/signage
 - i. Regional bicycle wayfinding (KH)
 - ii. Revisit/update sign ordinance for businesses
 - iii. Machado Park signage
- g. Enhancing bike trails and bike opportunities
- h. Expansion of senior services/senior center hours, and explore potential of new senior center (TO)
- i. More open space near existing facilities and better use of existing open space
- j. All access playgrounds
- k. Partnering with school district to share resources

3. Deliver and Enhance High Quality Efficient Services and Infrastructure

- a. Infrastructure maintenance and update
 - i. Bond or parcel tax
- b. Proactive policing to respond to property crimes
- c. RV Parking update (KW)
 - i. Address homelessness (TO)
 - 1. Reach out to Housing Rehab Loan Committee for review and recommendations

- d. Noise at San Jose Airport (John Wayne Airport – KH) (KW, RC)
- e. Service and accessibility of city hall, both online and in person (LG)
 - i. My Santa Clara app – add “other” category and address processes
 - ii. City website accessibility
- f. Sewer and water
 - i. More efficient system and more purple pipe (DD)
- g. Explore responsible construction ordinance
- h. IT enhancements and cybersecurity
- i. Enhance community safety through technology
- j. Street Racing Ordinance
- k. Neighborhood Watch

4. Manage Strategically Our Workforce Capacity and Resources

- a. Market to prospective employees, active recruitment (LG)
- b. Modernize technology for efficiencies (KW)
 - i. Financial package update (RC)
- c. Capacity Study
 - i. Work with Governance and Ethics Committee
- d. Related/City Place update

5. Enhance Community Engagement and Transparency

- a. Add additional information to Fiscal impact section of staff reports (KH)
- b. City Attorney to report legal costs and volume of work (KH, RC)
- c. Explore collaborative engagement software (TO, LG)
 - i. Explore partnership with Catalyze SV
- d. Communicate and enforce election related ordinances (LG, DD)
- e. Single source contracts and provide background for contracts on consent, as well as approval from Procurement
- f. Reinstate International Exchange Commission

6. Ensure Compliance with Measure J and Manage Levi’s Stadium

- a. Ensure community access at Levi’s Stadium (TO)
- b. Revisit recommendations from community study
 - i. Explore permit parking for northside Santa Clara (KW) and possibly extending the red sticker program
- c. Ensure new management company is effective and in legal compliance
- d. Ensure more revenue from non-NFL events
 - i. Revisit curfew issue (KH)
- e. Look at parking situation near stadium

7. Promote Sustainability and Environmental Protection (updated)

- a. Review Annual Citywide Clean up Campaign
- b. Measure success by establishing baseline data (LG)
- c. Ideas to promote sustainability
 - i. Climate Action Plan
 - ii. Incentives to convert to gas
 - iii. Reduce natural gas
 - iv. Solar rebates
 - v. Reach codes
 - vi. Planting trees
 - vii. Bicycle paths
 - viii. Mountain View Sustainability Plan



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

2020 Communications Planner

Items and dates are subject to change

Month	Category	Topic*
January	Community	Priority Setting Session (Jan. 30-31)
	Community	Holiday Home Winners Announcement
	Community	March 3, 2020 Special Election Public Education and Informational Materials (mailers and other communications)
	Community	Dark Money Ordinance
	Business	Integrated Resource Plan accepted by CA Energy Commission
	Community, Business, Employees	Novel coronavirus outbreak and local impact
	Community	Council seat vacancy
	Community	Attic Insulation and Energy Savings
	Community	Inside Santa Clara Redesign
	Community, Business, Employees	Business View Magazine cover story
	Community	2020 Census Outreach
	Community	Free Household Hazardous Waste Drop Off Day
February	Community	Proposed Community Room Fee Changes
	Community	Post Priority Setting Session Wrap-up
	Community	Dark Money Ordinance
	Community	March 3, 2020 Special Election Public Education and Informational Materials (mailers and other communications)
	Community	2020 Census Outreach
	Employees	City's New Internship Program
	Community	Gun Buyback (partnering for Feb. 29 event in Sunnyvale)
	Community	Potential Council direction on Infrastructure Measures for the November 2020 Ballot
	Community	Santa Clara Pedestrian Master Plan

	Community	Librarypalooza
	Community	Get Out the Vote – last day to register is Feb. 16
	Community	Spring/Summer Activity Guide available online
	Community, Business	Joint Venture Silicon Valley – State of the Valley (Feb. 14, 2020)
	Community	Showtime 2020, Women's League fundraiser for the Health & Wellness program at the Santa Clara Senior Center (March 6-8)
March	Community	EV Charging Stations Installed at City Facilities for Public Use
	Community	Proposed Santa Clara Stadium Authority Fiscal Year 2020/21 Budget and Stadium Authority Compliance and Management Policy
	Community	SCUSD STEAM Showcase (3-28-2020) at Mission College, sponsor & table
	Community	Wilcox High School – Environmental Outreach
	Community	March 3, 2020 Special Election Public Education and Informational Materials
	Community	2020 Census Outreach
	Community	Street racing/sideshow update (following Council direction on 2/25)
	Community	Fix a Leak Week (3/16-20)
	Community, Employees	College Fair participation (March–June)
	Employees	Working Scholars launch – 2 nd Cohort (March-April)
	Community	Environmental Day
April	Employees	NWPPA Safety Award (if received)
	Business	Table Earth Day Events (various business locations)
	Community	Citywide Garage Sale
	Community	2020 Census Outreach
	Community	Earth Day/Arbor Day
	Community	Annual Cleanup Starts (through May)
	Community, Employees	College Fair Participation (March–June)
	Community	Friday Night Live
May	Community	Statewide Clean Fuel Rewards program
	Community	Annual Cleanup Starts (through May)
	Community, Business, Employees	State of the City promotion (i.e. Hold the Date)

	Business	CalEVIP statewide EV infrastructure program
	Employee	Employee Service Award and Recognition Lunch
	Employee, Business	Bike to Work Day
	Employees	Bring Your Child to Work Day
	Community	Inside Santa Clara newsletter, Summer edition
	Community, Employees	College Fair Participation (March–June)
	Community	National River Cleanup Day
	Community	Senior Center Health & Wellness Fair
June	Community	Summer Reading Kickoff
	Community	State of the City (June 17-18)
	Community	Silicon Valley BBQ (June 19-20)
	Community	Fireworks Safety
	Community, Employees	College Fair Participation (March-June)
	Community	Recreation swimming opens
July	Community	Concerts in the Park (every Fri, June 10 – August 14)
	Community	4 th of July All-City Picnic & Fireworks at Central Park
August	Community	National Night Out (August 4)
	Community	DUI/DL Checkpoint
	Community, Employees	City Hall Selfie Day! (August 14)
	Community	Street Dance
	Community	Inside Santa Clara newsletter, Fall edition
	Community	Citywide Garage Sale
September	Community, Business	Santa Clara Art & Wine Festival
	Community	California Coastal Cleanup Day
	Community	November 2020 Election Public Education and Informational Materials
October	Community	November 2020 Election Public Education and Informational Materials
	Community	Walk and Roll to School Day
	Employees	The Great Shakeout

	Employees	Open Enrollment for Health Insurance
	Community	National Coffee with a Cop (10/7)
	Community	Comic Con (10/10)
	Community	Halloween Home Decorating Contest
	Community	Firehouse Family Fair
	Community	Halloween Party at YAC
	Community, Business, Employees	Public Power Week
November	Community	November 2020 Election Public Education and Informational Materials
	Community	Post-election information
December	Community, Business	Potential Rate Increase
	Community	Holiday Tree Lighting
	Employees	Annual Vacation Cashout Election
	Community	Winter/Spring Activity Guide
	Community	Holiday Home Tour
	Community	Holiday Decorating Contest
	Community	2021 City Calendar & Annual Report
	Community	Inside Santa Clara, Winter/Spring edition
	Community	Budget Year-End Report
Flexible Scheduling	Community, Business	Convention Center Updates
	Community	Stadium Authority Procurements as needed
	Community, Business	Climate Action Plan
	Community	Property Crime Prevention (thefts from vehicles, residential, etc.) – ongoing
	Community	Temporary Holiday Facility Naming (Feb-Mar?)
	Community	Unmanned Aircraft System program launch
	Community	Records Management System launch (late 2020 or early 2021)
	Community	Behavioral Health Specialist partnership with SCPD
	Employees	Deferred Compensation Meetings
	Community	Silicon Valley Power School Presentations (on request)

	Community, Business, Employees	Public Safety Power Shutoff Outreach –Outage Preparedness community meetings, Senior Center Emergency Preparedness Fair, presentations (August/September)
	Community, Business, Employees	Silicon Valley Power Electric Vehicle Series (two meetings TBD in spring and fall) - rebates, program launches, feedback
	Community, Business, Employees	Silicon Valley Power - Solar & Storage Seminar (sustainable speaker series)
	Community	Silicon Valley Power - After School STEAM class for SCUSD (2 schools - Millikin and Central Park) – monthly during school year
	Employees	Professional Development/Training Opportunities
	Community	All-access, all-inclusive Magical Bridge Playground
	Community, Business	Related Santa Clara updates

***Methods for sharing City news and information**

City communication tools that may be used to disseminate this information include:

- **News Updates**, often department-specific news and information that's sent through our eNotification system to subscribers who have selected to receive information on specific subject-matter and posted on SantaClaraCA.gov
- **News Releases**, official releases from the City of Santa Clara that's sent to all digital subscribers and media outlets about citywide initiatives, events, services or programs, and posted on SantaClaraCA.gov
- **News Coverage** by media
- **Social Media** on City-managed social media platforms
- **Videos**, run on Santa Clara City Television (Comcast cable channel 15 and AT&T U-verse channel 99) and YouTube
- **Santa Clara Source**, video that summarizes Council & Authorities Concurrent Meetings
- **SantaClaraCA.gov**, the City of Santa Clara website
- **Inside Santa Clara** newsletter
- **Mission City Scenes** monthly utility bill insert
- **City Calendar & Annual Report**
- **Paid Advertising** (may include local newspapers, magazines, radio, TV stations, digital/social media ads and movie theaters)