



Memorandum

TO: COMMUNITY AND ECONOMIC
DEVELOPMENT COMMITTEE

FROM: Michelle McGurk, PIO,
Office of Mayor Reed

SUBJECT: SEE BELOW

DATE: August 6, 2010

APPROVED:

DATE:

SUBJECT: COMMUNICATIONS WORKING GROUP WORKPLAN

On June 17, the City Council adopted the Mayor's June Budget Message, which included the following direction:

Citywide Coordinated Marketing Effort: Following the adoption of the March 2009 Budget Message, the Communications Working Group (CWG) was created to ensure that efforts to market and brand San Jose would be more coordinated and effective, and to also avoid duplication of efforts. This past year, the participants have submitted marketing plans for peer review. Following direction given in the March 2010 Budget Message, the members' marketing budgets for the next fiscal year have been reviewed by the Communications Working Group. I recommend approval of the recommendations from the CWG report dated June 3, 2010 and continuation by the CWG of this work in the year ahead, resulting in a work plan to be presented to the Community and Economic Development Committee by September and a review of Agency marketing expenditures prior to adoption of the Agency budget.

This memo outlines the Communications Working Group work plan for 2010-2011. Prior memos, CWG meeting agendas, and other information is posted online at:

<http://www.sanjoseca.gov/mayor/CWG/default.asp>.

BACKGROUND

Given the current economic downturn, San José has limited marketing resources yet must market the city effectively to expand our local economy. The Communications Working Group was created in Mayor Reed's March 2009 Budget Message under Charter Section 808 to improve coordination between the various departments and outside groups that receive City and Redevelopment Agency funding to market and promote San José. It is important to note that there is additional marketing and outreach that the City undertakes – such as outreach and advertising in Environmental Services to encourage recycling, or by the Library or Parks, Recreation, and Community Services departments to promote specific activities or programs. That work is not under the jurisdiction of this working group, which is focused on the broader promotion of San José for economic development purposes.

The Communications Working Group is chaired by the Mayor's Public Information Office and includes representatives from the Redevelopment Agency, the City Manager's Office, the Airport, the Office of Economic Development, the San José Silicon Valley Chamber of Commerce, the San José Downtown Association, and Team San José. The Chair of the Community and Economic Development committee has non-voting representation at the meetings. Meetings are open to the public. The Communications Working Group reports annually to the Community and Economic Development Committee.

In the past year, the Working Group has gone through a peer-review process with each of the CWG partners, reviewing their marketing plans and gaining a better understanding of each other's target audiences, strategies, and goals. At each meeting, CWG partners discuss upcoming opportunities for collaboration and marketing challenges that they are facing.

As an outgrowth of the CWG, staff from the Redevelopment Agency and Office of Economic Development now meet biweekly with the Mayor's communications team to work jointly on projects that will further San José's business recruitment and retention goals. Current projects include: updating web resources for businesses; developing a campaign to promote San José's business incentives and share San José success stories; and improving internal collaboration around media relations and outreach.

2010-2011 WORKPLAN

The Communications Working Group has set the following priorities for the year ahead:

- **Building the San José brand:** The Communications Working Group will continue collaborating to develop a compelling and consistent message about San Jose. This effort will include: continually refining the city's messaging architecture (originally developed in conjunction with Global Fluency) to address current challenges/opportunities; ensuring that these messages are integrated into each members' various marketing activities; and seeking new opportunities to drive the city's brand before new or expanded audiences.
- **Bringing new driving industry businesses to San José:** Given the economic and fiscal challenges currently facing San Jose, the Communications Working Group will place a priority on recruiting businesses to the city. To do this, the group will be pursuing opportunities to position San Jose as a city that is open for business and an ideal location for new/growing companies. The first effort already underway is the creation of an economic development web-portal (www.ChooseSJ.com) and accompanying marketing collateral to tout the competitive advantage of doing business in San Jose.
- **Marketing the new Airport and bringing additional air traffic to San José:** The Communications Working Group will support efforts to attract additional air service to the San Jose Airport. In addition to helping promote the city's newly-renovated and state-of-the-art Airport, the working group will also support efforts to engage business leaders and the community in advocating for new flights. CWG partners from the Mayor's office and Airport have already begun meeting to develop a strategic plan for increasing air service through SJC.

ROLES AND MISSION

Each of the members of the Communications Working Group has responsibility for a different area of marketing San José. It is important to understand the marketing mission of each group to understand the nature of the collaboration and the partnerships.

Organization	Marketing Role/Goal
Mayor and City Council	Key ambassadors to tell the San José story. Ensure that the city is “open for business.”
Mineta San José International Airport	Expand air traffic at the new airport. Key metrics: New airlines, new routes, and new flights at SJC.
San José Downtown Association	Market the Downtown core as a great place to live, work, play, and locate a business. Key metrics: New businesses open, office space leased, sales tax growth, economic impact of events.
San José Office of Economic Development	Outreach to help preserve and create new jobs throughout San José, raise awareness of resources for business start-up, growth and expansion, and attract additional retail and overcome San Jose’s retail leakage to other communities. OED also oversees national/international outreach designed to reach key decision-makers and influencers. Key metrics: Sales tax growth, new jobs (especially in driving industries).
San José Redevelopment Agency	Attract driving industry businesses to Redevelopment Areas throughout the city. Expand retail and small business growth in the downtown and neighborhood business districts. Key metrics: New jobs (especially in driving industries), tax increment growth.
San José/Silicon Valley Chamber of Commerce	Promoting San José and Silicon Valley as a place to do business. Provide business assistance. Provide resources to small businesses to succeed. Key metrics: Business growth and engagement, attendance at seminars and trainings.
Team San José	Bring conventions, meetings and special events to San José through targeted outreach to event planners and decision-makers. Market the venues under TSJ management. Key metrics: attendance at TSJ-managed venues, convention/meeting attendance, hotel room night, sales tax, transient occupancy tax, and economic impact.

CWG WORKPLAN SCHEDULE

Meeting date	Agenda The CWG is planning to meet bimonthly in the year ahead and use Google group technology to collaborate more frequently in real-time. Each bimonthly meeting includes time on the agenda for organizational marketing updates and discussion of opportunities for cross-promotion and collaboration. Additional items will be added to the plan as the year progresses.
August 5, 2010	Review ChooseSanJose.com website and marketing project Update on new Team San Jose website Review Communications Working Group Workplan
September 2, 2010	Review Redevelopment Agency Marketing Budget Update on Air Service marketing efforts
November 4	Organizational marketing plan updates
January 6	Organizational marketing plan updates
Mid/Late February	Mid-year check-in on metrics/ Input for Mayor's March Budget Message
May 5	Review marketing budgets
June 2	June Budget and 2011-2012 workplan