

Meeting Date: 4-7-15

# AGENDA REPORT

Agenda Item # 6.B

City of Santa Clara, California



**Date:** April 2, 2015  
**To:** City Manager for Council Action  
**From:** Assistant City Manager, Sheila Tucker  
**Subject:** Acceptance of the 2015-2017 Council Goals and Prioritization of Strategic Objectives

## EXECUTIVE SUMMARY:

At the March 24, 2015 Council meeting, the City Council reviewed their two year goals, strategic objectives, and future study session and action items for the time period 2015-2017. The item was continued to the April 7, 2015 meeting, pending a Council prioritization of the strategic objectives. Council members were asked to prioritize the strategic objectives within each Council goal and assign a ranking from their highest priority to their lowest priority with one (1) being the highest priority.

Attached to this staff report is a spreadsheet providing the:

1. Priorities as submitted by each Council member
2. Total score for each strategic objective
3. Priority ranking within each goal
4. Completion dates for each strategic objective

## ADVANTAGES AND DISADVANTAGES OF ISSUE:

The Council goals and strategic objectives will guide the Council over the two-year period ahead.

## ECONOMIC/FISCAL IMPACT:

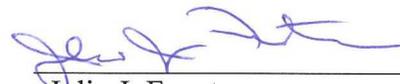
Additional funds may be needed to complete some aspects of the Council goals and strategic objectives, which will be brought forward for Council consideration in the FY2015-16 budget and on an as-needed basis.

## RECOMMENDATION:

That the Council accept the 2015-2017 Council goals and prioritization of strategic objectives and set status report updates to Council on a quarterly basis.

APPROVED:

  
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Sheila A. Tucker  
Assistant City Manager

  
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Julio J. Fuentes  
City Manager

## Prioritization of 2015-2017 Council Goals and Strategic Objectives

| PROMOTE AND ENHANCE ECONOMIC AND HOUSING DEVELOPMENT |   | Caserta | Davis | Gillmor | Kolstad | Marsalli | O'Neill | Mayor | Total | Priority Rank | Completion Date |
|--|---|---------|-------|---------|---------|----------|---------|-------|-------|---------------|-----------------|
| 1  | Evaluate, develop and issue an RFP, select a developer, and work on a Development Rights Agreement for the Santa Clara Downtown/Super Block Project.                  | 1       | 2     | 3       | 3       | 1        | 3       | 1     | 14    | 1             | April, 2015     |
| 2  | Evaluate a reuse plan for Civic Center.   | 3       | 4     | 5       | 4       | 4        | 4       | 3     | 27    | 4             | Dec, 2015       |
| 3  | Continue to locate opportunities to create transit villages throughout Santa Clara.   | 2       | 5     | 4       | 5       | 5        | 5       | 4     | 30    | 5             | Ongoing         |
| 4  | Enter into a Development Rights Agreement for 90 North Winchester (BAREC) property to build senior housing.   | 5       | 3     | 1       | 2       | 2        | 1       | 5     | 19    | 3             | 6/23/2015       |
| 5  | Continue working with our development partners on existing projects currently going through the planning process, including the Related/Montana project – City Place. | 4       | 1     | 2       | 1       | 3        | 2       | 2     | 15    | 2             | Ongoing         |

| ENSURE FISCAL RESPONSIBILITY |   | Caserta | Davis | Gillmor | Kolstad | Marsalli | O'Neill | Mayor | Total | Priority Rank | Completion Date |
|------------------------------|---|---------|-------|---------|---------|----------|---------|-------|-------|---------------|-----------------|
| 1                            | Continue to replenish City reserves and maintain strong, fiscally-sound management policies of City revenues with long term goals in mind.  | 1       | 2     | 3       | 2       | 1        | 3       | 2     | 14    | 1             | April, 2015     |
| 2                            | Hire an asset manager and/or real estate property consultant to evaluate all City assets, manage contracts related to the City, Stadium Authority, Sports and Open Space and Housing Authority assets; assist the Council with acquisitions, dispositions and general property advice; and develop an industrial conversion plan. | 3       | 1     | 1       | 3       | 3        | 2       | 3     | 16    | 4             | Dec, 2015       |
| 3                            | Continue wind-down efforts of the former Redevelopment Agency.  | 2       | 3     | 2       | 1       | 2        | 1       | 1     | 12    | 5             | Ongoing         |

## Prioritization of 2015-2017 Council Goals and Strategic Objectives

| ENHANCE COMMUNITY SPORTS AND RECREATION ASSETS |   | Caserta | Davis | Gillmor | Kolstad | Marsalli | O'Neill | Mayor | Total | Priority Rank | Completion Date      |
|--|---|---------|-------|---------|---------|----------|---------|-------|-------|---------------|----------------------|
| 1  | Continue with the planning and development for the relocation of the International Swim Center and the Swimming Hall of Fame.   | 1       | 2     | 2       | 3       | 2        | 2       | 1     | 13    | 1             | 6/30/2016            |
| 2  | Identify potential locations for the new Youth Sports Complex, explore financing options, and work with all interested parties. | 2       | 1     | 3       | 2       | 1        | 3       | 2     | 14    | 2             | Ongoing              |
| 3  | Develop a plan and acquire recreational open space.   | 3       | 3     | 1       | 1       | 3        | 1       | 3     | 15    | 3             | Ongoing              |
| 4  | Develop new creek trail sections: Kiely underpass to Homeridge Park   | 4       | 4     | 4       | 4       | 4        | 4       | 4     | 28    | 4             | Concept by June 2015 |

| DELIVER AND ENHANCE HIGH QUALITY EFFICIENT SERVICES AND INFRASTRUCTURE |  | Caserta | Davis | Gillmor | Kolstad | Marsalli | O'Neill | Mayor | Total | Priority Rank | Completion Date     |
|--|--|---------|-------|---------|---------|----------|---------|-------|-------|---------------|---------------------|
| 1  | Continue to look for opportunities to modernize and revitalize the El Camino Real and work with current property owners to refresh their properties and ensure compliance with conditions of approval. | 4       | 4     | 5       | 6       | 4        | 5       | 3     | 31    | 5             | June, 2016          |
| 2  | Improve and maintain city infrastructure: electric, water and sewer, streets, parks, etc.  | 2       | 5     | 3       | 1       | 3        | 3       | 5     | 22    | 3             | Report by Dec, 2016 |
| 3  | Establish an ad-hoc Governance Committee under the direction of the City Council.  | 5       | 3     | 2       | 4       | 5        | 1       | 6     | 26    | 4             | July, 2015          |
| 4  | Restore and improve city services, including increasing hours at the Library and Senior Center.  | 3       | 2     | 4       | 3       | 2        | 4       | 1     | 19    | 2             | July, 2015          |
| 5  | Increase city staff where feasible, especially Public Safety positions.  | 1       | 1     | 1       | 2       | 1        | 2       | 2     | 10    | 1             | Ongoing             |
| 6  | Review and implement standards for bird safe designs for buildings within the city. (Bring to Planning Commission)   | 6       | 6     | 6       | 5       | 6        | 6       | 4     | 39    | 6             | Dec, 2015           |

## Prioritization of 2015-2017 Council Goals and Strategic Objectives

| BALANCE THE EMERGING ECONOMIC OPPORTUNITIES WITH THE NEEDS OF OUR COMMUNITY |  | Caserta | Davis | Gillmor | Kolstad | Marsalli | O'Neill | Mayor | Total | Priority Rank | Completion Date               |
|---|--|---------|-------|---------|---------|----------|---------|-------|-------|---------------|-------------------------------|
| 1   | Develop a plan to support minimum quality of life standards for residents and the development of an affordable housing plan with focus on the homeless and housing vulnerable.   | 1       | 3     | 3       | 4       | 1        | 2       | 4     | 18    | 2             | Homeless Program<br>June 2015 |
| 2   | Create a development standard (including criteria checklist) and city plan to provide high quality of life core services for our existing and future residents.  | 3       | 1     | 1       | 4       | 1        | 3       | 1     | 14    | 1             | June, 2015                    |
| 3   | Establish a tracking process, as called for in the city's General Plan, for new development compliance and city readiness to provide all requisite services and infrastructure required as a result of development for residents, businesses and visitors. | 4       | 2     | 2       | 2       | 1        | 1       | 2     | 14    | 1             | August, 2015                  |
| 4   | Engage the region and prepare for Super Bowl 50, including local celebrations.   | 2       | 4     | 4       | 1       | 4        | 4       | 3     | 22    | 3             | Feb, 2016                     |

| OTHER |   | Caserta | Davis | Gillmor | Kolstad | Marsalli | O'Neill | Mayor | Total | Priority Rank | Completion Date |
|-------|---|---------|-------|---------|---------|----------|---------|-------|-------|---------------|-----------------|
| 1     | Include operational and financial updates of Levi's Stadium at monthly Stadium Authority only meetings.       | 1       | 2     | x       | 2       | x        | 2       | 2     | 9     | 2             | March, 2015     |
| 2     | Identify a point person to coordinate city-wide sustainability efforts to provide regular reports to Council. | 2       | 1     | x       | 1       | x        | 1       | 1     | 6     | 1             | March, 2015     |

## Prioritization of 2015-2017 Council Goals and Strategic Objectives

| FUTURE STUDY SESSION ITEMS |  | Caserta | Davis | Gillmor | Kolstad | Marsalli | O'Neill | Mayor | Total | Priority Rank | Completion Date           |
|----------------------------|--|---------|-------|---------|---------|----------|---------|-------|-------|---------------|---------------------------|
| 1                          | Revitalization of properties along El Camino, more specifically with Smart & Final shopping center.  | 3       | 5     | 4       | 6       | 4        | x       | x     | 22    | 5             | Program to Promote        |
| 2                          | Current status of city infrastructure.   | 1       | 4     | 1       | 1       | 2        | x       | x     | 9     | 1             | July, 2015                |
| 3                          | Evaluate process for raising minimum wage to the level of San Jose and Sunnyvale (\$10.30 with CPI adjustment every July 1st) by January 1, 2016 | 2       | 7     | 7       | 7       | 3        | x       | x     | 26    | 6             | 5/5/2015                  |
| 4                          | Update on Super Bowl events, including costs.  | 4       | 6     | 6       | 2       | x        | x       | x     | 18    | 4             | 3/24/2015                 |
| 5                          | Secure financing for the city's portion of the San Jose/Santa Clara Waste Water Treatment Plant Facility Major Upgrade Project.                  | 5       | 1     | 5       | 3       | 1        | x       | x     | 15    | 2             | Finance Plan<br>12/1/2015 |
| 6                          | Start negotiations for an agreement with the SFPUC regarding Santa Clara's continued use of Hetch Hetchy Water.                                  | 7       | 2     | 2       | 4       | 1        | x       | x     | 16    | 3             | Negotiations<br>06/30/15  |
| 7                          | Accelerate use of water from the Silicon Valley Advanced Water Purification Center.  | 6       | 3     | 3       | 5       | 1        | x       | x     | 18    | 4             | June, 2015                |

## Prioritization of 2015-2017 Council Goals and Strategic Objectives

| FUTURE COUNCIL MEETING ITEMS |   | Caserta | Davis | Gillmor | Kolstad | Marsalli | O'Neill | Mayor | Total | Priority Rank | Completion Date |
|------------------------------|---|---------|-------|---------|---------|----------|---------|-------|-------|---------------|-----------------|
| 1                            | Appointment of Council members to the ad-hoc Governance Committee.  | 5       | 3     | 3       | 3       | 4        | x       | x     | 18    | 4             | 4/7/2015        |
| 2                            | Current state of public safety and other recruitments/staffing city-wide.   | 1       | 2     | 1       | 1       | 1        | x       | x     | 6     | 1             | July, 2015      |
| 3                            | Creation of an emergency operations plan.   | 3       | 4     | 2       | 2       | 2        | x       | x     | 13    | 2             | August, 2015    |
| 4                            | Develop a Master Plan for Ulistac.  | 4       | 5     | 5       | 5       | 5        | x       | x     | 24    | 5             | June, 2015      |
| 5                            | Conduct an Stadium Authority meeting to get up-to-speed on operation and financial aspects of Levi's Stadium to date. | 2       | 1     | 4       | 4       | 3        | x       | x     | 14    | 3             | March, 2015     |

| DEFERRED TO OTHER COUNCIL COMMITTEES |  | Caserta | Davis | Gillmor | Kolstad | Marsalli | O'Neill | Mayor | Total | Priority Rank | Completion Date |
|--------------------------------------|--|---------|-------|---------|---------|----------|---------|-------|-------|---------------|-----------------|
| 1                                    | Continue to look for ways to increase voter turnout of Santa Clarans in municipal elections.   | 1       | 3     | x       | x       | 3        | x       | x     | 7     | 3             | x               |
| 2                                    | Method/adopted process to improve information from the City Manager to Mayor and Council and to the public.                                  | 3       | 1     | x       | x       | 1        | x       | x     | 5     | 1             | x               |
| 3                                    | Continue to support open government processes, including accessibility of city services, open data, and support of public committees/groups. | 2       | 2     | x       | x       | 2        | x       | x     | 6     | 2             | x               |