



OVERVIEW

The Council sets goals and strategic objectives which provide guidance regarding priorities of the Council and staff typically during a two-year timeframe. On January 26, 2017 the Council held a Goal Setting Retreat. At this public meeting, the Council discussed and heard from the community on what the City should collectively focus on from 2017-2018. A meeting summary, as prepared by the retreat facilitator, and the video recording of the retreat are available on the City's website at www.santaclaraca.gov/councilgoals.

CITY WIDE STRATEGIC PILLARS



Promote and Enhance Economic and Housing Development



Enhance Community Sports and Recreational Assets



Deliver and Enhance High Quality Efficient Services and Infrastructure





Enhance Community Engagement and Transparency








Ensure Compliance with Measure J and Manage Levi's Stadium








Maintain Adequate Staffing Levels


Departments	Pillar	Project Title	Outputs/Activities	Status	Next Steps	Estimated Completion	Requested By
1 Community Development City Manager's Office		Downtown Revitalization	<p>Completed series of DRC meetings/workshops with consultant lead planning for Downtown</p> <p>Consultant to prepare Downtown Revitalization Vision document to record outcome of Committee workshops</p> <p>Working with property owners to explore possible land dedication to City to reestablish Franklin Street</p>	In Progress	Presentation of the visioning document to Council for acceptance. Begin planning for the future development of City-owned property along Lafayette/Homestead	Ongoing	City Council
2 City Manager's Office		Economic vitality focused on El Camino and Tasman	<p>Tour of El Camino Real conducted with Economic Development Committee members.</p> <p>Target properties for improvement identified.</p> <p>Ongoing reporting to the Economic Development Committee.</p>	In Progress	An RFP for an affordable housing project at 1021-31 El Camino Real will be prepared for release. Continue to work with El Camino Real Shopping Center owner in effort to update the exterior of the property. Work with Caltrans about the potential acquisition of vacant parcel.	Ongoing	City Council

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3 Community Development		Placemaking Opportunities	Spring 2017 Placemaking Series included two community workshops, two keynote speakers and three panel discussions (www.santaclaraca.gov/placemaking)	In Progress	Next phase of Placemaking Series under development; to be coordinated with El Camino Real Specific Plan outreach activities	Ongoing	City Council
4 Community Development		General Plan Update	Conducted March 2017 update on the General Plan (*Note: Council intent was for an "update on the General Plan" not a comprehensive GP Update) Council gave direction to initiate Specific Plans for Patrick Henry and Freedom Circle per Council direction given in March 2017. Staff issues an Request for Proposals for consultant services in July 2017. The Patrick Henry and Freedom Circle Specific Plan Requests for Proposals included General Plan 'pre-requisite' studies as part of the project scope. Staff interviewed consultant teams in October 2017.	In Progress	Staff is working with the selected consultant team to finalize a contract for City Council approval. Per the City's General Plan, the Specific Plan work should be funded by developers. While a project developer for each Specific Plan area has verbally committed to funding each Plan, the developer has requested time to negotiate with other property owners within each Plan area to share in the costs of Plan preparation. Staff and the consultant team will not begin substantive work on the Specific Plans until the full funding needed is in place. Once work begins, staff anticipates an 18 month process.	TBD	City Council
5 Community Development		Affordable Housing Funding	The City's Affordable Housing Impact Fee Ordinance was adopted by the City Council in late 2017 and implementation will begin in July 2018. Because the impact fee is not collected until prior to occupancy, revenue from this Fee will not be available until 2019-2020. Other funding sources available to the City include residual Redevelopment funds and program income from the City's affordable housing program, as well as Measure A funding awarded by the County to projects within the Cith of Santa Clara. Staff is supporting affordable housing developers to receive County funding. The City is also moving forward with a community outreach and Request for Proposal process for three City-owned properties. The City Council approved the outreach process in October and staff conducted a first community meeting in December.	In Progress	Per City Council direction, staff is reviewing a potential discount in the Housing Impact Fee for development projects that make use of labor paid at an "area standard wage". Staff has engaged an economic consultant to prepare an analysis and will return to the City Council in April. Staff is engaged in ongoing discussions with County Office of Supportive Housing, CORE, and other partners on strategies for funding affordable projects.	Ongoing	City Council



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6 Community Development		Revise Zoning categories to consider live, work, sell; micro-units, multi-family housing and how to require more community gathering and meeting spaces as part of developments	<p>Adopted Accessory Dwelling Unit Ordinance July 2017</p> <p>Completed RFP process for consultant to conduct comprehensive zoning code update and the City Council approved a contract in October with Mintier Harnish. The consultant has completed stakeholder interviews and is working on a draft document for review.</p> <p>A community gathering space was incorporated into the Summerhill El Camino Real senior housing project approved by City Council. in October.</p>	In Progress	<p>Staff will schedule a study session with the City Council in April/May to receive Council input on the Zoning Code update. As part of this effort, the City Council could consider land-use guidelines for community meeting gathering spaces as part of developments, along with its placemaking work.</p> <p>The Zoning Code update could be completed by the end of 2018 depending upon the degree of California Environmental Quality Act analysis required. The California Environmental Quality Act process will be determined based upon the scope of changes proposed to the Zoning Code.</p>		City Council
7 Community Development		Complete El Camino Real retail assessment	<p>A retail analysis is included within scope of consultant services for the El Camino Real Specific Plan now underway. The City has conducted "pop-up" outreach events and an on-line survey is available through the end of January.</p>	In Progress	<p>The Peak Democracy forum website is open until January 31, 2018 for a community survey. 538 responses have been received so far (and 789 visitors to the page).</p> <p>A Pop Up outreach event at Santa Clara University is scheduled for Friday January 26, 2018 from 11:00am to 1:00pm.</p> <p>The First Community Workshop is scheduled for Wednesday February 28, 2018 from 5:30pm to 8:00pm (Redwood Room, Central Library). A citywide notice was sent out in the utility bill.</p> <p>A Priority Development Area Profile with existing conditions report will be completed by the consultant this week (January 19, 2018).</p> <p>The first Citizen Advisory Committee and Technical Advisory Committee meetings will be scheduled in February, 2018. The approval of Citizen Advisory Committee membership will be included as part of the agenda for the January 23, 2018 City Council meeting.</p> <p>The Specific Plan process is scheduled for completion in mid-2019.</p>	Mid-2019	City Council




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8 Public Works City Manager's Office		Convention Center Assessment	<p>Staff presented initial analysis at July 17, 2017 Economic Development Committee.</p> <p>Settlement Agreement requires new Covenants, Conditions & Restrictions with associated financial impact.</p> <p>City Council held closed session on August 29, 2017.</p>	In Progress	Staff is preparing for a comprehensive Study Session with the Full City Council in February to receive additional input on next steps.	Ongoing	City Council
9 Public Works City Manager's Office		Initiate feasibility study for expansion options of the Convention Center	<p>Convention Center Expansion Feasibility Study will be performed following the consultant analysis on current operations and Convention Center existing facility assessment.</p> <p>Facility Condition Assessment (FCA) short term and modernization recommendations \$3.35M (convention center), \$1.94M (parking garage). FCA recommends \$82M in 10-year CIP replacement reserves.</p>	In Progress	Staff is preparing for a comprehensive Study Session with the Full City Council in February to receive additional input on next steps.	Ongoing	City Council
10 Public Works City Manager's Office		Determine operating model for the Convention Center	<p>City entered an Agreement with Jones Lang LaSalle Americas Inc. on April 2017 to engage stakeholders and Development Plan for a New Operation Model for the Convention Center.</p> <p>Consultant presented latest assessment findings at Economic Development Committee on October 3, 2017.</p>	In Progress	Staff is preparing for a comprehensive Study Session with the Full City Council in February to receive additional input on next steps.	Ongoing	City Council




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11 Parks and Recreation		Develop financial strategies for a fully funded Swim Center project	Contracted services with PFAL are currently underway to : a) develop and evaluate potential financial strategies and funding capacities/options; b) provide community engagement, public opinion research on options developed (second poll live Oct 27); c) initiate a capital campaign and team to begin raising private/corporate funding and sponsorships on behalf of City, SVAI, and ISHOF; d) provide community information and access; and, e) provide advice on the development and negotiation of potential public private partnership agreements, sponsor commitments, ballot measures and/or other needed items for the delivery (design, construction, financing, maintenance and operation) of the Project.	In Progress	Council Study Session #2 tentatively Scheduled for February/March 2018.	TBD	City Council
12 Parks and Recreation		Begin infrastructure assessment (including maintenance element, community space and room availability)	Inventory and infrastructure assessment is currently underway using contractor Kitchell/CEM, Inc.	In Progress	Completion of the infrastructure assessment anticipated January 2018, with a City Council update in February/March timeframe.	Ongoing	City Council




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13 All Departments		Explore funding mechanisms, including grants	<p>City partnering with MTC (grantor) to prepare El Camino Real Specific Plan</p> <p>Completed comprehensive review of Planning permit fees in June 2017 including creation of new General Plan/Advance Planning surcharge fee</p> <p>Shifted HUD HOME funding to City's Tenant Based Rental Assistance program to improve utilization of available funds</p> <p>Upgrade to City's Permit Tracking System (in process) will enable future review of Building Permit fee levels and possible creation of a technology/record keeping surcharge</p> <p>Public Works received transportation Federal grants totally \$14.3M with a City match of \$7.6M.</p>	Ongoing	City staff can develop an annual grants development report as part of the routine budget development process, ETA May 2018. Along with an annual report, staff can include key grant activity as part of our monthly financial reporting.	Ongoing	City Council


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			<p>Funding priorities and amounts vary from year to year, however SCPD seeks local, State and Federal funding sources for education, enforcement, training and equipment needs. SCPD is currently receiving grant funding from Department of Alcoholic Beverage Control, Board of State and Community Corrections, Citizen's Option for Public Safety, Justice Assistance Grant, Firearms Industry Trade Association, Office of Traffic Safety, Silicon Valley Community Foundation and State Homeland Security Grant Program.</p> <p>SCPD submitted a grant application to Bulletproof Vest Partnership, and is awaiting the status.</p> <p>Parks & Recreation awarded Santa Clara Valley Open Space Authority Grant for San Tomas & Monroe Neighborhood Park & Community Garden open Space \$425,000.</p> <p>Parks & Recreation awarded Santa Clara Valley Water District Grant for Ulistac Trail Rehabilitation and Habitat Restoration.</p> <p>Parks & Recreation applied for California Outdoor Environmental Education Facilities Grant Funds for Outdoor Classroom component at San Tomas & Monroe Neighborhood Park and Community Garden Site (Pending).</p>				

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14 Public Works		Prioritize infrastructure needs and funding plans to improve infrastructure to Grade A	City Infrastructure Study Session held on March 7, 2017 to rank City Infrastructure, quantify unfunded infrastructure needs and potential funding opportunities.	In Progress	Staff proposed a two year budget cycle, alternating between operating and capital budgets to support a fuller focus and strategy on funding infrastructure needs. Some infrastructure assessments are underway and, depending on desired quality of rehabilitation or pace of investment, staff could work with the City Council to develop investment strategies and options. This effort would be better supported with focus on asset management tools and resources.	Ongoing	City Council
15 City Manager's Office		Develop city-wide sustainability strategy	Sustainability Framework and Workplan outline under development.	In Progress	Staff will be proposing resources to advance and institutionalize an adopted sustainability strategy. The City Council appropriated \$25,000 for an "as needed" position, but the allocation of resources was insufficient to advance this policy area. More resources would be required and additional staff capacity to appropriately implement this strategy. Examples include: lower emission strategies/policies, land use policies (green buildings), operational changes that promote sustainability (paperless, low emission vehicle policies, recycled products, green procurement, etc.)	Ongoing	City Council

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16 Human Resources		Complete staffing assessment	<p>Select specific Subject Matter Expert (SME) Consultants selected to study appropriate Departments.</p> <p>The following Department staffing assessments have been conducted:</p> <ul style="list-style-type: none"> - SVP Electric Utility (Management Partners) - Police Department (Center For Public Safety Management) - Fire Department (CityGate and Associates) and - Water and Sewer Utility (PW and SVP looked at as well to merge W&S) (Management Partners) have all been assessed. 	In Progress	<p>In addition to the staffing assessments, during review by the City Manager, she has asked for the Departments to surface service efficiencies that would offset additional staffing and would also improve customer service (e.g., from manual to automated services).</p> <p>There is a concern that these staffing studies need to be holistically evaluated against the larger City enterprise context so that any efficiencies available can be attained and/or to prevent duplicative/redundant service investments. Also, the City needs to evaluate traditional civic services that are weak or not present in the organization and determine the resources needed to address these gaps.</p>	TBD	City Council
17 Public Works Electric Utility		Complete City Hall assessment to house staff	SVP through Hawley Peterson Schneider has prepared a space needs assessment for City Hall departments and conceptual design schematics for a new Civic Center Complex.	In Progress	A City Council Study Session will be held in April 2018.	Mid-2018	City Council
18 Human Resources		Survey staff	Surveyed local public sector jurisdictions to determine if they have used employee satisfaction surveys. If so, what survey methods did they use.	In Progress	Review of program phasing and implementation options based on assessment of survey priorities, working with the City Manager's Office and City employees. Funding will be requested through the FY 2018-2019 budget process.	Dec-18	City Council

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19 City Manager's Office		Survey the community on communications	Post survey on Open City Hall and advertise through the website, social media, utility bill inserts, Channel 15, special events, etc.	Completed	Open City Hall survey closed November 21, 2017 with over 400 responses. Additionally, added a rank choice communication method survey question to the Parks and Recreation survey for Project Finance Advisory Limited (PFAL). Staff is in process of analyzing the survey results, but acknowledges that this methodology is not statistically valid public opinion data. An update to Council/Stadium is expected in March 2018 with project completion expected for June 2018.	Jun-18	City Council
20 City Manager's Office		Retain consultant support to develop a community engagement plan (Public Relations)	Develop a Community Engagement Plan to be vetted by the Council and public. Entered into Agreement for strategic communications support. Annual Media Strategy was presented to the Marketing Committee.	In Progress	A new RFQ for communications services closed on January 16. An award of contract is expected by the end of January for services on behalf of both the City and Stadium Authority. Completion of a Community Engagement Plan is pending and requires communication expert's input (upon award of a contract).	Mid-2018	City Council
21 Human Resources		Increase volunteer opportunities	Contracted with an automated volunteer system, Volgistics The City continues to accept volunteer applications and has over 2400 volunteers age 14 and older.	Ongoing	Will continue to accept volunteer applications on an on-going basis, specifically outreach for City-wide events, as needed. Staff will develop a performance review process and metrics to determine value added.	Ongoing	City Council

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22 City Clerk's Office		Complete agenda process revamp	The City's current SIRE agenda and document management software is outdated and at significant risk of failure. SIRE is being replaced by two systems: 1) Granicus for agenda management, and 2) Laserfiche for enterprise document management. The Granicus launch is on track with staff training in December 2017 and January 2018 and the first implementation phase expected for early March.	In Progress	Staff presented report, minutes, and agenda templates to the Governance Committee in November 2017, as part of an update to this effort. Granicus was onsite on January 16, 17, 18 for user training sessions with sessions for Council expected in late February and early March. The targeted go-live date for Granicus will be the Council meeting of March 6, 2018. Staff will continue to provide ongoing training regarding Granicus system, support the program, look for improvements to current processes, and complete data migration of SIRE and Ikon legacy content into Granicus. Next steps include the completion of Laserfiche fitgaps, support pilot programs currently being implemented by departments and initiate city-wide rollout of system in conjunction with NextRequest Public Records Act tracking system.	Ongoing	City Council
23 Community Development		Promote neighborhood clean-up event(s)	Code Enforcement efforts have been focused on the University neighborhoods and general activities.	Ongoing	In addition to the City's ongoing clean-up events (May community-wide clean-up and University neighborhoods student move-out clean-up), Code Enforcement staff respond on a complaint basis to individual incidences of trash dumping and work with property owners to address the issue.	Ongoing	City Council
24 City Attorney's Office		Retain legal support within 30-60 days	Outside counsel has been retained regarding Stadium Authority related issues.	Completed			City Council

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25 City Manager's Office		Complete Stadium strategy assessment (including best practices and governance models) and document review	Harvey M Rose completed Phase I of audit and provided recommendations.	In Progress	City Manager is assessing the on-going workload required to support Stadium Authority Board support and day-to-day operations. A more accurate assessment can be provided upon completion of some delayed work efforts, policy development following ongoing community engagement effort, annual budget cycle, and basic "catch up" of incomplete project. Upon that, the day-to-day work will stabilize and can be better assessed from a governance perspective.	Ongoing	City Council