

**SANTA CLARA CITY COUNCIL STRATEGIC PLANNING SESSION
JANUARY 26, 2017
3:00 P.M. TO 9:00P.M.
SANTA CLARA CONVENTION CENTER, MISSION CITY BALLROOM**

**MEETING SUMMARY AND WORK PLAN
*Prepared by Apex Strategies – Eileen Goodwin***

The Mayor convened the meeting and made brief remarks. The Interim City Manager gave a report on the status of the City organization.

The facilitator reviewed the agenda which included a discussion of the Council Vision; Council goals, discussion of five key topics, priority setting and development of a work plan and a goal tracking strategy. The agenda had multiple opportunities for the community to make comments. In addition, the meeting was streamed live on Facebook. Comments from those watching remotely were also conveyed to the Council.

The facilitator shared with the Council the previous Council's four goals. These goals were not ranked by the previous Council. They are: Promote and Enhance Economic and Housing Development; Ensure Fiscal Responsibility; Enhance Community Sports and Recreational Assets; and Deliver and Enhance High Quality Efficient Services and Infrastructure. The facilitator also read the existing City Mission Statement which was adopted in 1989. It reads: "The Mission of the City of Santa Clara is to promote a living and working environment that allows for the best quality of life by serving the community with resourceful, efficient, progressive and professional leadership." She stressed that the work of the Council at this planning session meeting was to articulate its goals and desires and prioritize these actions into a work plan.

The facilitator then asked the Councilmembers to array themselves along a continuum regarding pairs of issues. The pairs included whether they valued increasing fiscal reserves or providing as much constituent service as possible; whether they preferred to support more housing development or job supporting development; investing in parks and recreation or infrastructure; and technology as a solution for providing efficient constituent service or adding more personnel. Additional topics that were asked, because of community input, included cars versus transit; infill versus no infill; community input versus developer input. The Council responded by choosing additional constituent service over fiscal reserve but only slightly off the middle of the spectrum; the majority preferred housing development over more jobs with a broad distance along the spectrum; the Council split on parks versus infrastructure with no members in the middle. The Council preferred transit over cars with a couple near the middle on the transit side. The infill concept was accepted by all with many caveats regarding affordability as a reason to support more density. The Council favored community input over developer input with one Councilmember slightly on the developer side of the middle of the spectrum.

After this session and a set of public comments, the Councilmembers each gave their individual goals and visions for the City. This was followed by another session of public comment.

After a short break, the facilitator asked the Council to again use the continuum to show where they stood on several emerging themes related to their individual comments. Those pairs included raising taxes or fees versus budgeting within existing means; trust of staff; Council understanding about whether they felt the Council as a body was trusted by their constituents; many goals for the work plan versus a limited set of goals; increasing the number of Council meetings to spread out community comments and have more reasonable end times; and whether for some of the work plan items it would be appropriate to hire consultant support versus have staff do all of the work on the various studies and efforts. The Council responded by splitting on the topics of support for additional taxes or fees; trust of staff and community trust of Council. The Council was aligned on the topics of fewer goals rather than every possible goal; support for additional Council meetings to make the meetings more productive and support for bringing in consultant support.

The Council then spent time discussing in some depth the following five topics: The General Plan; Convention Center; Stadium Authority; Infrastructure and City personnel. The following summarizes the suggestions and direction discussed.

The General Plan:

- The existing General Plan had check-in points built in to it but those check-ins never occurred. The lack of regular check ins may be the cause of community concern and why some of the proposed developments are out of synch with expectations.
- The community wants the Council to stick to the General Plan.
- A general plan update should include specific zoning to accommodate live, work, sell spaces as well as consideration of micro-units.
- A check list for development should be developed by the Community Development Department to address and disclose community concerns and impacts to traffic, sewer, water and other infrastructure topics. Each development should move forward only after these issues have been disclosed. The consistency with the General Plan should be a key consideration. There should be a template developed as part of Council agenda item template.
- For conversion properties impacts of the conversion on schools, parks, police and fire should be disclosed.
- The General Plan review should be moved up into the six-month work plan of the Council This should be a “healthy” review and cover all the topics.

Convention Center

- The Convention Center has reached the end of its maximum life. It should be rebuilt into a community jewel. The convention Center should be connected to the City Place project. Stakeholders should be engaged in the redesign of the Center to weigh in on topics such as parking and pricing. Analysis is needed.
- There should be analysis about the current building and the cost to maintain or redo it as well as what the potential for revenue might be for the center going forward. The City should maximize its return on investment. The analysis should be accomplished within the next six months.
- The Convention Center has been a money-maker at times. Best practices should be researched and presented as well as different operating models.

- The Convention and Visitors Bureau should be a key stakeholder along with the Center's existing management team.

Stadium Authority:

- There should be separate Stadium Authority meetings at separate times from the City Council meetings.
- There should be separate operations and staff from the existing City staff and management.
- The existing City staff is busy.
- Need to have a clear understanding of the existing contracts and agreements such as the development agreement and lease. The Council wants the relationship to go well. Measure J analysis should be done. The City should know what is allowable.
- The stadium should be run like a business.
- There may be need to change documents and approach. There may be charter issues related to hiring.
- The neighbors and community should be protected from night time noise especially during the work week.
- This analysis should occur within the next six months.

Infrastructure

- Raising rates is becoming too easy, too common, it should not be the first thing looked at or considered. The City needs to explore grants and other ways to generate money.
- The tennis courts are coming to fruition. That is a success.
- The streets in Santa Clara used to be the envy of others, now our roads need to be fixed.
- There have been power outages.
- We need to get back to "the Santa Clara way."
- There should be a full assessment of our infrastructure. We need to know what condition it is in and what the cost would be to get it where it needs to be and what the cost should be to maintain it appropriately. That would be the big picture, we need to see the full picture and then make a plan. We need to see the full plan and then amortize it. We also need to plan for the disruption the construction will cause and have a plan to minimize it.
- The libraries should be included in our planning.
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Personnel:

- There is a demand for responsive government and a quality of life in the City. Santa Clara has grown from a 60,000-person city to a 120,000 plus person city. The community is more diverse. There are more demands on the Council There should be staff for each councilmember and several staff for the Mayor similar to other large cities.
- There are work force development issues with many of the departments. Public service should be an honorary path. The City of Santa Clara should be a great work environment with tools for all the positions.

- We are losing upper management and replacing people. We should understand what the correct staffing levels are and use that knowledge to set budgets. There should be a staffing study done in conjunction with the budget effort. The study needs to be completed in less than six months. Customer service levels need to be considered.
- The Council needs to know what are the proper staffing levels for now and for the future. There should be clear upward mobility for our staff and professional training and development. They are very busy now doing many jobs.
- The expectations from the constituents is that their requests will be addressed immediately, “instant gratification.”
- Concern regarding burn-out of staff and the Council. Need to have cross-training of staff. Need to add resources. City Place hopefully will add resources soon.
- There should be an employee satisfaction survey.
- The City Hall space should be assessed as well as the current staff have filled the existing City Hall space and are leasing other space which is not as cost effective as having our space.

The Council then added dots to issues that had been raised throughout the meeting. Each councilmember had six dots to place.

Here are the issues in descending frequency order.

Seven dots:

- Infrastructure (assessment, roads, water)

Six dots:

- Support of Retail (downtown, El Camino Real, Tasman East, retention, loans)

Four dots:

- Increase revenue (City Place revenue, look at TOT, fiscal responsibility)
- Community engagement (tools, engagement plan, professional support, community survey)
- Housing (affordable, senior, millennials, live work)

Three Dots:

- Arts District (live, work, sell; Arts District)
- Sustainability (walkable, transit, pedestrian and bike friendly, wellness, smart growth)
- Staffing levels

Two dots:

- Agenda process (streamline, forward looking planning, transparent process)

One Dot:

- Neighborhood connectivity (adoption, clean-up)
- Open Space (clean ups, toxic)

After reviewing their dot selections and feedback on the five in depth topics the Council members then prioritized the action items into a Six month or less work plan, a seven month to 24 month set of actions and a post two-year window. Due to time constraints, there was not a ranking by the Councilmembers of the efforts within categories. That said there was general acknowledgement that many of the early activities required studies and assessments that would require staff and consultant support. It was felt that with support of outside professionals the ambitious number of efforts would be possible within the relatively short timeframe.

WORK PLAN

Timeframe six months (or less):

- Retain legal support-immediate need within 30-60 days
- Complete Stadium strategy assessment (including best practices and governance models) and document review
- Commit to public engagement
 - Survey the community
 - Survey the staff
 - Retain consultant support to develop a community engagement plan
- Complete staffing assessment (with and without City Place in near term)
- Complete City Hall assessment to house staff
- Complete infrastructure assessment (including maintenance element, community space and room availability)
- Initiate General Plan update process
- Complete agenda process revamp (with forward looking element incorporated)
- Start dialogue with downtown community on strategic approach to retail
- Invite property owners to Economic Development Committee to give feedback and help Council give direction on overall retail strategy for all city areas
- Complete assessment of placemaking opportunities for City (engage community groups in visioning process)
- Promote Neighborhood Clean-up event
- Complete Convention Center assessment (include opportunities for City Place coordination)
- Create beefed up volunteer opportunity utilization (define opportunities, seek volunteers)

Timeframe seven to twenty-four-months:

- 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

- Move forward a fully funded Swim Center project
- Create plan for the Theater (phased if necessary)
- Find funding and locations for affordable housing
- Complete El Camino Real retail assessment
- Prioritize infrastructure needs and funding plans. Bring infrastructure up to appropriate condition-find funds by raising fees or attracting grants
- City Sustainability department is staffed and functioning
- Convention Center is coordinated with City Place and operations plan is being implemented
- Community volunteers are regularly utilized
- Hold Council Strategy Session for updated Council Work Plan

Timeframe after 24 months:

- Convention Center is being rehabilitated or redone

Prior to the last public input opportunity, the Council determined that it would hold a Council session at the six-month mark to assess its progress on Work Plan implementation and determine priorities and next steps for the seven to twenty-four-month window. The Council determined that quarterly check-ins from staff on the Work Plan items was an appropriate frequency for check in.

The public had a final comment session and the Interim City Manager shared some concluding remarks by thanking Council and the public for their active participation and guidance to staff.